

Project on Gender Mainstreaming (Phase 2)

Project Final report

September 2015

JAPAN INTERNATIONAL COOPERATION AGENCY(JICA)

**ALMEC Corporation
KOEI RESEARCH INSTITUTE International Corporation**

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ROYAL GOVERNMENT OF CAMBODIA
MINISTRY OF WOMEN'S AFFAIRS

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Photos



First Project on Gender Mainstreaming Phase 2 (PGM2) Workshop in Kampong Cham (January 31-February 1, 2011)



First Joint Coordinating Committee (JCC) meeting (February 2, 2011)



PGM2 Workshop 3 at Ministry of Women's Affairs (MOWA) (July 7 -8, 2011)



Courtesy call to Vice-president of JICA during the counterpart training in Japan (October 7, 2011)



Launching on GMAP Update of Ministry of Rural Development (March 28, 2012)



Opening Workshop of Agricultural Production Pilot Project in Prasat Village, Tong Rong Commune (June 27, 2012)



Pilot Project Site Visit by the Minister of MOWA and the Senior Representative of JICA Cambodia Office (November 13 ,2012)



Seventh Cambodia Import Export and "One Province, One Product" Exhibit (December 15-18, 2012)



Technical TOT for District Agricultural Officers in Kampong Cham Province (May 20-21, 2013)



Child-Care Service for Agricultural Production Pilot Project (June 20, 2013)



Policy Recommendation Workshop (August 27-28, 2013)



The Eighth Cambodia Import Export and "One Province One Product" Exhibit (December 15th-18th, 2013)



The Fifth Joint Coordinating Committee(JCC) Meeting
(January 9th, 2014)



Workshop on Gender Responsible Budgeting
in Kampong Cham Province
(February 6th, 2014)



Information Sharing and Policy Recommendation
Workshop in Phnom Penh
(June 10th – 11th, 2014)



The 41st Technical Working Group on Gender (TWG-G)
Meeting (August 15th, 2014)



Visit to a Pilot Project Target Woman
in Kampong Cham Province
by the JICA Monitoring Mission
(November 24 – 28, 2014)



The Sixth Meeting
of the Joint Coordinating Committee
(February 17, 2015)



The Fourth Meeting
of the TWG-G Sub-group
on Women's Economic Empowerment
(March 26, 2015)



Ministry of Industry and Handicraft
GMAP Launch Meeting
(July 9, 2015)



PGM Method Workshop
in Phnom Penh
(September 7, 2015)



Group Discussion at PGM Method Workshop
(September 7, 2015)



PGM2 Final Seminar
in Phnom Penh
(September 8, 2015)



PGM2 Final Seminar
in Phnom Penh
(September 8, 2015)

Project on Gender Mainstreaming (Phase 2)
Project Final Report
September 2015

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Attachment

- Minutes of Meetings of JCC
- Plan of Operation
- PDM (Final)
- List of Trainees who Visited Japan

Abbreviations and Acronyms

| | |
|--------|---|
| C/P | Counterpart |
| CMDG | Cambodia Millennium Development Goal |
| D&D | Decentralization and Deconcentration |
| GBV | Gender-Based Violence |
| GMAG | Gender Mainstreaming Action Group |
| GMAP | Gender Mainstreaming Action Plan |
| I/P5 | The Fifth Year Project Implementation Plan |
| JCC | Joint Coordinating Committee |
| JICA | Japan International Cooperation Agency |
| KPC | Kampong Cham Province |
| MAF | Millennium Development Goal Acceleration Framework |
| MAFF | Ministry of Agriculture, Forestry and Fisheries |
| MIH | Ministry of Industry and Handicraft |
| MOP | Ministry of Planning |
| MOWA | Ministry of Women's Affairs |
| NGO | Non-Governmental Organization |
| NSDP | National Strategic Development Plan |
| OJT | On-the-Job Training |
| OS-WEE | Operational Strategy for Women's Economic Empowerment |
| PBA | Program-Based Approach |
| P/R5 | The Fifth Project Progress Report |
| PDA | Provincial Department of Agriculture |
| PDM | Project Design Matrix |
| PDOP | Provincial Department of Planning |
| PDWA | Provincial Department of Women's Affairs |
| PGM 2 | Project on Gender Mainstreaming Phase 2 |
| PPCC | Pilot Project Coordinating Committee |
| RHS | Rural Hygiene Standards |
| SME | Small and Medium Enterprises |
| TWG-G | Technical Working Group on Gender |
| UNDP | United Nations Development Programme |
| WEE | Women's Economic Empowerment |

1 Project Outline

1.1 Background

Cambodia enjoys high levels of economic growth, with the prospect of future growth owed to the improvement of peace and security, as well as to the increase of revenues from natural resources, foreign investments, and international trade activities. Poverty reduction has also been a major concern for the Royal Government of Cambodia (RGC), which led to the steady decrease of the poverty rate from 47.8% in 2007 to 19.8% in 2011¹.

In terms of the Gender Inequality Index (GII) from the United Nations (UN), Cambodia is currently ranked at 105 out of 187 countries, whereas in the UN Human Development Index (HDI), it is ranked at 136 out of 187 countries². In Cambodia, more than half of the total population consists of women (51.5%³), and they play important roles in the development of the country. The participation of women in the labor force is high, with 77.8% of women within the age group of 15-64 years in the workforce. However, 65.1% of the female workforce is self-employed or unpaid family workers, primarily in small-hold farming and family enterprises. 34.9% of them are accounted for wage work, compared to the 46.1% of men in employment⁴.

According to the 2014 Cambodia Inter-censal Economic Survey, there are 513,759 business establishments in Cambodia. Among them, 61% have female representatives. However, the scales of their businesses are small, and 78% of them only employ one or two persons. Their businesses are mostly concentrated in wholesale and retail trade, repair of motor vehicles and motorcycles, and accommodation and food service activities. These businesses account for 80% of all women's businesses.

In spite the fact that women in Cambodia have been greatly contributing to the development of the country both economically and socially, their socio-economic status is still low compared with their male counterparts, because traditional and cultural norms that consider women to be passive still exist.

The Constitution of Cambodia, which was adopted in 1993, ensures the equal rights of both women and men under Article 35 ("Khmer citizens of either sex shall have the right to participate actively in the political, economic, social and cultural life of the nation"). It also prohibits all forms of discrimination against women under Article 45 ("All forms of discrimination against women shall be abolished").

Unfortunately, inequality that is based on gender and discrimination against women still exists in many of the fields in the society of Cambodia. To attain gender equality, gender perspectives should be incorporated in all dimensions of the society. Otherwise, women may not be able to gain equal access to and control over resources, and will remain subordinate to their male counterparts.

To narrow the gender gaps and attain gender equality and women's empowerment, the RGC has been implementing various kinds of programs and projects that are based on the national policies

¹ The Royal Government of Cambodia (2014). *National Strategic Development Plan 2014-2018*. Phnom Penh, Cambodia.

² United Nations Development Programme (2014). *UN Human Development Report 2014*. New York.

³ National Institute of Statistics, Ministry of Planning (2013). *Cambodia Inter-Censal Population Survey*. Phnom Penh, Cambodia.

⁴ National Institute of Statistics, Ministry of Planning (2013). *Cambodian Socio-Economic Survey*. Phnom Penh, Cambodia.

and programs. These include the Rectangular Strategy, the National Strategic Development Plan (NSDP), and the Five Year Strategic Plan for Gender Equality and Women's Empowerment (Neary Rattanak) from the Ministry of Women's Affairs (MOWA).

In its fifth mandate starting in 2013, the RGC put high priority on the enhancement of the role and social status of Cambodian women by focusing on the implementation of WEE, the enhancement of women's and girls' education, enhancement of legal protection of women and girls, promotion of women's and girls' health, promotion of women in decision-making positions, gender mainstreaming in national policies and programs, change of social attitudes that discriminate women, and the ensuring of women's rights to actively and equally participate in building the nation.

The Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase III (2014-2018) articulates the RGC's commitment to improving gender equality, and even refers to women as the backbone of the national economy and society.

The NSDP (2014-2018) recognizes gender as one of the key cross-cutting issues in implementing the plan. It also articulates that "the government will continue to implement the gender equality policy through mainstreaming gender in all development programs and sectors in order to reduce women's poverty and vulnerability especially disabled women and minority women," and "specifically, the government will put strong focus on women's economic empowerment, gender and climate change and green growth, women's decision-making in public and political spheres, legal protection for women and girls, women's health, and education for women and girls."

The Neary Rattanak IV (2014-2018) was developed in accordance with the Rectangular Strategy Phase III in order to continue the RGC's efforts to promote gender equality and women's empowerment in the fields of economy, education and behavioral change, health, HIV and nutrition, legal protection, public decision-making and politics, and climate change.

In addition, the Millennium Development Goal Acceleration Framework (MAF) (2012-2015) was developed by the RGC through the facilitation and coordination of MOWA, in order to accelerate the achievement of the third goal of the Cambodian Millennium Development Goals (CMDGs), which focuses on women's economic empowerment.

In Cambodia, several mechanisms exist to promote gender mainstreaming, including the Technical Working Group on Gender (TWG-G) and Gender Mainstreaming Action Groups (GMAGs), among others⁵.

The TWG-G was established in 2004. It is chaired by MOWA and consists of members from 31 government agencies, 14 development partners, and 15 civil society organizations⁶. The TWG-G has been a forum for the members to discuss high-level policy issues on gender equality and women's empowerment. In order to further discuss specific gender issues in respective sectors and promote a program-based approach (PBA), two sub-groups were formed under the TWG-G: a gender-based violence (GBV) sub-group and a women's economic empowerment (WEE) sub-group. The Japan International Cooperation Agency (JICA) and the United Nations Development Programme (UNDP) have supported the secretariat of TWG-G established in MOWA as co-facilitators since its inception.

⁵ Other mechanisms are introduced in the Ministry of Women's Affairs (2014). *Gender: Gender Mainstreaming-Institutional, Partnership and Policy Context- Cambodia Gender Assessment*. Phnom Penh, Cambodia.

⁶ *ibid.*

MOWA established the TWG-G sub-group on WEE in 2013, with membership consisting of government agencies, development partners, civil society organizations, and private sector institutions. Since its establishment, the WEE sub-group has coordinated, facilitated, and supported the implementation of the MAF, Neary Rattanak IV, and other economic empowerment activities under the framework of PBA. JICA and UNDP have been supportive of the secretariat of the TWG-G sub-group on WEE established in MOWA as co-facilitators since its inception.

The GMAGs have been formulated since 2005 in all 28 line ministries and government agencies. In general, GMAGs are led by a Chair at the Secretary of State or at the Under Secretary of State level, a Vice Chair at the Director General or Deputy Director General level, and include members from all the line departments of respective ministries. Their major roles and responsibilities within their respective ministries are as follows⁷:

- Review the program activities of each sector and analyze them from a gender perspective;
- Advocate and make recommendations for gender issues in line ministry programs and projects;
- Analyze the current situation of women in their ministry, and provide recommendations to promote women into decision-making positions;
- Design gender mainstreaming action plans (GMAPs);
- Participate in sectorial program design and planning processes in their ministry to ensure that they are gender responsive;
- Build capacity on gender mainstreaming, and advocate for program activities to be gender responsive;
- Mobilize resources for the implementation of GMAPs.

The GMAGs of 24 ministries and government agencies have developed and implemented their GMAPs, and 23 ministries have received government budgets for the implementation of GMAPs related to the capacity development and the organization of important gender events within their agencies. At the sub-national level, some ministries and agencies have established gender-working groups in their provincial departments and provide trainings on gender⁸.

1.2 Overall Goal, Project Purpose, Outputs and Indicators

In order to improve the women's status, the RGC ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1992. The New Constitution of Cambodia was also adopted in 1993 affirming the full protection of the fundamental rights of the Khmer people, which include women's rights. Accordingly, MOWA under current system was established in 1996, and the Cambodian National Council for Women (CNCW) was established in 2001 as an inter-ministerial national mechanism to promote gender equality.

With this background and what is based upon a long-term collaboration between MOWA and JICA since the early 1990s, the RGC requested for technical cooperation with the Government of Japan to improve MOWA's capacity on information collection and analysis, as well as research and policy formulation for gender mainstreaming. The Project on Gender Mainstreaming and Policy

⁷ *ibid.*

⁸ *ibid.*

Development through Upgrading Information and Research Capacity (PGM1) was therefore implemented in collaboration with MOWA for five years, from April 2003 to March 2008⁹.

The joint terminal evaluation study of PGM1 that was undertaken between October and November of 2007 concluded that the organizational capacity of MOWA for promoting gender mainstreaming had been improved, and an effective mechanism for gender mainstreaming was also developed within the RGC. On the other hand, the study also found that the capacity of MOWA for facilitating and monitoring gender mainstreaming and mobilizing gender-responsive resources in concerned line ministries needed to be further enhanced. The study strongly recommended that further technical cooperation should be provided with MOWA to enhance such capacity, as well as to develop effective mechanisms for promoting gender mainstreaming in line ministries at the national and sub-national levels¹⁰.

Accordingly, the RGC requested the Government of Japan for further technical cooperation on the Project on Gender Mainstreaming Phase 2 (PGM2). PGM2 started in September 2010 and continued for the duration of five years. PGM2 aimed to make the gender mainstreaming mechanisms developed by PGM1¹¹ more functional. PGM2 also sought to establish an effective system to promote WEE, based upon the outcome of the pilot project that was implemented at the sub-national level, as well as the establishment of the TWG-G sub-group on WEE, and all the other activities concerned¹².

Figure 1.1 shows the outline of PGM2. Under PGM2, MOWA was the main counterpart that acted as the facilitator and coordinator for gender mainstreaming, while the six line ministries were involved as partners¹³ to implement and promote activities for women's economic empowerment.

⁹ Japan International Cooperation Agency (2008). Terminal Evaluation Report for the Project on Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity. Phnom Penh, Cambodia.

¹⁰ The Joint Terminal Evaluation Team (2015). Joint Terminal Evaluation Report for the Japanese Technical Cooperation for the Project on Gender Mainstreaming (Phase 2). Phnom Penh, Cambodia. This is the attached document to the Minutes of Meetings between the JICA Terminal Evaluation Team and the Authorities Concerned of the Royal Government of Cambodia on the Japanese Technical Cooperation for the Project on Gender Mainstreaming (Phase 2).

¹¹ Gender mainstreaming mechanisms include information collection and analysis for policy development based on the review of existing policies from a gender perspective, gender-responsive project planning for the implementation of the policy, project implementation, gender-responsive monitoring and evaluation, and the development of gender-responsive policy based on the result of these procedures. This is hereinafter called the PGM Method.

¹² The Joint Terminal Evaluation Team (2015). Joint Terminal Evaluation Report for the Japanese Technical Cooperation for the Project on Gender Mainstreaming (Phase 2). Phnom Penh, Cambodia.

¹³ The six partner line ministries include the Ministry of Planning (MOP), Ministry of Commerce (MOC), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry, Mines and Energy (MIME), Ministry of Rural Development (MRD), and the Ministry of Labor and Vocational Training (MLVT). In accordance with the division of MIME into two ministries, the Ministry of Industry and Handicraft (MIH) have replaced MIME since 2013.

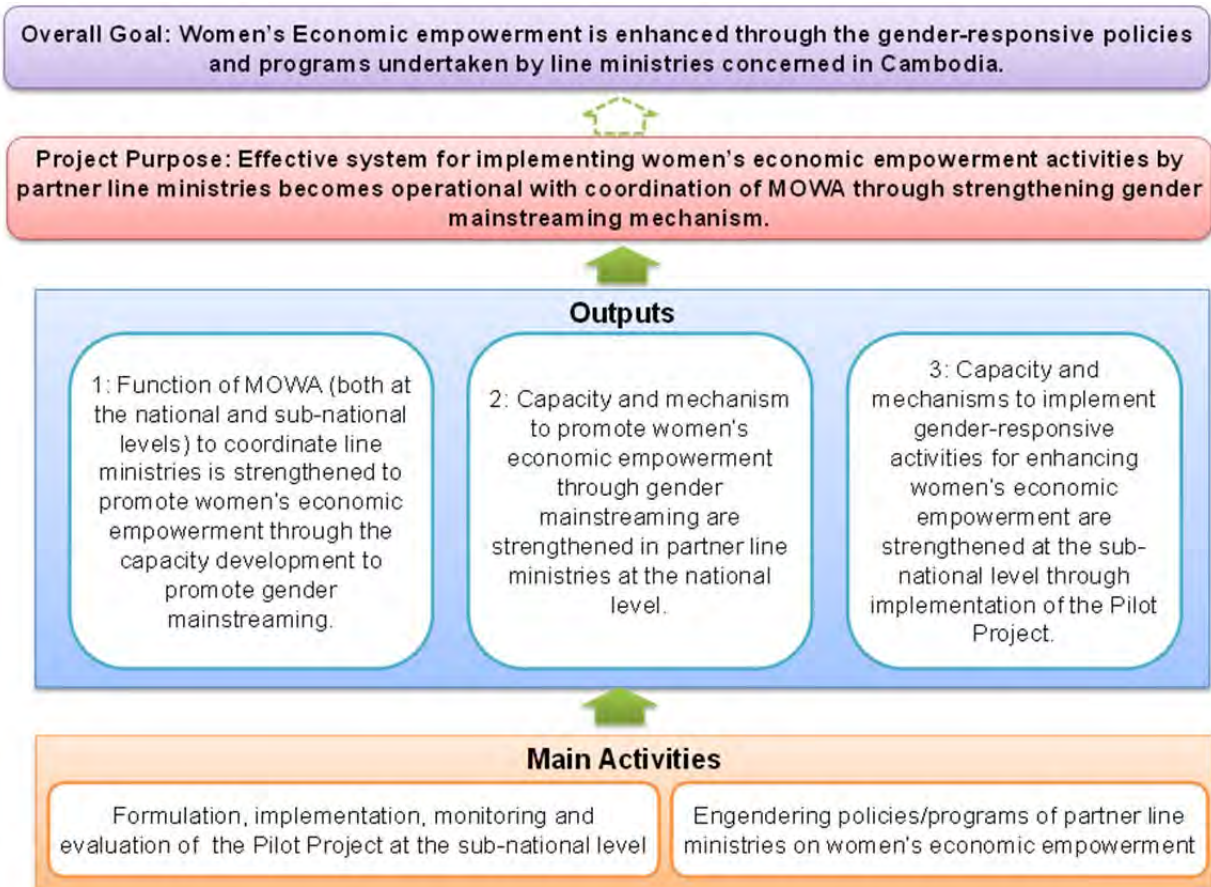


Figure 1.1 Outline of PGM2

Since its inception, PGM2 has implemented a series of activities with MOWA and the partner line ministries, both at the national and sub-national levels. The main activities include pilot project planning for WEE in the Kampong Cham province (KPC), the implementation, monitoring and evaluation of the pilot project, and the formulation of policy recommendations based on the findings and experiences of the pilot project. Figure 1.2 explains the whole process of PGM2.

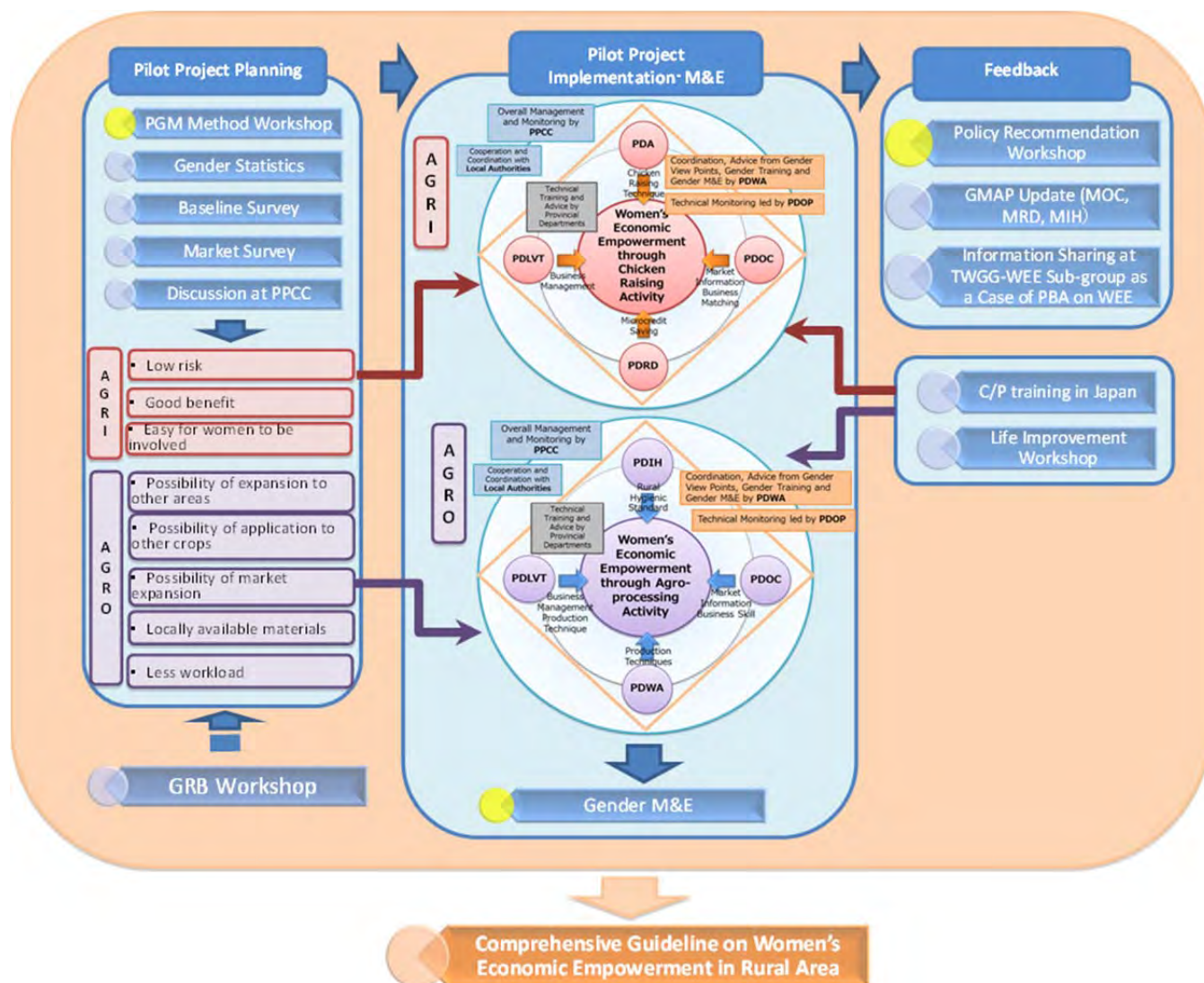


Figure 1.2 Whole Process of PGM2¹⁴

<Pilot Project Planning Stage>

First of all, MOWA and the Provincial Department of Women's Affairs (PDWA) in KPC conducted and facilitated a series of **PGM Method Workshops**¹⁵ for the six partner line ministries and their provincial departments in KPC. The main purpose of these workshops was to identify the kind of pilot project that will be implemented for WEE in KPC through gender-responsive stakeholder analysis, gender-responsive problem analysis, and gender-responsive objective analysis.

¹⁴ Agri: Agricultural Production Pilot Project, Agro: Agro-processing Pilot Project, C/P: Counterparts, GMAP: Gender Mainstreaming Action Plan, GRB: Gender-responsive Budgeting, M&E: Monitoring and Evaluation, PBA: Program-based Approach, MIH: Ministry of Industry and Handicraft, MOC: Ministry of Commerce, MRD: Ministry of Rural Development, PDA: Provincial Department of Agriculture, PDIH: Provincial Department of Industry and Handicraft, PDLVT: Provincial Department of Labor and Vocational Training, PDOC: Provincial Department of Commerce, PDOP: Provincial Department of Planning, PDRD: Provincial Department of Rural Development, PDWA: Provincial Department of Women's Affairs, PGM: Project on Gender Mainstreaming, PPCC: Pilot Project Coordinating Committee, TWG-G: Technical Working Group on Gender, WEE: Women's Economic Empowerment

¹⁵ Detailed steps on how to do the PGM Method workshops can be referred to the Ministry of Women's Affairs, Project on Gender Mainstreaming (Phase 2) (2015). PGM Method for Gender Responsive Sector Policy Formulation (Revised Edition). Phnom Penh, Cambodia.

Through such workshops, MOWA and PDWA developed a **gender statistics** booklet in the field of WEE in KPC¹⁶, in cooperation with the Ministry of Planning (MOP) and their Provincial Department (PDOP). It was to be utilized in the planning stages of the PGM2 pilot project, as well as in planning a provincial development plan.

PGM2 also conducted a baseline survey and market survey. **The baseline survey** was conducted to collect and analyze the data and information about the possible target women or households of the pilot project. This includes data and information about their living and social situations, economic activities, and their needs for assistance. **The market survey** was undertaken to identify the following: (i) products that can be focused on in the pilot project through the study of the existing and potential market, (ii) the value chain of the identified products and the major roles of women in the value chain, and (iii) supportive activities that will be applicable to the PGM2 pilot project.

PGM2 established the **Pilot Project Coordinating Committee (PPCC)** that is composed of the Deputy Provincial Governor as chairperson, the Director of PDWA as the secretariat, and the Directors of the six partner provincial departments as the members. The main function of the PPCC was overall management and coordination, as well as progress monitoring, problem solving, and decision-making in the pilot project activities. In the planning stage of the pilot project, the PDWA organized the PPCC meetings to discuss detailed plans of the pilot project based on the results of the PGM Method workshops, the baseline survey, and the market survey.

As a result of the discussions at the PPCC meetings, the two types of pilot projects for WEE that were agreed to be implemented in KPC were: (i) the agricultural production pilot project, and (ii) the agro-processing pilot project.

The agricultural production pilot project selected chicken raising among several of the agricultural activities. The main reasons cited for this selection were that women might face less risk, gain better profits, and have fewer difficulties in undertaking it compared to other activities.

The agro-processing pilot project selected to produce sweet dried radish pickles among several agro-processing products because of the possibility it brings in expanding to other areas, the application to other crops, market expansion, as well as the availability of local materials and a lighter workload requirement. The agro-processing pilot project added four more products later on to increase the options of production for the target women of the pilot project throughout the year, regardless of the season when radishes are abundant. The products they chose were: (i) fried donuts, (ii) dried ginger, (iii) ginger pickles, and (iv) ginger syrup.

Gender-responsive budgeting (GRB) is a gender-mainstreaming tool that enables governments to integrate gender perspectives into the national budget for public expenditure. The intention of GRB is not to allocate a separate budget for women. In order to accelerate the achievements of Cambodia's efforts for gender equality in a more sustainable manner, the effective use of the limited national budget is indispensable. GRB contains the following steps: (i) gender budget analysis is used to assess the positive and negative impacts of the national budget on men and women, as well as boys and girls, and then (ii) change the national budget to further promote gender equality.

PGM2 did not integrate GRB into the planning stages of the pilot project, but rather organized GRB workshops in both KPC and Phnom Penh to promote the government officials' understanding on GRB.

¹⁶ MOWA also supported the Kampong Chhnang province to develop a gender statistics booklet in the field of WEE based on their experience with KPC.

<Pilot Project Implementation, Monitoring and Evaluation Stage>

PGM2 considered the pilot project as a WEE program and took a method to implement it jointly with the PDWA as the coordinator and facilitator for gender mainstreaming, the PDOP as the coordinator and facilitator for technical monitoring, and the five partner line provincial departments as the implementers of technical training programs that target both women and men. PDWA organized PPCC meetings monthly to facilitate the cooperation and coordination between the provincial departments concerned, as well as to monitor the progress of the pilot project activities and to discuss countermeasures against problems.

In **the agricultural production pilot project**, the Provincial Department of Agriculture (PDA), Provincial Department of Commerce (PDOC), Provincial Department of Rural Development (PDRD), and the Provincial Department of Labor and Vocational Training (PDLVT), worked together with the PDWA and PDOP with a common goal of WEE through chicken raising.

In **the agro-processing pilot project**, the Provincial Department of Industry and Handicraft (PDIH), the PDOC, PDWA, PDLVT, and the PDOP worked together at for the common goal of WEE through agro-processing.

In addition to the progress monitoring by PPCC and the technical monitoring led by PDOP, **the gender monitoring and evaluation** was conducted by PDWA and PDOP with support from MOWA to measure the degree of socio-economic changes of the target women and men of the pilot project.

<Feedback Stage>

The pilot project for WEE not only provided the target women and their families with socio-economic benefits, but also provided the government officials of MOWA and the partner line ministries, both at the national and sub-national levels, with valuable experiences, findings, and lessons learned to make policy recommendations that promote WEE at the national and sub-national levels.

MOWA and PDWA organized and facilitated **the policy recommendation workshops** to the six partner line ministries and their respective provincial departments in KPC to discuss findings and lessons learned from the pilot project. In addition, these workshops also helped to develop policy recommendations to the respective ministries and the provincial government.

In Cambodia, all 28 line ministries and government agencies have GMAGs that promote gender mainstreaming in the respective ministries and agencies. Among them, 24 government ministries have developed and implemented **their GMAGs** by sector¹⁷. It is expected that GMAGs be updated every five years.

PGM2 supported the following three partner line ministries to update and develop their GMAGs: the Ministry of Commerce (MOC), Ministry of Rural Development (MRD), and the Ministry of Industry and Handicraft (MIH). Among them, the MIH adopted some of the policy recommendations that were developed based on the pilot project's experiences in their newly developed GMAG.

PGM2 supported MOWA to establish the **TWG-G sub-group on WEE** to deeply discuss the gender issues in the sector. The PGM2 pilot project's process and results were shared in a meeting of the TWG-G sub-group on WEE as a case of PBA on WEE.

¹⁷ Ministry of Women's Affairs (2014). Gender: Gender Mainstreaming-Institutional, Partnership and Policy Context-Cambodia Gender Assessment. Phnom Penh, Cambodia.

<Other Activities>

PGM2 organized **the counterpart (C/P) trainings** in Japan for the government officials of MOWA and the partner line ministries from the national and sub-national levels to learn Japanese policies and efforts towards gender equality, and the experiences and good cases of economic empowerment of Japanese women in rural areas.

PGM2 conducted **the life improvement workshop** in Phnom Penh to widely disseminate the Japanese experience of economic empowerment of women in rural areas¹⁸ to the government officials of MOWA and the partner line ministries from the national and sub-national levels, including those who did not participate in the C/P trainings in Japan.

The stakeholders in KPC applied what they learned from both activities to the pilot project implementation.

1.3 Project Area

The targeted sites are Phnom Penh and the pilot project provinces (KPC and selected province).

The first pilot project will be implemented in KPC. During the third project year, necessity of new pilot project in another province and selection of the new pilot project province will be discussed based on progress of the pilot project in KPC.

¹⁸ Japan greatly suffered from food shortages after the World War II. To solve the issue, the Japanese government carried out an agrarian reform. One of the programs of the reform was the rural life improvement program. Under the program, livelihood extension workers (all female) supported farm family members, especially female family members, to improve their livelihood. The program had greatly contributed to the empowerment of women in farm families, both socially and economically.

2 Implementation Structure

2.1 Cambodia Side

2.1.1 Ministry of Women's Affairs (MOWA)

(1) Ministry of Women's Affairs (MOWA)

Figure 2.1 shows the overall organizational structure of the Ministry of Women's Affairs.

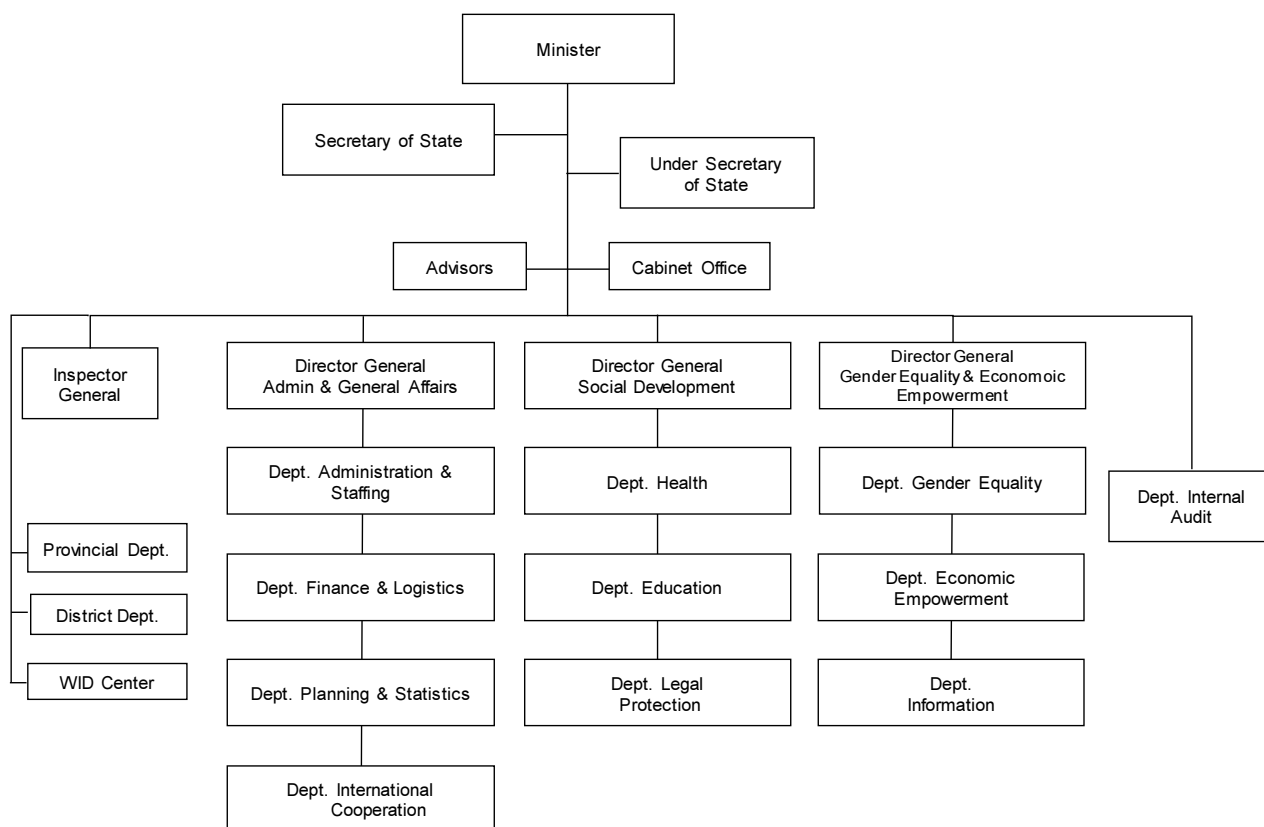


Figure 2.1 Organizational Chart of the Ministry of Women's Affairs (as of Sept. 2015)

Three departments were selected as the main counterparts to promote gender mainstreaming.

- Department of Planning and Statistics (Coordinating Department)
- Department of Gender Equality
- Department of Economic Development

In total, 34 counterparts (23 at the national level and 11 at the sub-national level) were assigned in the beginning of the Project. They were on temporary fulltime basis for management, technical work, and administration.

(2) Provincial Department of Women's Affairs (PDWA)

The PDWA of the Kampong Cham province was assigned to be the coordinating agency that manages the pilot projects at the provincial level. The organizational structure of the PDWA is similar

to the ministry, which is headed by the director from the offices of gender equality, planning and statistics, and economic development.

(3) Others

MOWA also contributed to the Project by providing office facilities and disbursing operational costs in Phnom Penh and KPC.

2.1.2 Partner Line Ministries

The partner line ministries are as follows:

- Ministry of Agriculture, Forestry, and Fishery (MAFF)
- Ministry of Industry and Handicraft (MIH)
- Ministry of Labor and Vocational Training (MLVT)
- Ministry of Commerce (MOC)
- Ministry of Rural Development (MRD)
- Ministry of Planning (MOP)

Cooperation with 6 provincial Department

- Provincial Department of Agriculture (PDA)
- Provincial Department of Industry and Handicraft (PDIH)
- Provincial Department of Labor and Vocational Training (PDLVT)
- Provincial Department of Commerce (PDOC)
- Provincial Department of Rural Development (PDRD)
- Provincial Department of Planning (PDOP)

2.1.3 Joint Coordination Committee (JCC)

Chair Minister of MOWA

Vice Chair Secretary of State, MOWA

Members: Cambodian side

Secretary of State, MLVT

Under Secretary of State, MAFF

Under Secretary of State, MOC

Under Secretary of State, MRD

Under Secretary of State, MIH

Director of Socio-Economic Department, MOP

CRDB/CDC

Ministry of Economic and Finance (MEF)

Deputy Governor of Kampong Cham Province

Director, Department of Planning and Statistics, MOWA

Member: Japanese side

JICA Cambodia Office

PGM Phase 2

The Joint Coordination Committee was established to meet at least once a year and whenever necessary.

The functions of the Joint Coordination Committee are as follows;

- (1) To approve the annual work plan of the Project based on the Plan of Operation within the framework of the Record of Discussion.
- (2) To evaluate the result of the annual work plan and the progress of technical cooperation.
- (3) To review and exchange opinions on major issues that arise during the implementation of the Project.

Table 2.1 List of JCC Meeting and Agenda

| | Date | Main Agenda |
|-----------------|---------------------------------|--|
| 1 st | 2 nd February, 2010 | To discuss Project Design Matrix (PDM) of PGM2, PGM2's Inception Report, and the project activities up to February and from April 2011. As a result, MOWA and JICA team agreed upon Project Design Matrix (PDM) of PGM2, PGM2's Inception Report, and the project activities. |
| 2 nd | 8 th September, 2011 | To discuss and reach a consensus on the pilot project framework in Kampong Cham Province, and share the Project activities up to September 2011 and its future activities up to March 2012 and the JCC members approved the pilot project framework and starting its implementation from October 2011 |
| 3 rd | 26 th July, 2012 | To share the 2 nd Project activities from April 2011 up to April 2012 and discuss and reach a consensus on its 3 rd year activity plan from May 2012 to September 2013. The JCC members approved the 3 rd year activities plan of the Project. |
| 4 th | 14 th February, 2013 | To share the results of the Joint Mid-Term Review on the Project conducted by the Cambodian mid-term review team headed by H.E. Dr. ING Kantha Phavi and the JICA mid-term review team headed by Ms. Yumiko TANAKA, and reach a consensus on the direction of the Project for the 2 nd of the project period. |
| 5 th | 9 th January, 2014 | To share the 3 rd year Project activities from May 2012 up to September 2013 and discuss and reach a consensus on its 4 th year activity plan from October 2013 or September 2014, and the JCC members approved the 4 th year activity plan of the Project together with the PO. |
| 6 th | 17 th February, 2015 | To share the results of the Joint Terminal Evaluation of the Project conducted by the Cambodia team headed by H.E Chan Sorey and the JICA team headed by Ms. Chisa Hara, and reached a consensus on the results. |

(Attachment: Minutes of Meeting of all JCC meetings)

2.2 Japanese Side

2.2.1 Inputs

(1) Assignment of the Japanese Experts

There were a total of 12 Japanese experts that were assigned in the fields of Team Leader, Gender Mainstreaming, WEE, Institutional Development, Women's Business Development, Community Development, Agriculture, Product Development and Marketing, and Donor Coordination and Coordinator.

(2) Training in Japan

There were 19 Project counterparts (15 at the national level and 4 at the sub-national level) that were trained in Japan. Training opportunities in Japan were also provided to two Deputy Governors of KPC who served as chair of the Pilot Project Coordinating Committee (PPCC). Furthermore, 21 stakeholders from the six partner line ministries (9 at the national level and 12 at the sub-national level) participated in the training in Japan. In total, there were 42 stakeholders from the Project that received training in Japan.

(3) Provision of Equipment

The total amount for the equipment provided from September 2010 to September 2015 is 2,843 thousand yen, which is equivalent to USD 34,720. The cost includes equipment for the project office such as desks, computers, and photocopy machines.

(4) Provision of Local Cost

The local cost of project implementation from September 2010 to September 2015 was about 132.3 million Japanese Yen, which is equivalent to USD 1.45 million. The local cost includes the cost for the pilot project activities and the workshops for MOWA and partner line ministries. The project has also hired a total of 15 Cambodian project staff (5 in Phnom Penh and 10 in KPC) for the project activities.

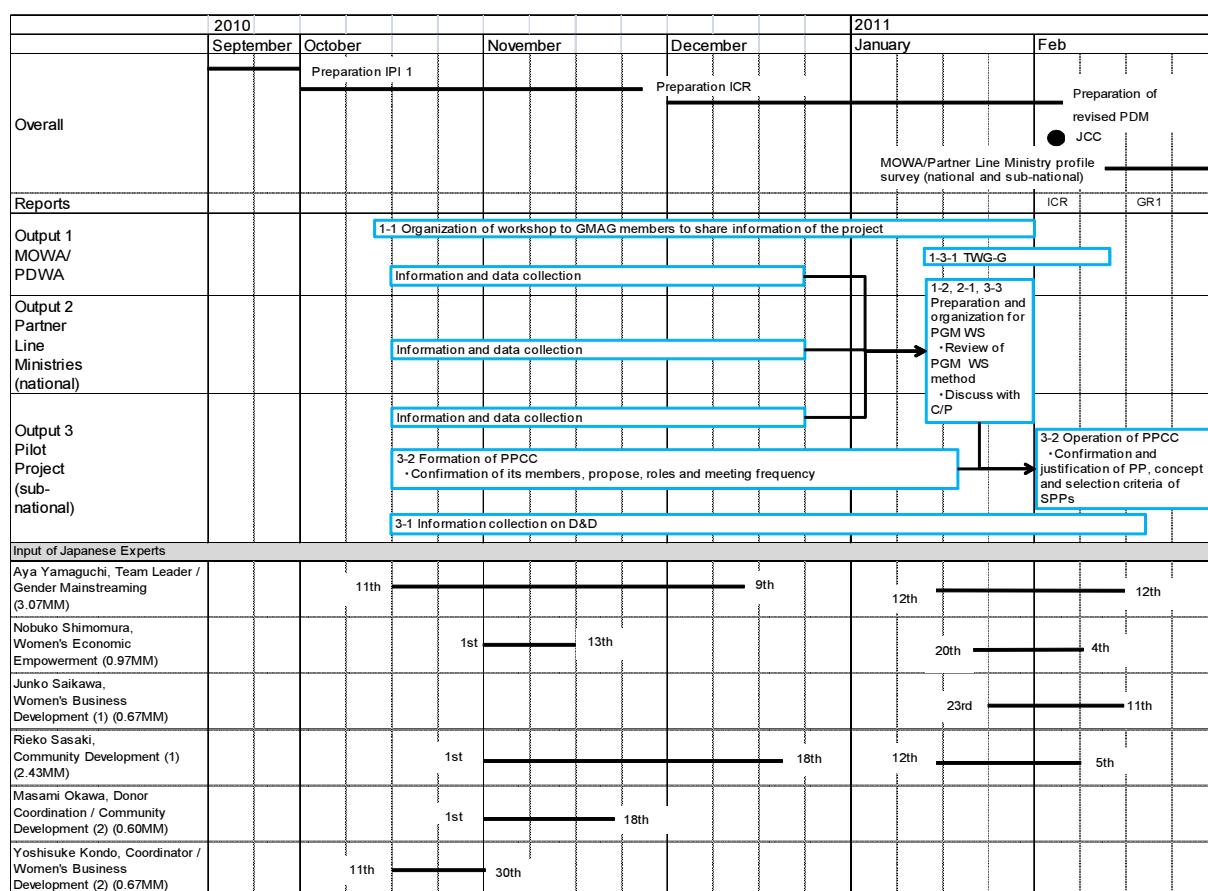
2.3 Plan of Operation

2.3.1 The 1st Year

Project on Gender Mainstreaming Phase 2 (PMG2) started in September 2010. Figure 2.2 shows the workflow of the Project in its first year of implementation. The major achievements during the first year, between September 2010 and February 2011, are as follows:

- Submission of the Inception Report;
- Conduct of the first Joint Coordinating Committee (JCC) meeting on February 2, 2011;
- Revision of the Project Design Matrix (PDM);
- Information and data collection related the counterparts and partner line ministries in the national and sub-national levels in order to understand their organizational structures, policies and roles, and to consider the Pilot Project(s) to be implemented in the sub-national level;
- Conduct of the first Project on Gender Mainstreaming (PGM) workshop on January 31 and February 1, 2011 to prepare the pilot project in Kampong Cham Province (KPC); and

- Formation of the Pilot Project Coordination Committee (PPCC).



Note: PIP 1 – The First year Project Implementation Plan, ICR – Inception Report, PDM – Project Design Matrix, JCC – Joint Coordinating Committee, MOWA – Ministry of Women’s Affairs, GR1 – First Year Annual Report, GMAG – Gender Mainstreaming Action Group, TWG-G – Technical Working Group on Gender, PGM – Project on Gender Mainstreaming, WS – Workshop, C/P – Counterparts, PPCC – Pilot Project Coordination committee, SPPs – Sub-Pilot Projects, D&D – Decentralization and Deconcentration
 Source: JICA Project Team

Figure 2.2 Workflow of the First Year

The activities conducted by the JICA Project Team during the first five months of the PGM2 implementation in Cambodia which started in October 2010 are summarized in Table 2.2.

Table 2.2 Activity and Progress by Project Design Matrix (PDM)

| Activity in PDM | Activity Conducted | Finding |
|---|---|--|
| Output 1: Strengthen Function of MOWA (both at the national and sub-national levels) to coordinate line ministries for women’s economic empowerment | | |
| General | <ul style="list-style-type: none"> • C/P meetings were conducted three times from January 2011: <ul style="list-style-type: none"> - Preparation for JCC meeting. - Preparation for the first Project Planning Workshop. - Preparation for the statistics, the second workshop. • General information on MOWA C/Ps and PDWA was collected | <ul style="list-style-type: none"> • C/P meetings have been organized for preparations including JCC meeting, as mentioned in the left column. But sometime it was difficult to organize it because C/P members were very busy with their own work. It is necessary to have regular C/P meeting in order to collaborate more for mutual objectives and gain their sense of ownership to the Project. • The level of understanding of the |

| Activity in PDM | Activity Conducted | Finding |
|--|---|---|
| | | <p>project framework varies among three concerned departments of MOWA due to the fact that beside Planning and Statistics Department, Departments of Gender Equality and Economic Development are new to the JICA project. However, the collaboration and understanding of the new departments is gradually increasing and the better relationship has also been gradually created.</p> <ul style="list-style-type: none"> • MOWA participated in the Project activities as much as possible, but more special attention needs to be paid to enhance their initiatives and active participation from respective departments of MOWA including those not participated in the Phase 1 Project. |
| <p>1-1. MOWA and PDWA organize workshops to GMAG members (both at national and sub-national levels) of partner line ministries to share main purposes and approaches of the Project, including Pilot Project</p> | <ul style="list-style-type: none"> • JICA Inception mission was organized between October 12 and 20, 2010 to introduce the Project to officials and stakeholders concerned. • GMAG members of the partner line ministries joined the JCC to share information of the Project on February 2, 2011 for the national level GMAG members. • The JICA Project Team provided support to MOWA in agenda setting, organization, and coordination of JCC. | <ul style="list-style-type: none"> • There was contribution from the officials of Planning and Statistics Department of MOWA in the preparation and organization of JCC meeting. • Since the Project is at the initial stage, it needs more time for MOWA, PDWA, partner line ministries, and their provincial departments to understand the Project more clearly. |
| <p>1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at national and sub-national levels) of partner line ministries to support gender responsive policy analysis, research, planning, implementation, monitoring and evaluation by utilizing the PGM Methods, and coordinate all the activities regarding the Pilot Project(s).</p> | <ul style="list-style-type: none"> • The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. • The JICA Project Team provided support to MOWA in agenda setting, organization and keeping record of the workshops and meetings utilizing the PGM Method, and coordination of all the activities regarding the Pilot Project(s). | <ul style="list-style-type: none"> • There was active participation from the officials of Planning and Statistics Department of MOWA in the preparation and organization of the first PGM workshop. • The understanding of PGM methods in Planning and Statistics Department of MOWA is higher. As the other two C/P departments are newly joined in the Project, more explanation and time to deepen their further understanding of the PGM methods are necessary. |
| <p>1-3-1. TWG-G is organized by the TWG-G secretariat in cooperation with JICA and United Nations Development Program (UNDP)</p> | <ul style="list-style-type: none"> • Progress and basic information on TWG-G and functions of MOWA as the TWG-G secretariat was collected. • TWG-G meeting was held on December 21, 2010. | <ul style="list-style-type: none"> • Due to the fact that adjustment of the December meeting schedule among the key persons concerned faced difficulties, the JICA Project Team could not provide its input. Closer coordination is necessary and creation of coordination mechanism is needed. |

| Activity in PDM | Activity Conducted | Finding |
|--|--|--|
| Output 2: Strengthened capacity and mechanism to promote women's economic empowerment in partner line ministries at the national level | | |
| 2-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level | <ul style="list-style-type: none"> • General information of the partner line ministries was collected to understand them. • The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. | <ul style="list-style-type: none"> • The partner line ministries were cooperative in providing necessary information. Considering the fact that they require more time for providing necessary information due to the other regular assignments, even more collaboration is required. • There was active participation from the officials of MOWA, PDWA, partner line ministries and their provincial departments in the discussion of the first PGM workshop. |
| Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment at the sub-national level through implementation of the Pilot Project(s) | | |
| 3-1. MOWA/PDWA collects information about progress of D&D reform, and proposes cooperation with Provincial Council and revisions to the Pilot Project(s), if necessary | <ul style="list-style-type: none"> • MOWA counterparts together with JICA Project Team collect information about the progress of D&D through PDWA and PDOP in KPC. | <ul style="list-style-type: none"> • The Progress of gender mainstreaming in D&D, including establishment of Women's and Children's Affairs Committee in provincial council is still slow. |
| 3-2. PDWA facilitates the formation and operation of Pilot Project Coordination Committee (PPCC) at the sub-national level. | <ul style="list-style-type: none"> • PPCC in KPC was established. | <ul style="list-style-type: none"> • PPCC members participated in the first PGM workshop and the 1st JCC meeting. It is necessary to facilitate PPCC's more active involvement in the 2nd year. Establishing the mechanism to have regular meeting and to have regular communication is required. |
| 3-3. GMAG members of partner line ministries both at the national and sub-national levels analyze sector policy of respective ministries using gender statistics | <ul style="list-style-type: none"> • General information on the provincial departments of the partner line ministries was collected. • The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. | <ul style="list-style-type: none"> • There was active participation from the officials of MOWA, PDWA, partner line ministries and their provincial departments in the discussion of the first PGM workshop. • For formulation of the pilot project, closer collaboration and more discussion with the provincial departments of the partner line ministries are required. |

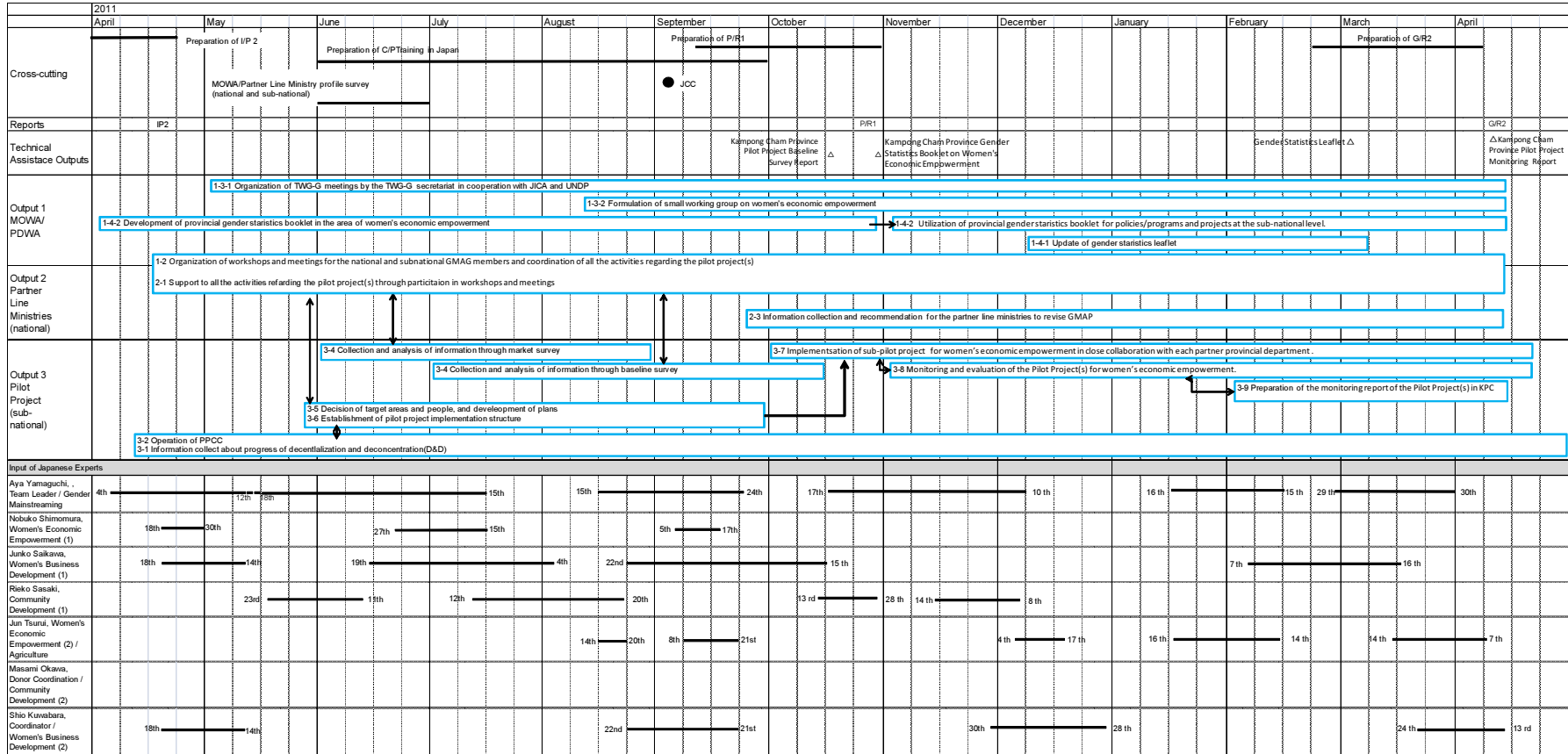
2.3.2 The 2nd Year

The second year of the Project started in April 2011. Figure 2.3 shows the workflow of the Project in its second year of the implementation.

Major achievements during the second year are as follows:

- The second JCC meeting was conducted on September 8, 2011 to discuss and reach a consensus on the pilot project framework in KPC, and share the Project activities up to September 2011 and its future activities up to March 2012;

- Three PGM2 workshops were conducted to prepare the pilot projects in the KPC province;
- Market survey was conducted from June to August 2011 with the following objectives;
 - 1) To study existing and potential market of possible agricultural and agro-processing products in KPC, as proposed by the PPCC members;
 - 2) To identify the agricultural products as well as agro-processing products and valuable approaches based on the study results, as in objective 1);
 - 3) To identify value chain and major roles of women in the selected agriculture and agro-processing products, as stated in objective 2);
 - 4) To identify supportive activities found to be applicable to PGM2 pilot project; and
 - 5) To provide recommendations on the pilot project activities for the PGM2 pilot projects in KPC.
- Baseline survey was conducted in July and August 2011 with the following purposes:
 - 1) To collect and analyze the data and information about the target women/households for the pilot projects such as their living & social situations, economic activities, needs for assistance, etc. which could be used for preparation of the detailed plans of the pilot projects in KPC; and
 - 2) To provide reference (baseline) data when the pilot projects is implemented and monitored.
- Profile survey was conducted in June 2011 with the following purposes:
 - 1) To deepen understand weaknesses and strengths of MOWA C/Ps, GMAG members in the partner line ministries and their provincial departments;
 - 2) To deepen understand the real needs for capacity building in MOWAC/Ps, GMAG members in the partner line ministries and their provincial departments who are involved in the project;
 - 3) To identify the priority fields/skills/knowledge to enhance more for the counterparts and GMAG members in order to achieve the project purpose;
 - 4) To utilize strengths in the project implementation; and
 - 5) To use the responses as a capacity development baseline information to evaluate the project achievement.
- KPC gender statistics on women's economic empowerment was compiled and published;
- A counterpart training was conducted for 6 trainees (three from MOWA and three from KPC) in Japan in October 2011;
- Agriculture production and agro-processing production pilot projects in KPC were launched in October 2011;
- Gender Mainstreaming Action Plan (GMAP) was updated for the Ministry of Commerce and Ministry of Rural Development;
- A Gender Statistics Leaflet (2012) was compiled and published; and
- Seminar and workshop on work-life balance were conducted in February 2012, inviting a short-term expert from Gender Equality Bureau, Cabinet Office of Japan.



Note: I/P 2 – The Second Year Project Implementation Plan, C/P – Counterparts, P/R1 – Project Progress Report (1), JCC – Joint Coordinating Committee, MOWA – Ministry of Women’s Affairs, TWG-G – Technical Working Group on Gender, GMAG – Gender Mainstreaming Action Group, GMAP – Gender Mainstreaming Action Plan, PPCC – Pilot Project Coordination committee

Figure 2.3 Workflow of the Second Year

The activities conducted by the JICA Project Team during the second year of the PGM2 implementation in Cambodia which started in April 2011 are summarized in Table 2.3.

Table 2.3 Activity and Progress by Project Design Matrix (PDM)

| Activities in PDM | Activities Conducted | Findings |
|---|--|---|
| Output 1: Strengthen Function of MOWA (both at the national and sub-national levels) to coordinate line ministries for women’s economic empowerment | | |
| General | <ul style="list-style-type: none"> • C/P meetings were conducted eight times in this period : <ul style="list-style-type: none"> - To share information on PGM2 activities and schedule; - To prepare for PGM2 workshops; - To prepare for PPCC meetings; - To prepare for JCC meeting; - To discuss pilot projects; and - To prepare for the seminar and workshop with Gender Equality Bureau, Cabinet Office of Japan <p>(See Appendix 1 for the minutes of the C/P meeting, which was not attached to the “First Project Progress Report (The Second Year) - April to September, 2011-”.)</p> | <ul style="list-style-type: none"> • C/P meetings have been organized for information sharing and preparations including PGM2 workshops, as mentioned in the left column. The Project organized less C/P meetings in the second half of this fiscal year due to busy schedule of PGM2 and C/P members. It is necessary to have more frequent C/P meetings in order to collaborate more for mutual objectives and gain their sense of ownership towards the Project. • MOWA participated in the Project activities as much as possible, but more special attention needs to be spent to enhance their initiatives and capacity. |
| 1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at national and sub-national levels) of partner line ministries to support gender responsive policy analysis, research, planning, implementation, monitoring and evaluation by utilizing the PGM Methods, and coordinate all the activities regarding the Pilot Project(s). | <ul style="list-style-type: none"> • The PGM2 workshops were conducted as follows: <ul style="list-style-type: none"> - PGM2 workshop2: May11-12, 2011 - PGM2 workshop3: July 7-8, 2011 - PGM2 workshop4: September 15-16, 2011 • The JICA Project Team provided support to MOWA in agenda setting, organization and keeping record of the workshops and meetings utilizing the PGM Method, and coordination of all the activities regarding the Pilot Project(s). • MOWA and PDWA participated in the pilot project activities in KPC. | <ul style="list-style-type: none"> • There was active participation from the C/P members of Planning and Statistics Department of MOWA in the preparation and organization of the PGM2 workshop and facilitation of group discussion. • In the PGM2 workshop 4, Department Directors of Economic Development and Gender Equality of MOWA facilitated group discussion. • MOWA C/P members supported the pilot project activities and advised on women’s economic empowerment. • Understanding of PDWA on their roles and responsibilities in the pilot project implementation is limited. Advice and support from the JICA Project Team regarding coordination and facilitation are necessary. • Necessity to strengthen capacity of PDWA to provide advice on the pilot project activities from gender perspectives is observed. Strong |

| Activities in PDM | Activities Conducted | Findings |
|---|---|--|
| | | technical support by JICA Project Team is necessary. |
| 1-3-1. TWG-G is organized by the TWG-G secretariat in cooperation with JICA and United Nations Development Program (UNDP) | <ul style="list-style-type: none"> • TWG-G meetings were held on May 3, August 11, and December 19, 2011, and January 10, 2012. • The JICA Project Team participated in meetings on JMIs. • The JICA Project Team participated in the 5th Retreat of the TWG-G Secretariat. | <ul style="list-style-type: none"> • The Project financially supported the TWG-G meetings held on May 3, 2011. • Closer coordination and discussion with the TWG-G secretariat on how to set agenda for fruitful TWG-G meeting and how to prepare the Action Plan and JMIs is necessary. |
| 1-3-2. A small working group on women's economic empowerment is formed under the TWGG to share the information, experiences, findings and processes of projects for women's economic empowerment, including the Pilot Project(s). | <ul style="list-style-type: none"> • The JICA Project Team started discussion with the TWG-G secretariat for establishment of a sub-group on women's economic empowerment | <ul style="list-style-type: none"> • There are many steps to undertake to establish a sub-group on women's economic empowerment. Therefore, closer coordination and discussion with the TWG-G secretariat is necessary. |
| 1-4-1. MOWA updates the gender statistics leaflet in cooperation with MOP. | <ul style="list-style-type: none"> • MOWA in cooperation with JICA Project Team updated the gender statistics leaflet in time for the 101th International Women's Day (March 8, 2012). • Copies of the leaflet were distributed widely. | <ul style="list-style-type: none"> • C/P members took their initiative for the activity. |
| 1-4-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet in the area of women's economic empowerment to be utilized for policies/programs and projects at the sub-national level | <ul style="list-style-type: none"> • The JICA Project Team in cooperation with the C/P members of Planning and Statistics Department and Economic Development Department of MOWA worked on preparation of KPC gender statistics booklet in the area of women's economic empowerment. • Copies of the booklet were distributed to people concerned in KPC. | <ul style="list-style-type: none"> • There was difficulty in compiling the KPC gender statistics booklet as scheduled due to absence of the key C/P members in charge. |
| Output 2: Strengthened capacity and mechanism to promote women's economic empowerment in partner line ministries at the national level | | |
| 2-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level | <ul style="list-style-type: none"> • The PGM2 workshops were conducted on these dates:: <ul style="list-style-type: none"> - PGM2 workshop2: May11-12 - PGM2 workshop3: July 7-8 - PGM2 workshop 4:September 15-16 • The fourth PPCC meeting was organized inviting the GMAG members of partner line ministries | <ul style="list-style-type: none"> • There was active participation from the officials of partner line ministries in the discussion of the PGM2 workshops and the fourth PPCC meeting, and in the pilot project activities as well as the additional baseline survey. |

| Activities in PDM | Activities Conducted | Findings |
|---|---|--|
| | <p>on August 25-26.</p> <ul style="list-style-type: none"> Some GMAG members of partner line ministries visited KPC to advise on and observe the pilot project activities. Some GMAG members of partner line ministries actively participated in the additional baseline survey as field surveyors. | |
| <p>2-3. GMAG members of partner line ministries at the national level develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level.</p> | <ul style="list-style-type: none"> The Project supported MOC and MRD to update their GMAPs. | <ul style="list-style-type: none"> Due to the strong request from MOC, MRD and MOWA, the Project supported this activity in the second year despite that the activity was not based on the pilot project experience in KPC. |
| <p>Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment at the sub-national level through implementation of the Pilot Project(s)</p> | | |
| <p>3-1. PDWA and PDOP collect information about progress of decentralization and deconcentration (D&D) reform, and propose cooperation with Provincial Council and revisions to the Pilot Project(s), if necessary.</p> | <ul style="list-style-type: none"> MOWA counterparts together with JICA Project Team collected information about the progress of D&D through PDWA and PDOP in KPC. | <ul style="list-style-type: none"> The Women's and Children's Affairs Committees were established at the provincial and district levels, respectively. PDWA and its district office serve as permanent vice chair of the committee at those levels. The committee at the provincial level is chaired by a provincial council member and organizes its meeting once a month. PDWA is in charge of preparing schedule, budget and other documents. PDOP is a member of the Technical Facilitation Committee, which is chaired by Provincial Governor and in charge of preparation of the Provincial Development Plan. Under the committee, there are several sub-committees, one of which is the sub-committee on planning where PDOP is a permanent member. At the same time, PDOP serves as chair of assistant group for planning under the sub-committee. It is necessary to get more information from the Women's and Children's Affairs Committee to consider possible collaboration on the pilot project activities under the framework of D&D. |
| <p>3-2. PDWA facilitates the formation and operation of PPCC at the sub-national level.</p> | <ul style="list-style-type: none"> PPCC meetings were organized four times before the implementation of the pilot project to discuss and make consensus on | <ul style="list-style-type: none"> More active involvement of PDWA in the operation of PPCC is required. It is very important to continue to |

| Activities in PDM | Activities Conducted | Findings |
|--|---|---|
| | <p>pilot project framework and activities.</p> <ul style="list-style-type: none"> • After the pilot project had started in October 2011, PPCC meetings were organized six times (as of the end of March 2012) to share the plan and progress of the pilot project activities and discuss countermeasures to raised issues and concerns. | <p>organize PPCC meeting monthly among the stakeholders to share progress of activities and plans, and to discuss issues and concerns.</p> <ul style="list-style-type: none"> • It is very important to encourage PPCC members to submit reports such as monthly monitoring report and monthly technical report every month for monitoring purpose. |
| <p>3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site(s) by utilizing the PGM Methods (market survey and baseline survey).</p> | <ul style="list-style-type: none"> • The C/P members of MOWA participated in the market survey as observers and in the discussion with EMC. • The C/P members of MOWA and GMAG members of the partner line ministries participated in the baseline survey as surveyors. | <ul style="list-style-type: none"> • In the market survey, the C/P members of MOWA supported EMC to interview to local authorities and gained knowledge on market survey and acknowledged the role of women in various products and value chains. • The C/P members of MOWA and GMAG members of the partner line ministries understood the situation of the villages and farmers through the baseline survey. |
| <p>3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level decide the target area and people of the Pilot Project(s), and develop plans consisting of a set of sub-pilot projects for women's economic empowerment.</p> | <ul style="list-style-type: none"> • The PPCC members agreed to have Prey Chhor as the target district. • Among communes in Prey Chhor district, they also agreed to target the following people and communes: <ul style="list-style-type: none"> - Farmers in Tong Rong and Sour Saen communes for agricultural production pilot project; and - Existing dry radish pickle producers (both for commercial and for home consumption) in Chrey Vien commune for agro-processing pilot project. • The PPCC members and the Project discussed and formulated the pilot project frameworks and activities, considering linkages among the provincial departments concerned. | <ul style="list-style-type: none"> • Further discussion with the respective provincial departments is necessary to develop practical and detailed action plan for the next fiscal year. |
| <p>3-6. PPCC establishes pilot project implementation structure.</p> | <ul style="list-style-type: none"> • The PPCC members and the Project discussed and formulated the pilot project frameworks and activities, considering linkages among the provincial departments concerned. | <ul style="list-style-type: none"> • Further discussion with the respective provincial departments is necessary to develop practical and detailed action plan for the next fiscal year. |
| <p>3-7. Each partner provincial department implements sub-pilot</p> | <ul style="list-style-type: none"> • The agricultural production and agro-processing pilot projects were | <ul style="list-style-type: none"> • Further discussion with the respective provincial departments is necessary to |

| Activities in PDM | Activities Conducted | Findings |
|--|---|---|
| project for women's economic empowerment in close collaboration with each other. | launched in October 2011 (for more detailed information, refer to the "Monitoring Report on Pilot Project in Kampong Cham Province" (April 2012)). | develop practical and detailed action plan for the next fiscal year. |
| 3-8. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project(s) for women's economic empowerment. | <ul style="list-style-type: none"> • The agricultural production pilot project started field assessment activity (for more detailed information, refer to the "Monitoring Report on Pilot Project in Kampong Cham Province" (April 2012)). | <ul style="list-style-type: none"> • For the agricultural production pilot project, it is necessary to have coordination on the schedule for field assessment and other activities, including training to avoid schedule conflict and facilitate the partner provincial departments involved in the pilot project activities to work as a team. • For the agro-processing pilot project, it is necessary to establish framework of field assessment to implement monitoring activity. |

2.3.3 The 3rd Year

The third year of the project started in May 2012. Figure 2.4 shows the workflow of the third year of implementation.

Major achievements during the third year are as follows:

(Output 1)

- PGM2 organized workshop on policy recommendations on August 27-28, 2013 with the following purposes: 1) to review the pilot project activities and identify findings; 2) to consider lessons learned for preparing policy recommendations in relation to women's economic empowerment at the provincial level (provincial development plan) and at the national level (policies/programs/projects, Gender Mainstreaming Action Plan (GMAP)); and 3) to prepare policy recommendations related to women's economic empowerment at the provincial and national levels;
- The JICA Project Team fully supported MOWA in preparing for establishment of Technical Working Group on Gender (TWG-G) sub-group on women's economic empowerment in consultation and coordination with United Nations Development Fund and JICA Cambodia Office;
- Project planning workshop with PGM Methods for Kampong Chhnang province was conducted three times for capacity development of the provincial departments concerned, updating PGM Methods and preparation of KPC gender statistics booklet on women's economic empowerment, which was compiled and published; and
- Some diffusion and scaling-up activities have been implemented under the pilot projects in the KPC province.

(Output 2)

- Gender Mainstreaming Action Group (GMAG) members of the partner line ministries actively participated in the workshop on policy recommendations organized by PGM2 on August 27-28, 2013.

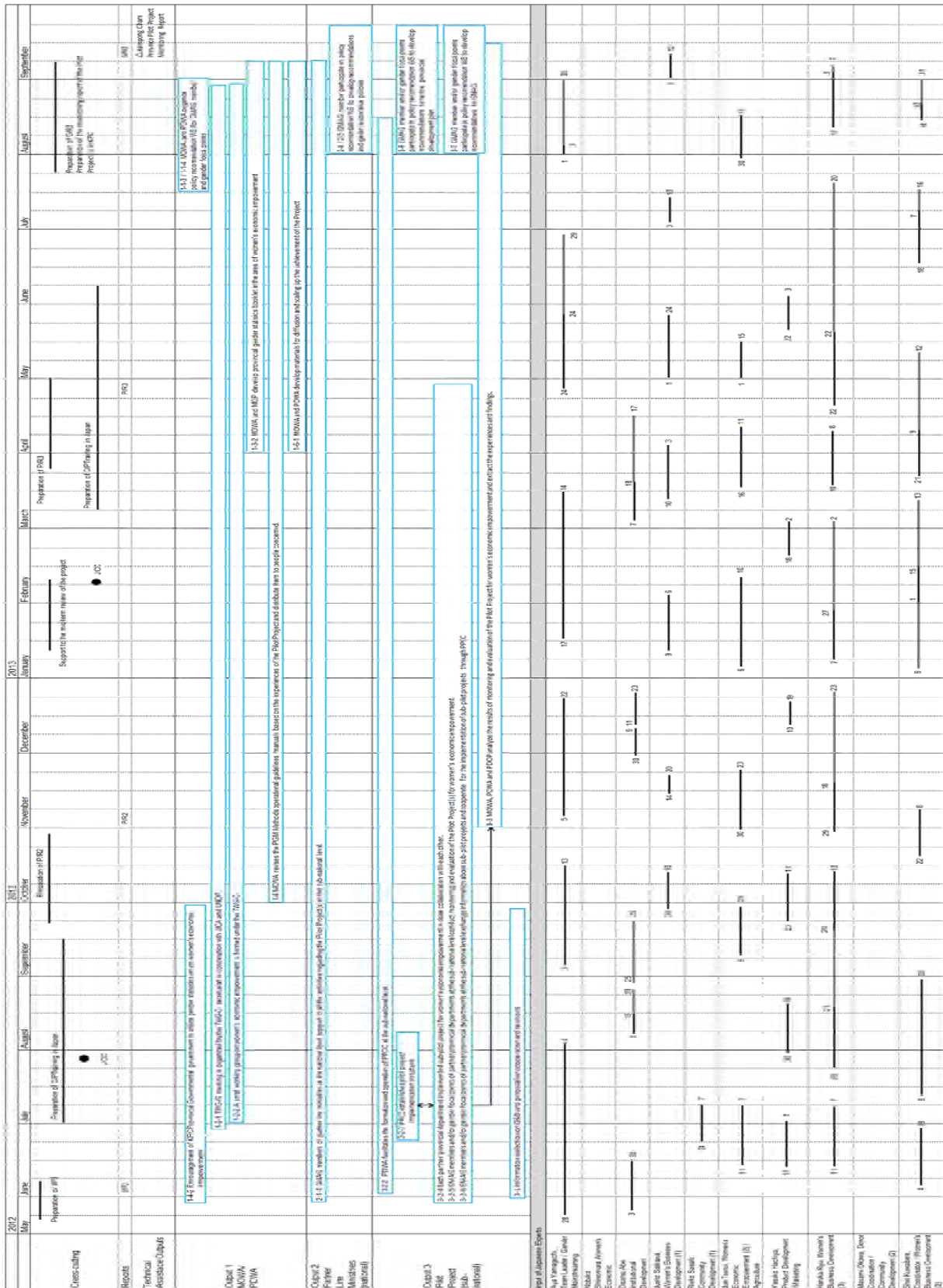
(Output 3)

- PPCC meeting was organized on a monthly basis to share the plan and progress of the pilot project activities and to discuss countermeasures to raised issues and concerns;
- The agricultural production pilot project and agro-processing pilot project have been implemented in a smooth and well-coordinated manner in KPC;
- Gender monitoring and evaluation activities started in November 2012; and
- The partner provincial departments actively participated in the workshop on policy recommendations organized by PGM2 on August 27-28, 2013.

(Cross-cutting Activity)

- The third JCC meeting was conducted on July 26, 2012 to share the project activities from April 2011 up to April 2012 and discuss and reach a consensus on its third year activity plan from May 2012 to September 2013;
- The fourth JCC meeting was conducted on February 14, 2013 to share the results of the joint mid-term review on PGM2 and reach a consensus on the direction of PGM2 for the second half of the project period, including the Project Design Matrix Version 2 (PDM2);
- JICA advisory mission visited PGM2 from September 18 to 21, 2012 with these objectives: 1) grasp the progress and issues of the project implementation and 2) confirm points to consider for mid-term review of PGM2 scheduled in February 2013, and evaluated the project progress as going smoothly and agreed with PGM2 to continue the discussion until the mid-term review;
- Joint mid-term review on PGM2 was conducted from January 27 to February 14, 2013 through a series of interview and discussion with people involved in PGM2, Development Partners and others, as well as a site visit to KPC to find that PGM2 had made good achievements and provided valuable lessons learned in the first half of the project period, and 12 recommendations were provided to PGM2 to take actions and complete by the end of the project period;
- On November 13, 2012, MOWA and Senior Representative of JICA Cambodia Office visited KPC for the first time to observe the pilot project activities and have discussion with the stakeholders concerned, to be very much impressed with the progress of the pilot projects and the changes in the target people in terms of economic and social changes, and to be interested in joint implementation and management approaches of the pilot projects;
- Counterpart training in Japan was conducted from August 20 to 29, 2012 and from May 26 to June 9, 2013, respectively, with a total 17 officials who participated from MOWA, the PDWA, the partner line ministries and their provincial departments in KPC for deepening understanding of framework, policy and activities for gender equality in Japan and learning activities and examples of women's economic empowerment in Japan to utilize them for planning and implementation of the pilot projects; and

- PGM2 organized the workshop on life improvement for rural women on August 20-21, 2013, inviting a lecturer from Japan, with the purposes of 1) improving PGM2 pilot project activities, 2) improving ministries' and their provincial departments' projects and activities, and 3) thinking about what kind of elements of the Japanese experience on life improvement can be helpful in considering policy recommendations.



Note: I/P 3 – The Third Year Project Implementation Plan, C/P – Counterparts, D&D – Decentralization and Deconcentration, P/R2 – Project Progress Report (2), P/R3 – Project Progress Report (3), G/R3 – Project Completion Report (3), JCC – Joint Coordinating Committee, MOWA – Ministry of Women’s Affairs, TWG-G – Technical Working Group on Gender, GMAG – Gender Mainstreaming Action Group, GMAP – Gender Mainstreaming Action Plan, PPCC – Pilot Project Coordinating committee, KPC- Kampong Cham Province

Figure 2.4 Workflow of the Third Year

The activities conducted by the JICA Project Team during the third year of the PGM2 implementation started in May 2012 are summarized in Table 2.4, in accordance with PDM2, which was agreed at the fourth JCC meeting conducted in February 2013 as a result of the joint mid-term review on PGM2.

Table 2.4 Activity and Progress by Project Design Matrix (PDM)

| Activities in PDM2 | Activities Conducted | Findings |
|---|---|---|
| <p>General</p> | <ul style="list-style-type: none"> • Counterparts (C/P) meeting was conducted 10 times in this period : <ul style="list-style-type: none"> - To share information on the project activities and schedule; - To share and discuss issues on the project implementation; and - To share progress of the pilot project implementation and discuss issues. <p>(See Appendix 1 for the minutes of the meetings which were held from April to August 2013. For the minutes of the meetings conducted from June 2012 to January 2013, see the “Second Progress Report (The Third Year) – May 2012 to September 2012 –” (October 2012) and “Third Progress Report (The Third Year) – October 2012 to March 2013 –” (April 2013))</p> <ul style="list-style-type: none"> • PGM2 project staff in Phnom Penh also participated in the C/P meeting. • In addition to the C/P meeting, PGM2 organized staff meeting in KPC for information sharing of the activities and coordination of activity schedule. | <ul style="list-style-type: none"> • Since the start of its third year activity, PGM2 has organized the C/P and project staff meetings regularly, which helped for smooth implementation of PGM2 and promotion of mutual collaboration among people concerned. |
| <p>1-1-3. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the statistics and needs for women’s economic empowerment at the sub-national level</p> | <ul style="list-style-type: none"> • MOWA and PDWA in cooperation with the JICA Project Team organized the policy recommendation workshop in August 2013, inviting GMAG members of the partner line ministries, and PPCC members and full-time staff of the partner provincial departments in KPC. | <ul style="list-style-type: none"> • MOWA C/P prepared the workshop in close cooperation with the JICA Project Team, including agenda setting, preparation of presentation materials and facilitation of group exercises. |
| <p>1-1-4. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating statistics and needs for women’s economic empowerment at the</p> | | |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|---|
| sub-national level | | |
| 1-2-1. TWG-G meeting is organized by the TWG-G secretariat in cooperation with JICA and UNDP. | <ul style="list-style-type: none"> • TWG-G meeting was held three times, among which two meetings were supported by PGM2. • Other than TWG-G regular meeting, one special meeting and three small group meetings were organized. • The JICA Project Team participated in the “TWG Network Retreat on JMI Preparation”. | <ul style="list-style-type: none"> • It is necessary to continue closer coordination and discussion with the TWG-G secretariat for a fruitful TWG-G meeting including purpose of each meeting and agenda setting in accordance with meeting purpose |
| 1-2-2. A small working group on women’s economic empowerment is formed under the TWG-G to share the information, experiences, findings and processes of projects for women’s economic empowerment, including the Pilot Project. | <ul style="list-style-type: none"> • The JICA Project Team fully supported MOWA in preparing for establishment of TWG-G sub-group of women’s economic empowerment in consultation and coordination with UNDP and JICA Cambodia Office. • The outline of draft MOWA decision was shared by MOWA at the 39th TWG-G meeting in June 2013. • After the 39th TWG-G meeting, MOWA organized a consultation meeting on the draft MOWA decision with line ministries and DPs supported by the JICA Project Team. Based on the discussion in the meeting, the draft MOWA decision was modified. | MOWA actively participated in discussion on the draft decision of the sub-group and chaired the consultation meeting well to sum up comments and opinions raised by the participants. PGM2 will continue to support their efforts. |
| 1-3-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet in the area of women’s economic empowerment to be utilized for policies/programs and projects at the sub-national level. | <ul style="list-style-type: none"> • A booklet of “Gender Statistics on Women’s Economic Empowerment in Kampong Chhnang Province” was prepared in conjunction with the project planning workshops with PGM Methods for KCH. • The booklet was published and distributed to people concerned for examining their gender-responsive policy issues as well as for realizing projects for women’s economic empowerment. | <ul style="list-style-type: none"> • MOWA in cooperation with MOP and KCH made efforts to collect necessary and meaningful statistics for development of the gender statistics booklet on women’s economic empowerment, with support from the JICA Project Team. |
| 1-4. MOWA revises the PGM Methods operational guidelines /manuals based on the experiences of the Pilot Project and distribute them to people concerned. | <ul style="list-style-type: none"> • MOWA in cooperation with the JICA Project Team organized a consultation meeting and three project planning workshops for KCH for updating PGM Methods. | <ul style="list-style-type: none"> • MOWA C/P were actively involved in the workshops, including facilitation of group exercises. |
| 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project. | <ul style="list-style-type: none"> • PGM2 started video shooting of the pilot project activities with focus on those of the agro-processing pilot project since it will be terminated in December 2013. | <ul style="list-style-type: none"> • In preparation of “Technical Manual of Family Chicken Raising for Farmers”, MOWA and PDWA understood well the importance of incorporating gender perspectives into it and made efforts to |

| Activities in PDM2 | Activities Conducted | Findings |
|---|--|---|
| | <ul style="list-style-type: none"> • The third version of “Technical Manual of Family Chicken Raising for Farmers” was prepared and the fourth version is under preparation (see 3.2.2. (6)). • The third version of “Technical Manual of Family Chicken Raising for Farmers” was shared with ADB TSTD and CEDAC. The “business record keeping book for chicken raising” developed by PGM2 was shared with FAO MALIS (see 3.2.2. (6)). • Information sharing and exchange visits have been conducted with similar projects conducted by other organizations (see 3.2.2. (6)). | do it step by step. |
| Output 2: Strengthened capacity and mechanism to promote women’s economic empowerment in partner line ministries at the national level | | |
| 2-1-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level. | <ul style="list-style-type: none"> • GMAG members of the partner line ministries visited KPC to advise on and observe the pilot project activities. | <ul style="list-style-type: none"> • PGM2 will continue to encourage the GMAG members to visit KPC. |
| 2-2. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women’s economic empowerment at the sub-national level. | <ul style="list-style-type: none"> • GMAG members of the partner line ministries participated in the policy recommendation workshop in August 2013 organized by MOWA and PDWA in cooperation with the JICA Project Team. | <ul style="list-style-type: none"> • Understanding of the GMAG members on the pilot project activities, and findings and lessons learned through them was promoted. • The GMAG members actively participated in the workshop through group exercise. • It is necessary for PGM2 to consider appropriate way to promote further understanding of the GMAG members on findings and lessons learned through the pilot project activities for other workshops/meetings for policy recommendations to be organized in the fifth year of PGM2. |
| 2-3. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop gender responsive policies/programs and/or projects reflecting the statistics and needs for women’s economic empowerment in the sub-national level based on the experiences of the Pilot Project. | | |
| Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women’s economic empowerment at the sub-national level through implementation of the Pilot Project(s) | | |
| 3-2-2. PDWA facilitates the formation and operation of PPCC at the sub-national level. | <ul style="list-style-type: none"> • PPCC meeting was organized 13 times on monthly basis to share the plan and progress of the pilot project activities and to discuss countermeasures to the identified | <ul style="list-style-type: none"> • PDWA was actively involved in the PPCC meeting. • It is very important to continue having PPCC meeting monthly among the stakeholders to share progress of |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|---|
| | <p>issues and concerns.</p> <ul style="list-style-type: none"> In July 2013, PPCC meeting was not held due to election campaign for the 5th mandate general election. Instead, pilot project monitoring meeting was organized for the same purpose with that of PPCC meeting. | <p>activities and plans, and to discuss issues and concerns.</p> <ul style="list-style-type: none"> It is very important to continue encouraging PPCC members to prepare and submit reports such as monthly monitoring report and monthly technical report every month for monitoring purpose. |
| <p>3-2-3. PPCC establishes pilot project implementation structure.</p> | <ul style="list-style-type: none"> PPCC members approved the following points at the 11th PPCC meeting held in July 2012: <ul style="list-style-type: none"> Roles and responsibilities of people and provincial departments concerned; and Future activity plan of each pilot project. | <ul style="list-style-type: none"> PDWA came to be more actively involved in the pilot project implementation after clarification of their roles and responsibilities. Cooperation and collaboration among the partner line provincial departments in pilot project implementation ran smoothly. |
| <p>3-2-4. Each partner provincial department implemented sub-pilot project for women's economic empowerment in close collaboration with each other.</p> | <ul style="list-style-type: none"> The agricultural production and agro-processing pilot projects continue their activities in close collaboration with the provincial departments concerned. The agricultural production pilot project started its activity in the new district in December 2012. | <ul style="list-style-type: none"> Implementation of the pilot project activities generally went smoothly in cooperation and collaboration with the provincial departments concerned. |
| <p>3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project(s) for women's economic empowerment.</p> | <ul style="list-style-type: none"> Monitoring framework was reviewed and shared among the people concerned. Agricultural production pilot project conducted technical monitoring and end-of-cycle technical evaluation in Ou Reang Ov district, and follow-up monitoring in Prey Chhor district. Agro-processing pilot project conducted technical monitoring. PDWA, PDOP and MOWA started activities on gender monitoring and evaluation in November 2012. | <ul style="list-style-type: none"> Gender monitoring and evaluation is important to confirm changes of the target people through the pilot project activities and extract findings and lessons learned, so further capacity development of PDWA, PDOP and MOWA is necessary. |
| <p>3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC.</p> | <ul style="list-style-type: none"> PPCC meeting was organized 13 times, where GMAG members and/or gender focal points of the partner provincial departments shared the plan and progress of the pilot project activities and discussed countermeasures to raised issues and concerns. | <ul style="list-style-type: none"> PPCC is a good platform for people concerned in pilot project implementation to cooperate and collaborate with one another. Implementation of the pilot project activities generally went smoothly in cooperation and collaboration with the provincial departments concerned. |
| <p>3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic</p> | <ul style="list-style-type: none"> PDWA, PDOP and MOWA started activities on gender monitoring and evaluation in November 2012. Since then, the following gender | <ul style="list-style-type: none"> Gender monitoring and evaluation is important to confirm changes of the target people through the pilot project activities and extract findings and |

| Activities in PDM2 | Activities Conducted | Findings |
|--|--|--|
| empowerment and extract the experiences and findings. | <p>monitoring and evaluation activities were conducted:</p> <p>(Agricultural production pilot project)</p> <ul style="list-style-type: none"> - Impact assessment; - Evaluation study for the second cycle training; - Baseline survey for the third cycle training; and - Monitoring for the third and fourth cycle training. <p>(Agro-processing pilot project)</p> <ul style="list-style-type: none"> - Impact assessment. | lessons learned, so further capacity development of PDWA, PDOP and MOWA is necessary. |
| 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> • GMAG members and/or gender focal points of the partner provincial departments participated in the policy recommendation workshop in August 2013 organized by MOWA and PDWA in cooperation with the JICA Project Team. | <ul style="list-style-type: none"> • The GMAG members and/or gender focal points actively participated in the workshop through group exercise. • PGM2 will continue to work closely with people concerned to extract more concrete findings and lessons learned from the pilot project activities for other workshops/meetings for policy recommendations to be organized in the fifth year of PGM2. |
| 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to GMAG at the national level for gender-responsive policies/programs and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level. | | |

2.3.4 The 4th Year

The fourth year of the Project started in October 2013. Figure 2.5 shows the workflow of PGM2 in its fourth year of implementation.

Major achievements during the fourth year are as follows:

(Output 1)

- The Project Team fully supported MOWA in preparing for the establishment of Technical Working Group on Gender (TWG-G) sub-group on Women's Economic Empowerment (WEE)

in consultation and coordination with United Nations Development Fund and JICA Cambodia Office. It was officially established in December 2013 and organized its regular meeting with its members twice.

- The JICA Project Team supported MOWA counterparts to update the gender statistics leaflet. Copies of the leaflet were distributed to participants at the ceremony to celebrate the 103rd International Women's Day held on March 8th, 2014, and to the PDWA in all the provinces, line ministries, universities and NGOs.
- PGM2 organized information sharing and policy recommendation workshop on June 10th-11th, 2014 with the following purposes: 1) to share outputs, experiences and lessons learned gained through PGM2 pilot project implementation in KPC province with Gender Mainstreaming Action Group (GMAG) members of the partner line ministries; 2) to introduce policy recommendations to GMAG members of the partner line ministries, developed in the workshop which PGM2 organized in August 2013 based on the outputs, experiences and lessons learned from the pilot projects; and 3) to develop recommendations for updating Gender Mainstreaming Action Plan (GMAP) of the five partner line ministries based on the policy recommendations and the related available statistics.
- In cooperation with other major Development Partners, the JICA Project Team supported the TWG-G secretariat in collecting and summarizing all DPs' comments on drafts of the Neary Rattanak IV (NR4) and the Cambodia Gender Assessment (CGA) 2014 prior to and during the 41st TWG-G meeting held on August 15th, 2014.
- Some diffusion and scaling-up activities have been implemented under the pilot projects in KPC.

(Output 2)

- GMAG members of the partner line ministries visited KPC to advise on and observe the pilot project activities.
- GMAG members of the partner line ministries actively participated in the information sharing and policy recommendation workshop organized by PGM2 on June 10th-11th, 2014.

(Output 3)

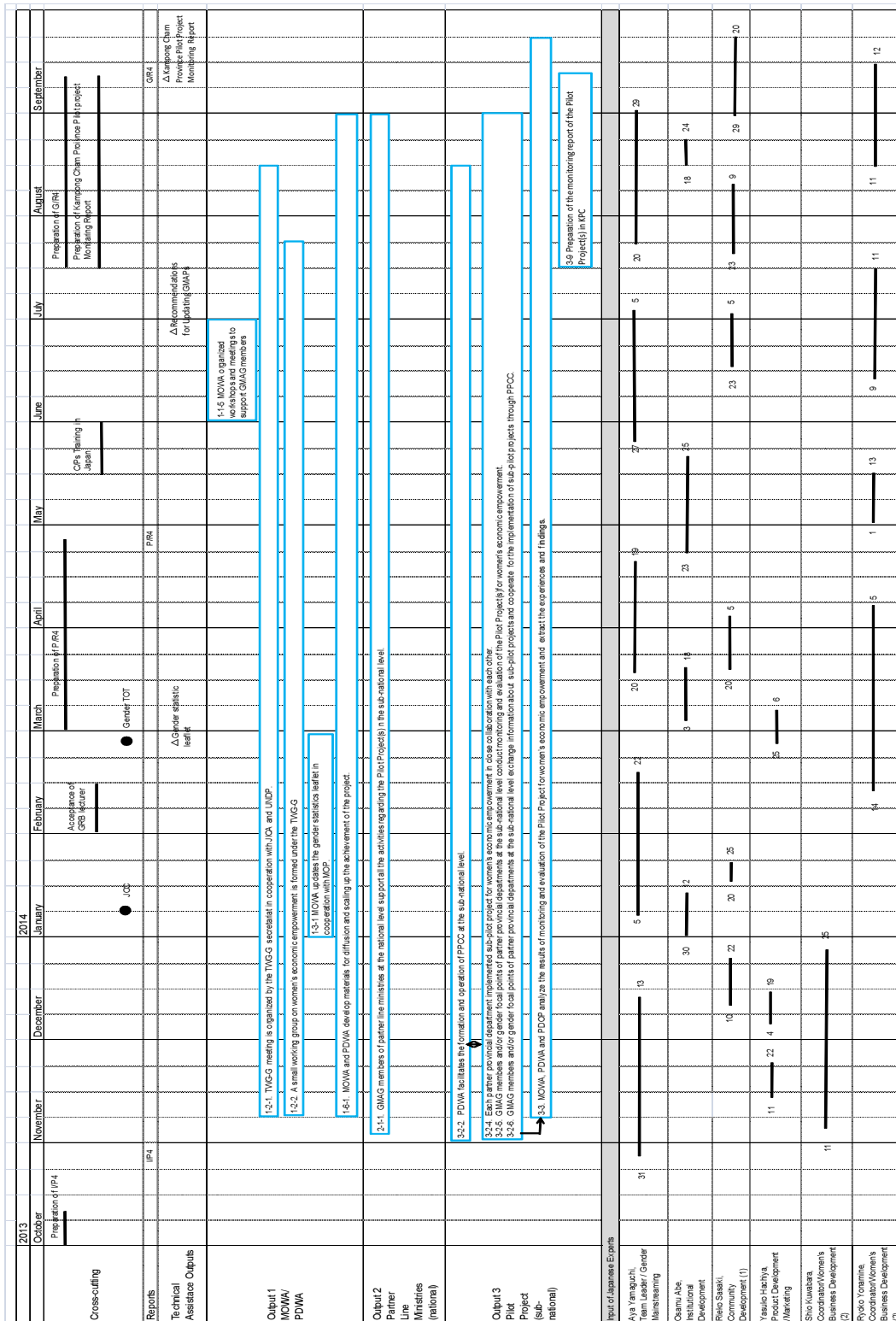
- PPCC meeting was organized on a monthly basis to share the plan and progress of the pilot project activities and to discuss countermeasures to raised issues and concerns.
- The agricultural production pilot project and agro-processing pilot project had been implemented in a smooth and well-coordinated manner in KPC and terminated all the activities, including follow-up activities in August 2014.
- Gender monitoring and evaluation activities were implemented for the both pilot projects.
- The partner provincial departments actively participated in the information sharing and policy recommendation workshop organized by PGM2 on June 10th-11th, 2014.

(Cross-cutting Activity)

- The fifth JCC meeting was conducted on January 9th, 2014 to share the third year activities of PGM2 from May 2012 up to September 2013, and to discuss and reach a consensus on its

fourth year activity plan from October 2013 to September 2014, and its Plan of Operation until the end of the project period.

- Based on one of the recommendations suggested in February 2013 by the mid-term review team, PGM2 organized the workshop on gender responsive budgeting (GRB) in KPC on February 6th, 2014 and in Phnom Penh on February 10th-11th, inviting a lecturer from Royal Melbourne Institute Technology (RMIT) University in Australia, who is also a member of JICA Specialist Committee of Gender and Development.
- PGM2 organized a gender training for trainers (TOT) on February 26th-28th, 2014 in KPC in response to one of the recommendations suggested by the mid-term review team to improve gender training for the pilot projects conducted by PDWA and MOWA.
- Counterpart training in Japan was conducted from May 19th to 31st, 2014, with a total 12 officials from MOWA, PDWA KPC, the partner line ministries and their provincial departments in KPC, for deepening understanding of framework, policy and activities for gender equality in Japan and learning activities and examples of women's economic empowerment in Japan to utilize them for planning and implementation of the pilot projects.
- The JICA Project Team supported MOWA in preparing a proposal for a new gender project for Japan Official Development Assistance (ODA) for Fiscal Year 2015.
- On June 20th, 2014, MOWA, JICA Cambodia Office and the JICA Project Team visited the SUMI (Cambodia) Wiring and System (SCWS), a Japanese factory producing wiring harness for automobiles to understand SCWS's efforts to consider welfare of their female workers and make working environment comfortable for them, and seek possibility to get cooperation from MOWA in recruitment of female workers.
- On August 25th, 2014, the Senior Representative and three staff of JICA Cambodia Office visited KPC for the first time to be able to understand what PGM2 has done in KPC and how the PGM2 pilot projects have changed the target people's economic and social situations.



Note: P/R 4 – Project Progress Report (4), C/P – Counterpart, G/R4 – Project Completion Report (4), JCC – Joint Coordinating Committee, MOVA – Ministry of Women’s Affairs, TWG-G – Technical Working Group on Gender, GMAG – Gender Mainstreaming Action Group, GMAP – Gender Mainstreaming Action Plan, PPCC – Pilot Project Coordinating committee, KPC – Kampong Cham Province, MOP – Ministry of Planning, PDOP – Provincial Department of Planning, GRB – Gender Responsive Budgeting, TOT – Training for Trainers

Figure 2.5 Workflow of the Fourth Year

The activities conducted by the JICA Project Team during the fourth year of the implementation, started in October 2013 are summarized in Table 2.5, in accordance with the Project Design Matrix (PDM) 2.

Table 2.5 Activity and Progress by Project Design Matrix (PDM)

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|--|
| Output 1: Strengthen Function of MOWA (both at the national and sub-national levels) to coordinate with line ministries for women's economic empowerment | | |
| General | <ul style="list-style-type: none"> • Counterpart (C/P) meetings were conducted four times in this period : <ul style="list-style-type: none"> - To share information on the project activities and schedule; - To share and discuss issues on the project implementation; - To share the progress of the pilot project implementation and discuss the issues. (See Appendix 1 for the minutes of the meetings) • In addition to the C/P meeting, PGM2 organized a staff meeting in KPC to share information on the activities and coordination of activity schedule. | <ul style="list-style-type: none"> • Since the start of its fourth year activity, PGM2 has organized the C/P and project staff meetings, which helped with the smooth implementation of PGM2 and promotion of mutual collaboration among the people concerned. |
| 1-1-5. MOWA organizes workshops and meetings to support GMAG members (at the national level) of partner line ministries to get acknowledgement by their ministries on developed gender responsive policy/programs and recommendations to revise GMAP/annual plans. | <ul style="list-style-type: none"> • MOWA in cooperation with the JICA Project Team organized the information sharing and policy recommendation workshop in June 2014, inviting GMAG members of the partner line ministries, PPCC members and full-time staff of the partner provincial departments in KPC. | <ul style="list-style-type: none"> • MOWA C/P prepared the workshop in close cooperation with the JICA Project Team, including agenda setting, preparation of presentation materials and facilitation of group work. • Though MOWA C/P and the JICA Project Team shared the purpose and expected outputs of group work before the workshop, all of us could not have common understanding on them. When PGM2 organizes the similar workshop in the fifth year, it should be kept in mind that MOWA C/P and the JICA Project Team ensure enough time for preparation and understanding of group work. |
| 1-2-1. TWG-G meeting is organized by the TWG-G secretariat in cooperation with JICA and UNDP. | <ul style="list-style-type: none"> • TWG-G meeting was held twice. • Other than TWG-G meeting, TWG-G secretariat meeting was organize three times. | <ul style="list-style-type: none"> • It is necessary to continue in close coordination and discussion with the TWG-G secretariat, in order for a fruitful TWG-G meeting to include purpose in each meeting and in agenda setting, in accordance with the meeting purpose. |
| 1-2-2. A small working group on women's economic empowerment is formed under the TWG-G to share the information, experiences, | <ul style="list-style-type: none"> • The JICA Project Team fully supported MOWA in preparing for the establishment of TWG-G sub-group on women's economic | <ul style="list-style-type: none"> • It was good that MOWA took initiative in establishing the sub-group. • PGM2 will continue to support MOWA in operating the sub-group, in |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|--|
| findings and processes of projects for women's economic empowerment, including the Pilot Project. | <p>empowerment, in consultation and coordination with UNDP and JICA Cambodia Office.</p> <ul style="list-style-type: none"> Decision on establishment of the sub-group was approved by H.E. Minister of MOWA in December 2013. The sub-group meeting was held twice. In addition, sub-group secretariat meeting was held three times. | cooperation with UNDP and JICA Cambodia Office. |
| 1-3-1. MOWA updates the gender statistics leaflet in cooperation with MOP. | <ul style="list-style-type: none"> MOWA successfully updated the gender statistics leaflet as of January 2014. The leaflet was published and distributed in the occasion of the 103th International Women's Day celebration on March 8th, 2014. | <ul style="list-style-type: none"> MOWA C/P has developed their capacity enough to update the gender statistics leaflet, which receives high commendation from MOWA management. |
| 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project. | <ul style="list-style-type: none"> PGM2 continued video shooting of the pilot project activities. The third version of "Technical Manual of Family Chicken Raising for Farmers" was uploaded on the website of Tonle Sap Technology Demonstrations for Productivity Enhancement (TSTD) project. Its fourth version was updated and distributed to farmers in the Chamkar Leu district. Reviewing past activities, listing up activities and documents to be included in the guideline, and discussing what contents to be included in have been undertaken for the guideline of the agricultural production pilot project. All the existing materials of the agro-processing pilot project were compiled to consult with the provincial departments concerned. | <ul style="list-style-type: none"> In preparation of "Technical Manual of Family Chicken Raising for Farmers", MOWA and PDWA well understood the importance of incorporating gender perspectives into it and made efforts to do it step by step. As a result, its fourth version has photos of both women and men working on chicken raising and introduces good examples of economic and social changes of women having resulted from chicken raising activity. |
| Output 2: Strengthened capacity and mechanism to promote women's economic empowerment in partner line ministries at the national level | | |
| 2-1-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level. | <ul style="list-style-type: none"> GMAG members of the partner line ministries visited KPC to advise on and observe the pilot project activities. | <ul style="list-style-type: none"> GMAG members of the partner line ministries understand well about the pilot project activities in KPC and provide support to their provincial departments. |
| Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment at the sub-national level through implementation of the Pilot Project(s) | | |
| 3-2-2. PDWA facilitates the formation and operation of PPCC at | <ul style="list-style-type: none"> PPCC meeting was organized eight times on a monthly basis to | <ul style="list-style-type: none"> PDWA was actively involved in the |

| Activities in PDM2 | Activities Conducted | Findings |
|---|--|--|
| the sub-national level. | <p>share the plan and progress of the pilot project activities and to discuss countermeasures to the identified issues and concerns.</p> <ul style="list-style-type: none"> In February and May 2014, PPCC meeting was not held due to scheduling conflict in February between PGM2 and PPCC chairperson, and counterpart training in Japan in May. | <p>PPCC meeting.</p> <ul style="list-style-type: none"> PPCC meeting is a good mechanism among the stakeholders to share progress of activities and plans, and to discuss issues and concerns. Implementation of the pilot project activities generally went smoothly, in cooperation and collaboration with the provincial departments concerned. |
| 3-2-4. Each partner provincial department implemented sub-pilot project for women's economic empowerment in close collaboration with each other. | <ul style="list-style-type: none"> Agricultural production pilot project implemented its fifth and sixth cycle activities in the Chamkar Leu district from November 2013 to August 2014. Agro-processing pilot project terminated its activity in December 2013. After the termination, follow-up activities were continued until August 2014. | <ul style="list-style-type: none"> Implementation of the pilot project activities generally went smoothly, in close cooperation and collaboration with the provincial departments concerned. |
| 3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project for women's economic empowerment. | <ul style="list-style-type: none"> Agricultural production pilot project conducted technical monitoring in the Chamkar Leu district and follow-up monitoring in the Prey Chhor and Ou Reang Ov districts. The following gender monitoring and evaluation studies were conducted in the fourth year: (Agricultural production pilot project) <ul style="list-style-type: none"> Baseline survey for the fifth and sixth cycle training in the Chamkar Leu district; Gender evaluation study for the first and second cycle training in the Prey Chhor district; and Gender monitoring for the fifth and sixth cycle training in the Chamkar Leu district. (Agro-processing pilot project) <ul style="list-style-type: none"> Gender evaluation study | <ul style="list-style-type: none"> Gender monitoring and evaluation is important to confirm changes in the target people through the pilot project activities and extract findings and lessons learned. Through the past experience of gender monitoring and evaluation studies under PGM2, PDWA, PDOP and MOWA gradually understood the procedures and how to conduct interview study and focus group discussion. Yet, they still have some room for improvement in designing a questionnaire study, entering data and analyzing the results. Therefore, further capacity development of PDWA, PDOP and MOWA is necessary. |
| 3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC. | <ul style="list-style-type: none"> PPCC meeting was organized eight times, where GMAG members and/or gender focal points of the partner provincial departments shared the plan and progress of the pilot project activities and discussed countermeasures to the raised issues and concerns. | <ul style="list-style-type: none"> PPCC is a good platform for the people concerned in pilot project implementation to cooperate and collaborate with one another. Implementation of the pilot project activities generally went smoothly, in cooperation and collaboration with the provincial departments concerned. |
| 3-3. MOWA, PDWA and PDOP analyze the results of monitoring | <ul style="list-style-type: none"> The following gender monitoring and evaluation studies were | <ul style="list-style-type: none"> Through gender monitoring and evaluation activities, PDWA, PDOP |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|--|
| and evaluation of the Pilot Project for women's economic empowerment and extract the experiences and findings. | <p>conducted in the fourth year: (Agricultural production pilot project)</p> <ul style="list-style-type: none"> - Baseline survey for the fifth and sixth cycle training in the Chamkar Leu district; - Gender evaluation study for the first and second cycle training in the Prey Chhor district; and - Gender monitoring for the fifth and sixth cycle training in the Chamkar Leu district. <p>(Agro-processing pilot project)</p> <ul style="list-style-type: none"> - Gender evaluation study | <p>and MOWA have improved their understandings and capacity in analysis step by step.</p> <ul style="list-style-type: none"> • Gender monitoring and evaluation is important to confirm changes in the target people through the pilot project activities and extract the findings and lessons learned. Through the past experience of gender monitoring and evaluation studies under PGM2, PDWA, PDOP and MOWA gradually understood the procedures and how to conduct interview study and focus group discussion. Yet, they still have some room for improvement in designing a questionnaire study, entering data and analyzing the results. Therefore, further capacity development of PDWA, PDOP and MOWA is necessary. |

2.3.5 The 5th Year

The fifth year of the Project started in November 2014 and completed in September 2015.

Major achievements during the fifth year are as follows:

(Output 1)

- MOWA and PDWA prepared training sessions on the gender evaluation study for the agricultural production pilot project, and conducted it for GMAG members of the partner line ministries and their provincial departments in KPC, before conducting the study in the Ou Reang Ov and Chamkar Leu districts.
- MOWA and PDWA organized the policy recommendation workshop in KPC in May 2015 to the partner provincial departments in KPC. The participants developed recommendations based on the experience and lessons learned from the pilot projects.
- MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015.
- The PGM Method workshop was held in September 2015 to share the PGM Method and its effects with PDWAs in all the provinces and the GMAG members of the partner line ministries.
- MOWA successfully updated the gender statistics leaflet as of February 2015.
- MOWA revised the PGM Method operational guidelines /manuals based on the experience of the pilot projects. It was published and distributed to the participants of the PGM2 final seminar organized in September 2015.

- The comprehensive guidelines was developed through discussions with JICA and MOWA, and consultation with the TWG-G WEE sub-group. It was published and distributed to the participants of the PGM2 final seminar organized in September 2015.
- The following materials were developed:
 - Implementation Guide for Women's Economic Empowerment in Agriculture
 - Technical Manual for Family Chicken Raising
 - Technical DVD for Family Chicken Raising
 - Implementation Guide for Women's Economic Empowerment in Home-Based Agro-Processing Business
 - Technical Manual for Home-based Agro-processing Business
 - Technical DVD for Home-based Agro-processing Business

They were published and distributed to the participants of the PGM2 final seminar organized in September 2015.

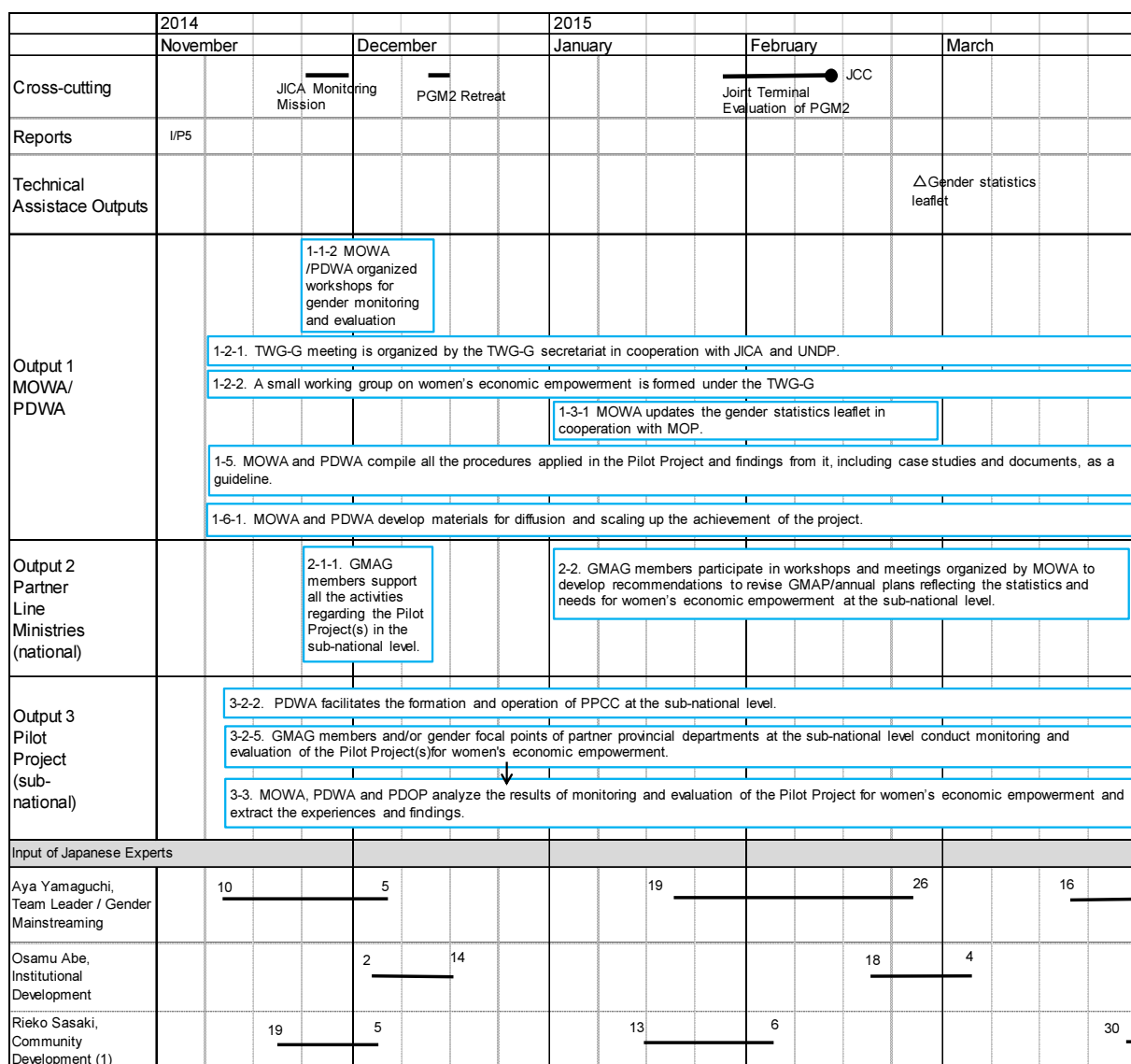
- The PGM2 final seminar was organized in September 2015 to disseminate all the processes, experiences and lessons learned of PGM2 to all the provinces, the partner line ministries and the development partners.

(Output 2)

- MIH successfully developed their first GMAP with support from MOWA and PGM2, through hearings and consultative workshop and it was launched in July 2015.
- MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the GMAG members of the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015.

(Output 3)

- The following gender evaluation studies were conducted: Agricultural Production pilot project
 - Gender evaluation study for the third and fourth cycle trainings in the Ou Reang Ov district;
 - Gender evaluation study for the fifth and sixth cycle trainings in the Chamkar Leu district.
 - (Agro-processing Pilot Project)
 - Ex-post Evaluation Study.
- MOWA and PDWA organized the policy recommendation workshop in KPC in May 2015 to the partner provincial departments in KPC. The participants developed recommendations based on the experience and lessons learned from the pilot projects.
- MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015.



Note: I/P5 – Fifth Year Project Implementation Plan, UNDP – United Nations Development Programme, MOP – Ministry of Planning, PDWA – Provincial Department of Women's Affairs, GMAG – Gender Mainstreaming Action Group, PDOP – Provincial Department of Planning

Figure 2.6 Workflow of the Fifth Year

The activities conducted by the JICA Project Team during the fifth year of the implementation are summarized in Table 2.6, in accordance with the Project Design Matrix (PDM).

Table 2.6 Activity and Progress by Project Design Matrix (PDM)

| Activities in PDM2 | Activities Conducted | Findings |
|--|--|---|
| Output 1: Strengthen Function of MOWA (both at the national and sub-national levels) to coordinate with line ministries for women's economic empowerment | | |
| General | <ul style="list-style-type: none"> Counterpart (C/P) meetings were conducted three times in this period for the following purposes: <ul style="list-style-type: none"> To share information regarding project activities and schedules; To share and discuss issues on project implementation. | <ul style="list-style-type: none"> Since the start of its fifth year activity, PGM2 has organized the C/P and project staff meetings, which has helped smooth the implementation of PGM2 and the promotion of mutual collaboration among the people concerned. |

| Activities in PDM2 | Activities Conducted | Findings |
|---|--|--|
| 1-1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at the national and sub-national levels) of partner line ministries to support gender-responsive policy analysis, research, planning, implementation, monitoring, and evaluation by utilizing the PGM Methods, and coordinating all the activities in regards to the Pilot Project. | <ul style="list-style-type: none"> MOWA and PDWA prepared training sessions on the gender evaluation study for the agricultural production pilot project, and conducted it for GMAG members of the partner line ministries and their provincial departments in KPC, before conducting the study in the Ou Reang Ov and Chamkar Leu districts. | <ul style="list-style-type: none"> By preparing and conducting the training, MOWA and PDWA deepened their understanding of gender monitoring and evaluation, and became knowledgeable on how to conduct the gender evaluation study. |
| 1-1-3. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> MOWA and PDWA organized the policy recommendation workshop in KPC in May 2015 to the partner provincial departments in KPC. The participants developed recommendations based on the experience and lessons learned from the pilot projects. | <ul style="list-style-type: none"> MOWA C/P actively prepared for the workshops, including agenda setting, development of presentation materials, and practice of group work facilitation. As a result, the workshops were successful with a fruitful discussion to develop the policy recommendations. |
| 1-1-4. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015. | <ul style="list-style-type: none"> MOWA C/P actively prepared for the workshops, including agenda setting, development of presentation materials, and practice of group work facilitation. As a result, the workshops were successful with a fruitful discussion to develop the policy recommendations. |
| 1-1-6. MOWA and PDWA organize seminar to spread the PGM Methods and its effects to PDWAs in all the provinces. | <ul style="list-style-type: none"> The PGM Method workshop was held in September 2015 to share the PGM Method and its effects with PDWAs in all the provinces and the GMAG members of the partner line ministries. | <ul style="list-style-type: none"> MOWA C/P deepened their further understanding on the PGM Method through their presentations and facilitation of the group work to exercise the gender-responsive analyses. |
| 1-2-1. TWG-G meeting is organized by the TWG-G secretariat, in cooperation with JICA and UNDP. | <ul style="list-style-type: none"> The TWG-G meeting was held three times. | <ul style="list-style-type: none"> It is necessary to continue discussions and close coordination with the TWG-G secretariat to have fruitful TWG-G meetings with appropriate purpose and agenda. |
| 1-2-2. A small working group on women's economic empowerment is formed under the TWG-G to share the information, experiences, findings, and processes of projects for women's economic empowerment, including the Pilot Project. | <ul style="list-style-type: none"> The sub-group meeting was held three times. In addition, the sub-group secretariat meeting was also held three to prepare for the sub-group meetings. | <ul style="list-style-type: none"> The sub-group meetings have been organized with adequate preparations through the secretariat meetings, with the participation of MOWA, and UNDP and JICA as co-facilitators. |
| 1-3-1. MOWA updates the gender | <ul style="list-style-type: none"> MOWA successfully updated the | <ul style="list-style-type: none"> MOWA has developed their capacity |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|---|
| statistics leaflet in cooperation with MOP. | <p>gender statistics leaflet as of February 2015.</p> <ul style="list-style-type: none"> The leaflet was published and distributed to celebrate International Women's Day on March 8, 2015. | <p>enough to update the gender statistics leaflet, which received high commendation from MOWA management.</p> |
| 1-4. MOWA revises the PGM Methods operational guidelines /manuals based on the experiences of the Pilot Project and distribute them to people concerned. | <ul style="list-style-type: none"> MOWA revised the PGM Method operational guidelines /manuals based on the experience of the pilot projects. It was published and distributed to the participants of the PGM2 final seminar organized in September 2015. | <ul style="list-style-type: none"> MOWA C/P deepened their further understanding on the PGM Method through the process of its revision. |
| 1-5. MOWA and PDWA compile all the procedures applied in the Pilot Project and findings from it, including case studies and documents, as a guideline. | <ul style="list-style-type: none"> The comprehensive guidelines was developed through discussions with JICA and MOWA, and consultation with the TWG-G WEE sub-group. It was published and distributed to the participants of the PGM2 final seminar organized in September 2015. | <ul style="list-style-type: none"> MOWA C/P now fully understood the purpose to develop the guidelines, its content and their role in writing some parts of it. MOWA C/P drafted the sections of gender statistics and GRB. |
| 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project. | <ul style="list-style-type: none"> The following materials were developed: <ul style="list-style-type: none"> Implementation Guide for Women's Economic Empowerment in Agriculture Technical Manual for Family Chicken Raising Technical DVD for Family Chicken Raising Implementation Guide for Women's Economic Empowerment in Home-Based Agro-Processing Business Technical Manual for Home-based Agro-processing Business Technical DVD for Home-based Agro-processing Business They were published and distributed to the participants of the PGM2 final seminar organized in September 2015. | <ul style="list-style-type: none"> MOWA and the provincial departments concerned in KPC actively participated in the activity by providing comments for improvements. |
| 1-6-2. MOWA and PDWA organize seminar to share the outputs, experiences, findings and processes gained through the Pilot Project with all the provinces. | <ul style="list-style-type: none"> The PGM2 final seminar was organized in September 2015 to disseminate all the processes, experiences and lessons learned of PGM2 to all the provinces, the partner line ministries and the development partners. | <ul style="list-style-type: none"> MOWA C/P successfully organized the seminar. They shared the outputs, experiences, findings and processes of PGM2 with the participants through their presentations. |
| Output 2: Strengthened capacity and mechanism to promote women's economic empowerment in partner line ministries at the national level | | |
| 2-1-1. GMAG members of partner line ministries at the national level | <ul style="list-style-type: none"> GMAG members of the partner line ministries participated in the training | <ul style="list-style-type: none"> GMAG members of the partner line ministries understood the gender |

| Activities in PDM2 | Activities Conducted | Findings |
|---|---|--|
| support to all the activities regarding the Pilot Project in the sub-national level. | for gender evaluation study of the agricultural production pilot project in December 2014. | evaluation study of the agricultural production pilot project. |
| 2-1-2. MOWA and PDWA organize seminars to spread the PGM Methods and its effects to GMAG members who are not involved in the process of the Pilot Project. | <ul style="list-style-type: none"> The PGM Method workshop was held in September 2015 to share the PGM Method and its effects with PDWAs in all the provinces and the GMAG members of the partner line ministries. | <ul style="list-style-type: none"> The GMAG members of the partner line ministries who are involved in the process of the pilot project also joined the workshop and learn the revised PGM Method. |
| 2-2. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> MIH successfully developed their first GMAP with support from MOWA and PGM2, through hearings and consultative workshop. It was launched in July 2015. | <ul style="list-style-type: none"> MOWA successfully convinced MIH of importance of integration of the policy recommendations developed through the field experience into their GMAP. As a result, MIH integrated the three policy recommendations from the pilot projects into their GMAP. |
| 2-3. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop gender responsive policies/programs and/or projects reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project. | <ul style="list-style-type: none"> MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the GMAG members of the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015. | <ul style="list-style-type: none"> The GMAG members of the partner line ministries deepened their understanding on the activities, results, findings and lessons learned of the pilot projects, and how to develop recommendations based on the field experience. They developed the policy recommendations based on them. MIH integrated the three policy recommendations from the pilot projects into their GMAP. |
| Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment at the sub-national level through implementation of the Pilot Project(s) | | |
| 3-2-2. PDWA facilitates the formation and operation of PPCC at the sub-national level. | <ul style="list-style-type: none"> The PPCC meeting was organized three times to share the pilot project-related activities and to get comments on them. | <ul style="list-style-type: none"> PDWA was actively involved in the PPCC meeting. Monthly PPCC meetings had worked effectively on facilitating consultations, problem-solving, decision-making, and the monitoring of pilot project activities. |
| 3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project for women's economic empowerment. | <ul style="list-style-type: none"> The following gender evaluation studies were conducted: <ul style="list-style-type: none"> (Agricultural Production pilot project) <ul style="list-style-type: none"> Gender evaluation study for the third and fourth cycle trainings in the Ou Reang Ov district; Gender evaluation study for the fifth and sixth cycle trainings in the Chamkar Leu district. (Agro-processing Pilot Project) <ul style="list-style-type: none"> Ex-post Evaluation Study. | <ul style="list-style-type: none"> Gender evaluation is important to confirm the changes in the target people through pilot project activities, as well as to extract the findings and lessons learned. Capacity of PDWA, PDOP, and MOWA on gender monitoring and evaluation has been enhanced through is the activity. |
| 3-2-6. GMAG members and/or gender focal points of partner | <ul style="list-style-type: none"> The PPCC meeting was organized three times to share the pilot | <ul style="list-style-type: none"> Monthly PPCC meetings had worked effectively on facilitating |

| Activities in PDM2 | Activities Conducted | Findings |
|--|---|---|
| provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC. | project-related activities and to get comments on them. | consultations, problem-solving, decision-making, and the monitoring of pilot project activities. |
| 3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic empowerment, and extract the experiences and findings. | <ul style="list-style-type: none"> • The following gender evaluation studies were conducted: <ul style="list-style-type: none"> (Agricultural Production pilot project) <ul style="list-style-type: none"> - Gender evaluation study for the third and fourth cycle trainings in the Ou Reang Ov district; - Gender evaluation study for the fifth and sixth cycle trainings in the Chamkar Leu district. (Agro-processing Pilot Project) <ul style="list-style-type: none"> - Ex-post Evaluation Study. | <ul style="list-style-type: none"> • Gender evaluation is important to confirm the changes in the target people through pilot project activities, as well as to extract the findings and lessons learned. • Through the gender evaluation activities, PDWA and MOWA have improved their understanding and capacity in analysis step by step. |
| 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> • MOWA and PDWA organized the policy recommendation workshop in KPC in May 2015 to the partner provincial departments in KPC. The participants developed recommendations based on the experience and lessons learned from the pilot projects. • MOWA organized the policy recommendation workshop in Phnom Penh in June 2015 to the partner line ministries and their provincial departments in KPC. The participants developed recommendations with considerations of the results of the policy recommendation workshop in KPC in May 2015. | <ul style="list-style-type: none"> • The partner provincial departments deepened their understanding on the results, findings and lessons learned of the pilot projects, and how to develop recommendations based on the field experience. • They developed the policy recommendations based on them. • MIH integrated the three policy recommendations from the pilot projects into their GMAP. |
| 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to GMAG at the national level for gender-responsive policies/programs and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level. | | |

2.4 Amendment of PDM

2.4.1 First Amendment

1. Focus of PGM2

- Women’s economic empowerment
- Feedback of field experiences/needs at the sub-national level to policies/programs at the national level
- Capacity development of stakeholders through the Project activities

2. Key revisions of the PDM

(1) 5 outputs → 3 outputs

- Gender statistics and TWGG are tools to strengthen function of MOWA, which is mentioned in the Output 1.
- Activities for the Output 4 and 5 moved under the Output 1 with some modification.

(2) Added activity: update of the gender statistics leaflet in cooperation with MOP.

- To continue a JICA initiated cooperation to MOWA in gender statistics.

(3) Modification of a “sub-group on women’s economic empowerment is formed in TWGG” to a “small working group on women’s economic empowerment is formed under the TWGG”.

(4) Added indicators to measure capacity development of the stakeholders.

(5) Added important assumptions¹⁹ and precondition²⁰, which are essential for creation of outputs and smooth project implementation.

Table 2.7 Comparison Table of PDM0 and PDM1

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|-------------------------|---|---|--|
| Outputs | 4. Gender statistics are utilized in the implementation of activities for women’s economic empowerment at the sub-national level. | Deleted. *Activities for the Output 4 moved under the Output 1 with some modification. | Gender statistics and TWGG are tools to strengthen function of MOWA, which is mentioned in the Output 1. |
| | 5. Function and role of the Technical Working Group on Gender (TWGG) are strengthened to enhance women’s economic empowerment. | Deleted. *Activities for the Output 5 moved under the Output 1 with some modification. | |
| Activities for Output 1 | 1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at the national and sub-national levels) of partner line ministries to support gender-responsive policy analysis, planning, implementation, monitoring and evaluation by utilizing the PGM Methods. | Modified. 1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at the national and sub-national levels) of partner line ministries to support gender-responsive policy analysis, <u>research</u> , planning, implementation, monitoring and evaluation by utilizing the PGM Methods, <u>and coordinate all the activities regarding the Pilot</u> | To make MOWA’s and PDWA’s role clearer for the activities regarding the Pilot Project(s). |

¹⁹ Conditions which are important for the success of the project, however, they cannot be controlled by the project.

²⁰ Necessary conditions that must be fulfilled before a project begins. If these conditions are not met, project activities cannot start by merely supplying inputs.

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|-------|--|---|--|
| | | <u>Project(s).</u> | |
| | 1-3. PDWA facilitate the formation and operation of Pilot Project Coordination Committee (PPCC) at the sub-national level. | Moved under the Output 3 as the activity <u>3-2</u> . | All the activities regarding the Pilot Project(s) being organized as activities for Output 3. |
| | 1-4. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating needs for women's economic empowerment at the sub-national level. | Modified and changed the activity number. <u>1-7</u> . MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating <u>statistics and</u> needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> To utilize the gender statistics including the one to be developed under the activity 1-4-2 of the Revised PDM. To organize sequence of the activities. |
| | 1-5. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries and Ministry of Economy and Finance (MEF) to enhance resource mobilization to implement GMAP. | Deleted. | As the Project focuses on the Pilot Project at the sub-national level and how to feed back the experiences there to the national level, the activities also focus on this field. |
| | 1-6. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the needs for women's economic empowerment at the sub-national level. | Modified. 1-6. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the <u>statistics and</u> needs for women's economic empowerment at the sub-national level. | To utilize the gender statistics including the one to be developed under the activity 1-4-2 of the Revised PDM. |
| | 1-7. MOWA revises the PGM Methods operational guidelines /manuals based on the experiences of the Pilot Project(s). | Changed the activity number from 1-7 to <u>1-5</u> . | To organize sequence of the activities. |
| | 1-8. MOWA/PDWA collects information about progress of decentralization and deconcentration (D&D) reform, and proposes revisions to the Pilot Project(s), if necessary. | Modified and moved under the Output 3 as follows: <u>3-1</u> . PDWA and PDOP collect information about progress of decentralization and deconcentration (D&D) reform, and propose <u>cooperation with Provincial Council</u> and revisions to the Pilot Project(s), if necessary. | All the activities regarding the Pilot Project(s) being organized as activities for Output 3. |
| | 1-9. MOWA selects new Pilot Project site(s), according to the progress of the Pilot Project in Kampong Cham. | Moved under the Output 3 as the activity <u>3-9</u> . | All the activities regarding the Pilot Project(s) being organized as activities for Output 3. |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|-------------------------|--|--|---|
| | None | Added a new activity. 1-3-1. TWGG meeting is organized by the TWGG secretariat in cooperation with JICA and UNDP. | To clearly indicate that the Project supports the TWGG secretariat in organizing the TWGG meeting. |
| | | Added a new activity. 1-4-1. MOWA updates the gender statistics leaflet in cooperation with MOP. | To continue a JICA initiated cooperation to MOWA in gender statistics. |
| | | Added a new activity. 1-8. MOWA organizes workshops and meetings to support GMAG members (at the national level) of partner line ministries to get acknowledgement by their ministries on developed gender responsive policy/programs and recommendations to revise GMAP/annual plans. | It is important for the gender mainstreaming to bring the gender responsive policy/programs and recommendations to revise GMAP/annual plans developed under the activity 1-7 of the Revised PDM to the management level of the partner line ministries. |
| | | Added a new activity. 1-9. MOWA and PDWA organize seminar to share the outputs, experiences, findings and processes gained through the Pilot Project(s) with all the provinces. | To expand the Project outputs. |
| | | Added a new activity. 1-10. MOWA and PDWA organize seminar to spread the PGM Methods and its effects to PDWAs in all the provinces. | To expand the Project outputs. |
| Activities for Output 2 | 2-1. GMAG members of partner line ministries at the national level analyze the gender issues in their sectors and GMAP, respectively. | Modified and moved under the Output 3 as follows: <u>3-3. GMAG members of partner line ministries both at the national and sub-national levels analyze sector policy of respective ministries using gender statistics.</u> | All the activities regarding the Pilot Project(s) being organized as activities for Output 3. |
| | 2-2. GMAG members of partner line ministries at the national level support to planning, implementation, monitoring and evaluation of the Pilot Project(s) in sub-national level. | Modified and changed the activity number. 2-1. GMAG members of partner line ministries at the national level support to <u>all the activities</u> regarding the Pilot Project(s) in sub-national level. | <ul style="list-style-type: none"> To include any other activities than planning, implementation, monitoring and evaluation. To organize sequence of the activities. |
| | 2-3. GMAG members of partner line ministries at the national level develop gender responsive policies/programs reflecting the needs for economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | Modified and added a missing word. 2-3. GMAG members of partner line ministries at the national level develop gender responsive policies/programs reflecting the <u>statistics and needs for women's</u> economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | To utilize the gender statistics including the one to be developed under the activity 1-4-2 of the Revised PDM. |
| | 2-4. GMAG members of partner line ministries at the national level | Modified and added a missing word. 2-4. GMAG members of partner line | To utilize the gender statistics including the one to |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|-------------------------|---|---|---|
| | develop recommendations to revise GMAP/annual plans reflecting the needs for economic empowerment at the sub-national level. | ministries at the national level develop recommendations to revise GMAP/annual plans reflecting the <u>statistics and needs for women's</u> economic empowerment at the sub-national level. | be developed under the activity 1-4-2 of the Revised PDM. |
| | 2-5. GMAG members of partner line ministries at the national level participate workshop for resource mobilization to implement GMAP. | Deleted. | Same reason as the activity 1-5 of the Original PDM |
| | None | Added a new activity. 2-2. MOWA and PDWA organize seminars to spread the PGM Methods and its effects to GMAG members who are not involved in the process of the Pilot Project(s). | To share the Project experience with the GMAG and create more impact. |
| Activities for Output 3 | 3. (Partner provincial departments at the sub-national level) | 3. (<u>Pilot Project(s)</u> at the sub-national level) | All the activities for Output 3 are for the Pilot Project(s) and to be implemented not only by the partner provincial departments, but also other stakeholders. |
| | 3-1. GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site(s) by utilizing the PGM Methods. | Modified and changed the activity number. <u>3-4</u> . GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site(s) by utilizing the PGM Methods_ (market survey and baseline survey). | <ul style="list-style-type: none"> To make the activity clearer. To organize sequence of the activities. |
| | 3-2. GMAG members and/or gender focal points of partner provincial departments at the sub-national level decide the target area and people of the Pilot Project(s), and develop plans consisting of a set of sub-pilot projects for women's economic empowerment. | Changed the activity number from 3-2 to <u>3-5</u> . | To organize sequence of the activities. |
| | 3-3. Each partner provincial department implements sub-pilot project for women's economic empowerment in close collaboration with each other. | Changed the activity number from 3-3 to <u>3-7</u> . | To organize sequence of the activities. |
| | 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project(s) for women's economic empowerment. | Changed the activity number from 3-4 to <u>3-8</u> . | To organize sequence of the activities. |
| | 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national | Changed the activity number from 3-5 to <u>3-10</u> . | To organize sequence of the activities. |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|-------------------------|---|---|--|
| | level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through (PPCC). | | |
| | 3-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the needs for women's economic empowerment at the sub-national level. | Modified and changed the activity number. 3-11. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the <u>statistics and</u> needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> To utilize the gender statistics including the one to be developed under the activity 1-4-2 of the Revised PDM. To organize sequence of the activities. |
| | 3-7. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to GMAG at the national level for gender-responsive policies/programs and projects based on the needs for women's economic empowerment at the sub-national level. | Modified and changed the activity number. 3-12. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to GMAG at the national level for gender-responsive policies/programs and projects based on the <u>statistics and</u> needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> To utilize the gender statistics including the one to be developed under the activity 1-4-2 of the Revised PDM. To organize sequence of the activities. |
| | None | Added a new activity. 3-6. PPCC establishes pilot project implementation structure. | To clearly show the step to implement the Pilot Project. |
| | | Added a new activity. 3-13. Booklet of the cases of the Pilot Project(s) is developed to disseminate the experiences and lessons learned. | To compile the experiences and lessons learned of the Pilot Project(s). |
| Activities for Output 4 | 4-1. Staff of MOWA and partner line ministries (both at the national and sub-national levels) participate in training on the development of gender statistics. | Deleted. | Many gender statistics training programs have already been organized. |
| | 4-2. Provincial gender statistics are developed in Kampong Cham by MOWA and MOP (both at the national and sub-national levels). | Combined the 2 activities, modified and moved under the Output 1 as follows: 1-4-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet <u>in the area of women's economic empowerment</u> to be utilized for policies/programs and projects at the sub-national level. | <ul style="list-style-type: none"> To make the activity clearer. As the Project focuses on the area of women's economic empowerment, the activity also focuses on this area. |
| | 4-3. The provincial gender statistics prepared are introduced and utilized for policies/programs and projects at the sub-national level. | | |
| Activities for Output 5 | 5-1. A sub-group on women's economic empowerment is formed in | Combined the 2 activities, modified and moved under the Output 1 as | To make the activity clearer. |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|--|--|---|---|
| | <p>TWGG to share the experiences and processes of Pilot Project(s).</p> <p>5-2. GMAG members of partner line ministries exchange information and findings from the Pilot Project activities at the sub-group of TWGG.</p> <p>5-3. Workshops and seminars for sharing the experiences and processes of the Pilot Project(s) with the use of the PGM Methods are organized for the TWGG members.</p> | <p>follows: 1-3-2. A small working group on women's economic empowerment is formed under the TWGG to share the information, experiences, findings and processes of <u>projects for women's economic empowerment, including the Pilot Project(s)</u>.</p> <p>Modified and moved under the Output 1 as follows: 1-3-3. MOWA and the partner line ministries share the experiences and processes of the Pilot Project(s) with the use of the PGM Methods with its members at the TWGG meeting.</p> | |
| Objectively Verifiable Indicators for Output 1 | 1-2. Number (<i>XXX times a year</i>) of Pilot Project Coordination Committee (PPCC) of the Pilot Project(s) coordinated by MOWA and PDWA. | Moved under the Output 3 and combined with the indicator 3-3 of the Original PDM. 3-1. Number (<i>XXX times a year</i>) of Pilot Project Coordination Committee (PPCC) meetings of the Pilot Project(s) coordinated by MOWA and PDWA <u>and participated by GMAG and Gender Focal Points (both at the national and sub-national level)</u> . | The activity 1-3 for this indicator in the Original PDM being moved under the Output 3. |
| | 1-3. Number (<i>more than XXX from each partner ministry</i>) of Gender responsive policy/programs and recommendations to revise GMAP are developed to integrate needs for women's economic empowerment at the sub-national level through facilitation of MOWA. | Modified and changed the indicator number. <u>1-9. Number (<i>more than XXX from each partner ministry</i>) of Gender responsive policy/programs and recommendations to revise GMAP are developed to integrate <u>statistics and needs for women's economic empowerment at the sub-national level through facilitation of MOWA.</u></u> | <ul style="list-style-type: none"> • Due to the modification of the activity 1-4 of the Original PDM. • According to sequence of the activities |
| | 1-4. Number (<i>more than once a year</i>) of workshops and meetings facilitated by MOWA for resources mobilization to implement GMAP in the partner line ministries. | Deleted. | Due to deletion of the activity 1-5 from the Original PDM. |
| | 1-5. Revised PGM Methods guidelines/manuals which include planning, monitoring and evaluation formats. | Changed the indicator number from 1-5 to <u>1-7</u> . | According to sequence of the activities |
| | None | Added a new indicator. 1-4. Updated gender statistics leaflet by MOWA in cooperation with MOP. | Due to addition of the activity 1-4-1 in the Revised PDM. |
| | | Added a new indicator. 1-8. Number (<i>more than XXX from each provincial department</i>) of recommendations for gender-responsive (national and | There was no indicator set for the activity 1-6 in the Original PDM. |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|--|---|--|---|
| | | sub-national) policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level through facilitation of MOWA and PDWA. | |
| | | Added a new indicator. 1-10. Capacity of MOWA and PDWA to coordinate and advice for promotion of gender mainstreaming is strengthened in the area of women's economic empowerment. | Necessary to set an indicator to measure capacity development. |
| Objectively Verifiable Indicators for Output 2 | 2-1. All the nine steps of PGM Methods are conducted by GMAG members of the partner line ministries at the national level through workshops and meetings | Changed wording. 2-1. All the nine steps of PGM Methods are <u>exercised</u> by GMAG members of the partner line ministries at the national level through workshops and meetings | |
| | 2-2. Number (<i>more than XXX in each partner line ministry</i>) of gender responsive policies/ programs developed by GMAG members of the partner line ministries at the national level reflecting the needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | Modified and changed the indicator number. 2-3. Number (<i>more than XXX in each partner line ministry</i>) of gender responsive policies/ programs developed by GMAG members of the partner line ministries at the national level reflecting the <u>statistics and</u> needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | <ul style="list-style-type: none"> • Due to the modification of the activity 2-3 of the Original PDM. • According to sequence of the activities |
| | 2-3. Number (<i>each six partner line ministry</i>) of revised GMAP/annual plans of partner line ministries in the area of economic women's empowerment. | Corrected and changed the indicator number. 2-4. Number (<i>each five partner line ministry</i>) of revised GMAP/annual plans of partner line ministries in the area of economic women's empowerment. | <ul style="list-style-type: none"> • Five partner line ministries except the Ministry of Planning. • According to sequence of the activities |
| | 2-4. Number (<i>more than once a year</i>) of workshops and meetings participated by GMAG members of the partner line ministries at the national level for resources mobilization to implement GMAP. | Deleted. | Due to deletion of the activity 2-5 from the Original PDM. |
| | None | Added a new indicator. Number (XXX) of GMAG members participated in the seminars organized by MOWA and PDWA for all the GMAG members to learn the PGM Methods. | Due to addition of the activity 2-2 in the Revised PDM. |
| | | | Added a new indicator. 2-5. Capacity of GMAG members at the national level is strengthened to understand needs in the sub-national level in the area of women's |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision | |
|---|---|--|---|--|
| | | economic empowerment and reflect them to policies/programs | | |
| Objectively Verifiable Indicators for Output 3 | 3-1. Number (<i>XXX person</i>) of the beneficiaries (men/women) of the Pilot Project(s) for women's economic empowerment. | Changed the indicator number from 3-1 to <u>3-2</u> . | According to sequence of the activities. | |
| | 3-2. Improved socio-economic situation of the beneficiaries (<i>men/women</i>) of the Pilot Project(s). | Deleted. | Due to addition of the new indicator 3-5 in the Revised PDM | |
| | 3-3. Number (<i>XXX times a year</i>) of PPCC meetings participated by GMAG and Gender Focal Points (both at the national and sub-national level). | Combined with the indicator 1-2 of the Original PDM and changed the indicator number. <u>3-1. Number (<i>XXX times a year</i>) of Pilot Project Coordination Committee (PPCC) meetings of the Pilot Project(s) coordinated by MOWA and PDWA and participated by GMAG and Gender Focal Points (both at the national and sub-national level).</u> | <ul style="list-style-type: none"> The activity 1-3 for the indicator 1-2 in the Original PDM being moved under the Output 3. According to sequence of the activities | |
| | 3-4. Number (<i>more than XXX in each partner provincial department</i>) of developed/ revised provincial policies in the area of women's economic empowerment to reflect needs at the sub-national level. | Modified and changed the indicator number. <u>3-6. Number (<i>more than XXX in each partner provincial department</i>) of developed/ revised provincial policies in the area of women's economic empowerment to reflect <u>statistics and</u> needs at the sub-national level.</u> | <ul style="list-style-type: none"> Due to the modification of the activity 3-6 of the Original PDM. According to sequence of the activities | |
| | 3-5. Number (<i>more than XXX in each partner provincial department</i>) of recommendations developed for gender-responsive policies/programs and projects to national level based on the needs for women's economic empowerment at the sub-national level. | Modified and changed the indicator number. <u>3-7. Number (<i>more than XXX in each partner provincial department</i>) of recommendations developed for gender-responsive policies/programs and projects to national level based on the <u>statistics and</u> needs for women's economic empowerment at the sub-national level.</u> | <ul style="list-style-type: none"> Due to the modification of the activity 3-7 of the Original PDM. According to sequence of the activities | |
| | None | Added a new indicator. 3-3. Established pilot project implementation structure. | | Due to addition of the activity 3-6 in the Revised PDM. |
| | | Added a new indicator. 3-4. Established gender-responsive indicators for monitoring and evaluation of the Pilot Project(s) | | There was no indicator set for the activity 3-4 in the Original PDM. |
| | | Added a new indicator. 3-5. Monitoring and evaluation of the Pilot Project(s) conducted. | | There was no indicator set in the Original PDM for the activity 3-4. |
| Added a new indicator. 3-8. Developed booklet of cases of the Pilot Project(s) | | | Due to addition of the activity 3-13 in the Revised PDM. | |
| Added a new indicator. | | | Necessary to set an indicator | |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|--|---|---|--|
| | | 3-9. Capacity of GMAG members and/or gender focal points at the sub-national level is strengthened to implement activities reflecting needs at the field level in the area of women's economic empowerment and feedback them to policies/programs both at the national and sub-national levels. | to measure capacity development. |
| Objectively Verifiable Indicators for Output 4 | 4-1. A developed provincial gender statistics booklet in the area of economic women's empowerment in Kampong Cham by MOWA, PDWA, MOP and PDOP. | Modified and moved under the Output 1 as follows: 1-5. Developed provincial gender statistics booklets in the area of <u>women's economic empowerment in the Pilot Project provinces</u> by MOWA, PDWA, MOP and PDOP | <ul style="list-style-type: none"> The Pilot Project(s) will be implemented in not only Kampong Cham, but also another province. The activity 4-2 for this indicator in the Original PDM being moved under the Output 1. |
| | 4-2. Number (<i>more than XXX in each partner provincial department</i>) of Developed / revised provincial policies and plans utilizing the provincial gender statistics in Kampong Cham. | Modified and moved under the Output 1 as follows: 1-6. Number (<i>more than XXX in each partner provincial department</i>) of developed / revised provincial policies and plans utilizing the provincial gender statistics <u>in the area of economic women's empowerment.</u> | <ul style="list-style-type: none"> To make the indicator clear, The activity 4-3 for this indicator in the Original PDM being moved under the Output 1. |
| Objectively Verifiable Indicators for Output 5 | 5-1. Number (XXX) of sub-group meetings of TWGG to discuss issues on women's economic empowerment identified through the Pilot Project(s) | Modified and moved under the Output 1 as follows: 1-2. Number (XXX times a year) of <u>small working group</u> meetings of TWGG to discuss issues on women's economic empowerment identified through the Pilot Project(s) | The activities 5-1 and 5-2 for this indicator in the Original PDM being modified and moved under the Output 1. |
| | 5-2. Number (<i>more than once a year</i>) of workshops and seminars to TWGG members to share the experiences of the Pilot Project(s) with the use of PGM Methods. | Modified and moved under the Output 1 as follows: 1-3. Number (<i>at least once a year</i>) of <u>TWGG meetings</u> to share the experiences of the Pilot Project(s) with the use of PGM Methods. | The activity 5-3 for this indicator in the Original PDM being modified and moved under the Output 1. |
| Means of Verification for Output 1 | ◆ Reports of Long-Term and short Term Experts | 1-1-1. Project reports | |
| | ◆ Reports of workshops and meetings of MOWA | 1-1-2. Workshop and meeting reports of MOWA | |
| | ◆ Reports or minutes of PPCC | 1-1-3. Reports or minutes of PPCC | |
| | ◆ Gender responsive policy /programs and recommendations developed | 1-9-1. Gender responsive policy /programs and recommendations develop | |
| | ◆ Workshop and meeting reports of MOWA | Deleted. | Due to deletion of the indicator 1-4 from the Original PDM. |
| | ◆ Revised PGM Methods guidelines/manuals | 1-7-1. Revised PGM Methods guidelines/manuals | |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision | |
|------------------------------------|---|---|---|--|
| | None | 1-4-1. Updated gender statistics leaflet | | |
| | | 1-8-1. Recommendations for gender-responsive (national and sub-national) policies/programs and projects made | | |
| | | 1-10-1. Result of profile survey | | |
| Means of Verification for Output 2 | ♦ Reports of Long-Term and short Term Experts | 2-1-1. Project reports | | |
| | ♦ Reports of workshops and meetings of MOWA | 2-1-2. Workshop and meeting reports of MOWA | | |
| | ♦ Reports or minutes of PPCC | Deleted. | Not appropriate | |
| | ♦ Developed gender responsive policies/ programs | 2-3-1. Developed gender responsive policies/ programs | | |
| | ♦ Revised GMAP/annual plans | 2-4-1. Revised GMAP/annual plans | | |
| | ♦ Workshop and meeting reports of MOWA | Deleted. | Due to deletion of the indicator 2-4 from the Original PDM. | |
| | None | 2-2-1. Workshop and meeting reports of MOWA | | |
| | | 2-2-2. Project reports | | |
| | | 2-5-1. Result of profile survey | | |
| Means of Verification for Output 3 | ♦ Reports of Long-Term and short Term Experts | Deleted. | Not appropriate | |
| | ♦ Plan(s) and reports on monitoring and evaluation of the Pilot Project(s) | 3-2-1. Plan(s) and reports on monitoring and evaluation of the Pilot Project(s) | | |
| | ♦ Socio-economic assessment implemented by the Project | Deleted. | Due to deletion of the indicator 3-2 from the Original PDM. | |
| | ♦ Reports or minutes of PPCC | 3-1-1. Reports or minutes of PPCC | | |
| | ♦ Developed/revised provincial policies of partner departments | 3-6-1. Developed/revised provincial policies of partner departments | | |
| | ♦ Recommendations developed for gender-responsive policies /programs and projects at the national level | 3-7-1. Recommendations developed for gender -responsive policies /programs and projects at the national level | | |
| | None | | 3-3-1. Pilot project implementation guidelines | |
| | | | 3-3-2. Manual for communication and coordination | |
| | | | 3-4-1. Workshop and meeting reports of MOWA | |
| | | | 3-4-2. Project reports | |
| | | 3-5-1. Reports on monitoring and evaluation of the Pilot Project(s) | | |

| Items | Original PDM (Version 0) | Revised PDM (Version 1) | Reason of Revision |
|------------------------------------|--|---|--|
| | | 3-8-1. Booklet of cases of the Pilot Project(s) | |
| | | 3-9-1. Result of profile survey | |
| Means of Verification for Output 4 | <ul style="list-style-type: none"> A Developed provincial gender statistics booklet of Kampong Cham province developed in the course of the Project | 1-5-1. Developed provincial gender statistics booklets developed in the course of the Project | |
| | <ul style="list-style-type: none"> Provincial policies developed/revised | 1-6-1. Project report | |
| Means of Verification for Output 5 | <ul style="list-style-type: none"> Reports of Long-Term Experts | 1-2-1. Project reports | |
| | <ul style="list-style-type: none"> TWGG annual report | Deleted. | Not appropriate |
| | <ul style="list-style-type: none"> Reports of workshops and seminars of TWGG | 1-3-1. TWGG annual reports | |
| Important Assumption for Output 1 | None | <p>Added the following 2 points:</p> <ul style="list-style-type: none"> Staff of MOWA and PDWA work with the Project as counterpart members. Counterpart members of MOWA and PDWA are not changed. | These are essential for creating the output. |
| Important Assumption for Output 2 | None | <p>Added the following 2 points:</p> <ul style="list-style-type: none"> GMAG members at the national level cooperate and participate in the Project activities. GMAG members at the national level are not changed. | These are essential for creating the output. |
| Important Assumption for Output 3 | None | <p>Added the following 2 points:</p> <ul style="list-style-type: none"> GMAG members and/or gender focal points at the sub-national level cooperate and participate in the Pilot Project activities. GMAG members and/or gender focal points at the sub-national level are not changed. | These are essential for creating the output. |
| Precondition | None | <p>Added the following sentence: Partner line ministries (both at the national and sub-national level) cooperate and participate in the Project activities.</p> | This is essential for the Project to implement the activities. |
| Input from Japanese Government | 1. Long- term experts (4 persons) | <p>Delete the number of experts: 1. Long- term experts</p> | Not appropriate |

2.4.2 Second Amendment

The project has mainly implemented the pilot project in the first half of the project period, which has been progressing well, in accordance with the PO. However more efforts should be put for the accomplishment of the Project Purpose for the remaining period of the Project.

In order to accomplish the Project Purpose, it was recommended that Purpose in PDM1 need to be revised.

The Project Design Matrix ver.1 (PDM1) was revised based on the recommendation of Mid-Term Evaluation Team to achieve the Project Purpose effectively. The Project also updated Plan of Operation (PO) based on the revised PDM (PMD2).

Table 2.8 Comparison Table of PDM1 and PDM2

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|---|--|---|---|
| Whole PDM | Description of "Pilot Project(s)" | Deleted (s) and described as "Pilot Project". | <ul style="list-style-type: none"> ◆ Pilot Project refers to the two projects, agricultural production and agro-processing, which have been implemented in Kampong Cham province. |
| | | Changed Activity number. | <ul style="list-style-type: none"> ◆ Activity numbers have been changed in PDM2 in accordance with Indicator numbers in PDM2 and due to deletion and addition of some activities. |
| Project Area | Phnom Penh (Pilot Project area: Kampong Cham Province and selected province(s)) | Phnom Penh and Pilot Project area (Kampong Cham Province) | <ul style="list-style-type: none"> ◆ "Selected province(s)" is deleted from the Project Area. ◆ In order to achieve the Project Purpose, the Project needs to create substantive results of women's economic empowerment. Therefore, it is better to concentrate the Pilot Project activities only in Kampong Cham and expand the activities within the province. ◆ This change was approved by H.E. Minister of MOWA at the beginning of the third year of the Project in 2012. |
| Objectively Verifiable Indicators for Overall Goal | Improved socio-economic situations of targeted women (<i>such as, income, economic situation of household, employment rate, legal status, etc.</i>). | Replaced by a new indicator. Gender-responsive policies/programs and plans are formulated and implemented at the national and sub-national levels with the effective system strengthened by the Project. | <ul style="list-style-type: none"> ◆ In order to measure the achievement of the Overall Goal, it is necessary to set an indicator in accordance with the indicators of the Project Purpose. |
| Objectively Verifiable Indicators for Project Purpose | <ul style="list-style-type: none"> ◆ Number (more than XXX in each line ministry) of the activities for women's economic empowerment implemented by the line ministries ◆ Number (XXX) of the beneficiaries (women and men) targeted by the activities of the line ministries. | <ul style="list-style-type: none"> ◆ Replaced by new indicators. ◆ The Guideline for Women's Economic Empowerment in Rural Areas is endorsed by TWGG. ◆ Action Plan(s) of the TWGG Sub-group on women's economic empowerment is formulated and/or updated reflecting the contents of the endorsed Guideline. | <ul style="list-style-type: none"> ◆ The indicators to assess the activities for women's economic empowerment implemented by the line ministries specified in the Project Purpose in PDM1 will be affected by the factors which are out of control of the Project, such as availability of financial resources to be mobilized by the line ministries to undertake the activities. Therefore, they are not appropriate to measure the achievement of the Project Purpose. ◆ A Guideline is necessary to explain what effective system is for implementing women's economic empowerment activities by partner line ministries. In order to make the system operational, the Guideline must be officially endorsed by TWGG. ◆ In order to operationalize the system, |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|--|--|--|--|
| | | | TWGG Sub-group on women's economic empowerment is considered as a useful mechanism and its action plan must be developed reflecting the contents of the Guideline. |
| Objectively Verifiable Indicators for Output 1 | 1-1. Gender responsive project cycle, including nine steps of PGM Methods ²¹ , is facilitated by MOWA through workshops and meetings. | Modified. 1-1. MOWA both at the national and sub-national levels acquire full knowledge of PGM Method to facilitate workshops and meetings to discuss for women's economic empowerment | ♦ Indicator 1-1 (PDM1) just reflects accomplishment of Activity 1-2 (PDM1) and does not reflect the achievement of Output1 through the Activity. In order to measure the achievement of Output1, capacity developed through the Activity is appropriate as an indicator. |
| | 1-2. Number (XXX times a year) of small working group meetings of TWGG to discuss issues on women's economic empowerment identified through the Pilot Project(s) | Combined and modified. 1-2. TWGG Sub-group on women's economic empowerment is established and becomes operational as information sharing and coordinating system among partner line ministries. | ♦ TWGG Sub-group on women's economic empowerment is considered as an effective system to functionalize gender mainstreaming mechanism. Its establishment needs to be ensured. ♦ Focusing on the function of TWGG Sub-group on women's economic empowerment is considered as more appropriate indicator than TWGG itself to measure the achievement of the Output 1. |
| | 1-3. Number (<i>at least once a year</i>) of TWGG meetings to share the experiences of the Pilot Project(s) with the use of PGM Methods. | | |
| | 1-4. Updated gender statistics leaflet by MOWA in cooperation with MOP. | 1-3. Gender statistics materials are published at the national and sub-national levels. | ♦ Indicators related to gender statistics are combined. |
| | 1-5. Developed provincial gender statistics booklets in the area of women's economic empowerment in the Pilot Project provinces by MOWA, PDWA, MOP and PDOP | | |
| | 1-6. Number (<i>more than XXX in each partner provincial department</i>) of developed / revised provincial policies and plans utilizing the provincial gender statistics in the area of economic women's empowerment | Deleted. | ♦ This achievement is measured in Indicator 3-6 (PDM 1) and Indicator 3-4 (PDM2). |
| | 1-7. Revised PGM Methods guidelines/manuals which include planning, monitoring and evaluation formats. | Modified and changed the indicator number. 1-4. PGM Method guideline are revised and published. | ♦ Description of Indicator 1-7 (PDM1) is made more explicit. |
| | 1-8. Number (<i>more than XXX from each provincial department</i>) of recommendations for | Deleted. | ♦ This achievement is measured in Indicator 3-7 (PDM1) and Indicator 3-5 (PDM2). |

²¹ PGM Methods are composed of nine steps, 1) selection of policy related to gender issues, 2) collection of information/data, 3) gender responsive planning, 4) gender responsive gender analysis of existing policies, 5) gender responsive project planning, 6) project implementation, 7) gender responsive monitoring, 8) gender responsive project evaluation, 9) development of responsive policy/programs.

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|--|--|---|---|
| | gender-responsive (national and sub-national) policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level through facilitation of MOWA and PDWA. | | |
| | 1-9. Number (<i>more than XXX from each partner ministry</i>) of Gender responsive policy/programs and recommendations to revise GMAP are developed to integrate statistics and needs for women's economic empowerment at the sub-national level through facilitation of MOWA. | Deleted. | ♦ This achievement is measured in Indicators 2-3 and 2-4 (PDM1) and Indicator 2-2 and 2-3 (PDM2). |
| | 1-10. Capacity of MOWA and PDWA to coordinate and advice for promotion of gender mainstreaming is strengthened in the area of women's economic empowerment. | Deleted. | ♦ Achievement of this indicator is covered by other indicators for Output 1 in PDM2. |
| | None | Added new indicator as 1-5. 1-5. The Guideline for Women's Economic Empowerment in Rural Areas is developed based on the experiences and findings of the Pilot Project. | ♦ In order to achieve the Project Purpose, the experiences and findings from the Pilot Project need to be incorporated into the Guideline for Women's Economic Empowerment in Rural Areas. |
| | None | Added new indicator as 1-6. 1-6. Diffusion and scaling up methodologies are developed. | ♦ In order to achieve the Project Purpose, it is necessary to apply the lessons learned from the Pilot Project activities. |
| Objectively Verifiable Indicators for Output 2 | 2-1. All the nine steps of PGM Methods are exercised by GMAG members of the partner line ministries at the national level through workshops and meetings | Combined and modified. 2-1. GMAG members of partner line ministries acquire full knowledge of PGM Method. | ♦ Indicator 2-1 and 2-2 (PDM1) just reflect accomplishment of Activity 2-1 and 2-2 (PDM1) and do not reflect the achievement of Output 2 through the Activity. In order to measure the achievement of Output 2, capacity developed through the Activity is appropriate as an indicator. |
| | 2-2. Number (XXX) of GMAG members participated in the seminars organized by MOWA and PDWA for all the GMAG members to learn the PGM Methods. | | |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|--|--|--|--|
| | 2-3. Number (<i>each five partner line ministry</i>) of revised GMAP/annual plans of partner line ministries in the area of economic women's empowerment in 2012 and 2014. | Modified and changed the indicator number. 2-2. GMAP of all the six partner line ministries in the area of women's economic empowerment are revised and published (in 2012 and/or 2014). | ♦ Description of Indicator 2-3 (PDM1) is made more explicit. |
| | 2-4. Number (<i>more than XXX in each partner line ministry</i>) of gender responsive policies/ programs developed by GMAG members of the partner line ministries at the national level reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | Modified and changed the indicator number. 2-3. Policies/programs and/or projects for women's economic empowerment are formulated by GMAG members reflecting the experiences and findings of the Pilot Project. | ♦ Description of Indicator 2-4 (PDM1) is made more explicit. |
| | 2-5. Capacity of GMAG members at the national level is strengthened to understand needs in the sub-national level in the area of women's economic empowerment and reflect them to policies/programs | Deleted. | ♦ Achievement of this indicator is covered by other indicators for Output 2 in PDM2. |
| Objectively Verifiable Indicators for Output 3 | None | Added a new indicator. 3-1. GMAG members and/or gender focal points at the sub-national level acquire full knowledge of PGM Method. | ♦ In order to measure the achievement of Output 3, capacity developed of GMAG members and/or gender focal points at the sub-national level is appropriate as an indicator. |
| | 3-1. Number (<i>XXX times a year</i>) of Pilot Project Coordination Committee (PPCC) meetings of the Pilot Project(s) coordinated by MOWA and PDWA and participated by GMAG and Gender Focal Points (both at the national and sub-national level). | Modified and changed the indicator number. 3-2. Gender-responsive and joint implementation and management structure of Pilot Project is established. | ♦ In order to measure the achievement of Output 3, Indicator 3-1 (PDM1), Indicator 3-3 (PDM1), Indicator 3-4 (PDM1) and Indicator 3-5 (PDM1) are merged into this indicator. |
| | 3-3. Established pilot project implementation structure. | | |
| | 3-4. Established gender-responsive indicators for monitoring and evaluation of the Pilot Project(s) | | |
| | 3-5. Monitoring and evaluation of the Pilot Project(s) conducted | | |
| | 3-2. Number (<i>XXX person</i>) of the beneficiaries (men/women) of the Pilot Project(s) for | Replaced by a new indicator. 3-3. Socio-economic situation of the participants of the Pilot | ♦ Only the number of beneficiaries does not fully reflect the achievement of the Activities for Output 3. |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|---|---|---|---|
| | women's economic empowerment. | Project is improved. | <ul style="list-style-type: none"> ◆ Qualitative data is considered as more appropriate to measure the achievement of Output 3. |
| | 3-6. Number (<i>more than XXX in each partner provincial department</i>) of developed/ revised provincial policies in the area of women's economic empowerment to reflect statistics and needs at the sub-national level. | Modified and changed the indicator number. 3-4. Provincial policies/plans for women's economic empowerment are developed/revised by partner provincial departments. | <ul style="list-style-type: none"> ◆ Indicator 3-6 (PDM1) just reflects accomplishment of Activity 3-11 (PDM1) and does not reflect the achievement of Output 3 through the Activity. In order to measure the achievement of Output 3, provincial policies/plans developed/revised are more appropriate as an indicator. ◆ Description of Indicator 3-6 (PDM1) is made more explicit. |
| | 3-7. Number (<i>more than XXX in each partner provincial department</i>) of recommendations developed for gender-responsive policies/programs and projects to national level based on the statistics and needs for women's economic empowerment at the sub-national level. | Modified and changed the activity number. 3-5. Recommendations for policies/programs and/or projects for women's economic empowerment are made by partner provincial departments to their line ministries at the national level. | <ul style="list-style-type: none"> ◆ Indicator 3-7 (PDM1) just reflects accomplishment of Activity 3-12 (PDM1) and does not reflect the achievement of Output 3 through the Activity. In order to measure the achievement of Output 3, recommendations for policies/programs and projects made are more appropriate as an indicator. ◆ Description of Indicator 3-7 (PDM1) is made more explicit. |
| | 3-8. Developed booklet of cases of the Pilot Project. | Deleted. | <ul style="list-style-type: none"> ◆ Achievement of this indicator is measured by Indicator 1-5 (PDM2). ◆ Cases of the Pilot Project will be included in the Guideline for Women's Economic Empowerment in Rural Area. |
| | 3-9. Capacity of GMAG members and/or gender focal points at the sub-national level is strengthened to implement activities reflecting needs at the field level in the area of women's economic empowerment and feedback them to policies/programs both at the national and sub-national levels. | Deleted. | <ul style="list-style-type: none"> ◆ Achievement of this indicator is covered by other indicators for Output 3 in PDM2. |
| Means of Verification for Overall Goal | Cambodia Gender Assessment | Replaced. Developed ender-responsive policies/programs and plans | <ul style="list-style-type: none"> ◆ Due to change of Overall Goal indicators in PDM2. |
| Means of Verification for Project Purpose | Report of partner line ministries | Replaced. <ul style="list-style-type: none"> ◆ Endorsed Guideline ◆ Developed Action Plan(s) | <ul style="list-style-type: none"> ◆ Due to change of Project Purpose indicators in PDM2. |
| Means of Verification for Output 1 | 1-1-1. Project reports 1-1-2. Workshop and meeting reports of MOWA 1-1-3. Reports or minutes of PPCC | Replaced. 1-1-1. Workshop and meeting reports 1-1-2. Result of profile survey to measure | <ul style="list-style-type: none"> ◆ Due to change of Output 1 indicators in PDM2. |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|------------------------------------|---|---|---|
| | 1-2-1. Project reports 1-3-1. TWGG annual reports 1-4-1. Updated gender statistics leaflet 1-5-1. Developed provincial gender statistics booklets developed in the course of the Project 1-6-1. Project reports 1-7-1. Revised PGM Methods guidelines/manuals 1-8-1. Recommendations for gender-responsive (national and sub-national) policies/programs and projects made. 1-9-1. Gender responsive policy /programs and recommendations developed 1-10-1. Result of profile survey | capacity development 1-1-3. Evaluation sheet of the workshop participants 1-2-1. MOWA's Decision on establishment of TWGG Sub-group 1-2-2. Meeting materials and minutes of TWGG Sub-group 1-3-1. Updated gender statistics leaflet 1-3-2. Developed provincial gender statistics booklets 1-4-1. Revised PGM Method guideline 1-5-1. Developed Guideline 1-6-1. Developed materials (DVD and Training Manuals) 1-6-2. Workshop and/or seminar reports | |
| Means of Verification for Output 2 | 2-1-1. Project reports 2-1-2. Workshop and meeting reports of MOWA 2-2-1. Workshop and meeting reports of MOWA 2-2-2. Project reports 2-3-1. Revised GMAP/annual plans 2-4-1. Developed gender responsive policies/programs 2-5-1. Result of profile survey | Replaced. 2-1-1. Result of profile survey to measure capacity development 2-1-2. Evaluation sheet of the workshop participants 2-2-1. Revised GMAP 2-3-1. Developed policies/programs and/or projects | <ul style="list-style-type: none"> ◆ Due to change of Output 2 indicators PDM2. |
| Means of Verification for Output 3 | 3-1-1. Reports or minutes of PPCC 3-2-1. Plan(s) and reports on monitoring and evaluation of the Pilot Project(s) 3-3-1. Pilot project implementation guidelines 3-3-2. Manual for communication and coordination 3-4-1. Workshop and meeting reports of MOWA 3-4-2. Project reports 3-5-1. Reports on monitoring and evaluation of the Pilot Project(s) 3-6-1. Developed/revised provincial policies of partner departments 3-7-1. Recommendations developed for gender-responsive policies /programs and projects at the national level | Replaced. 3-1-1. Result of profile survey to measure capacity development 3-1-2. Evaluation sheet of the workshop participants 3-2-1. Minutes of PPCC meeting 3-2-2. Monitoring and evaluation report of the Pilot Project 3-3-1. Results of monitoring and evaluation of the Pilot Project 3-4-1. Developed/revised provincial development plan or action plan of provincial departments 3-5-1. Proposed recommendations | <ul style="list-style-type: none"> ◆ Due to change of Output 3 indicators in PDM2. |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|--|---|---|---|
| | 3-8-1. Booklet of cases of the Pilot Project(s) 3-9-1. Result of profile survey | | |
| Important Assumption for Project Purpose | Function and responsibility of line ministries are maintained after decentralization and deconcentration D&D reform. | Deleted | ♦ The Project is going on along with the progress of D&D. |
| Important Assumption for Output 1 | ♦ Staff of MOWA and PDWA work with the Project as counterpart members. | Deleted. | ♦ MOWA is referred as a counterpart in R/D of the Project signed on 12 May 2012. PDWA can be included as a counterpart since it is a provincial department under MOWA. |
| Activities for Output 1 | None | Added an activity to replace Activity 3-13 (PDM1). 1-5. MOWA and PDWA compile all the procedures applied in the Pilot Project and findings from it, including case studies and documents, as a guideline. | ♦ In order to achieve Output 1, all the procedures applied in the Pilot Project and findings from it need to be compiled into a Guideline, not a simple booklet of cases. |
| | None | Added an activity. 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project | ♦ In order to achieve Output 1, materials for diffusion and scaling up are necessary to be developed. |
| Activities for Output 2 | 2-2. GMAG members of partner line ministries at the national level develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level. | Modified. 2-3. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level. | ♦ In order to make difference between Activity and Output Indicator clearer, description of the Activity has been changed. |
| | 2-3. GMAG members of partner line ministries at the national level develop gender responsive policies/programs reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project(s). | Modified. 2-4. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop gender responsive policies/programs and /or projects reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project. | ♦ In order to make difference between Activity and Output Indicator clearer, description of the Activity has been changed. ♦ Description of Activity 2-4 (PDM1) is made more explicit. |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|-------------------------|---|---|--|
| Activities for Output 3 | 3-1. GMAG members of partner line ministries both at the national and sub-national levels analyze sector policy of respective ministries using gender statistics. | Deleted. | <ul style="list-style-type: none"> ◆ PGM workshop participants (MOWA/PDWA, partner line ministries and their provincial departments in Kampong Cham) did not exercise policy analysis. Instead, they did problem analysis focusing on the issue “women’s economic empowerment”, considering formulation of Pilot Project to be implemented in Kampong Cham to realize women’s economic empowerment, with collaboration of partner provincial departments. |
| | None | Added a new activity. 3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women’s economic empowerment and extract the experiences and findings. | <ul style="list-style-type: none"> ◆ This activity is necessary to measure the achievement of Indicator 3-3 (PDM2). |
| | 3-9. MOWA proposes new Pilot Project site(s), according to the progress of the Pilot Project in Kampong Cham. | Deleted. | <ul style="list-style-type: none"> ◆ In order to achieve the Project Purpose, the Project needs to create substantive results of women’s economic empowerment. Therefore, it is better to concentrate the Pilot Project activities only in Kampong Cham and expand the activities within the province. |
| | 3-11. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women’s economic empowerment at the sub-national level. | Modified and changed activity number. 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women’s economic empowerment at the sub-national level. | <ul style="list-style-type: none"> ◆ In order to make difference between Activity and Output Indicator clearer, description of the Activity has been changed. |
| | 3-12. GMAG members and/or gender focal points of partner provincial departments at the sub-national level make recommendations to GMAG at the national level for gender-responsive policies/programs and | Modified and changed activity number. 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and | <ul style="list-style-type: none"> ◆ In order to make difference between Activity and Output Indicator clearer, description of the Activity has been changed. |

| Items | PDM (Version 1) | Revised PDM (Version 2) | Reasons of Revision |
|-------|--|---|---|
| | <p>projects based on the statistics and needs for women's economic empowerment at the sub-national level.</p> | <p>PDWA to make recommendations to GMAG at the national level for gender-responsive policies/programs and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level.</p> | |
| | <p>3-13. Booklet of the cases of the Pilot Project(s) is developed to disseminate the experiences and lessons learned.</p> | <p>Deleted and replaced as Activity 1-5.</p> | <ul style="list-style-type: none"> ◆ Cases of the Pilot Project are reflected in a Guideline to be developed by the Activity 1-5 (PDM2). |

3 Progress of Activities/Practical Accomplishment/Actual Performance

3.1 Output 1

3.1.1 Activities Conducted

Table 3.1 summarizes the activities conducted in the project by activity in PDM and implementation year.

Table 3.1 Activities Conducted for Output 1

| Activity in PDM | Activity Conducted |
|--|--|
| Output 1: Strengthen Function of MOWA (both at the national and sub-national levels) to coordinate line ministries for women's economic empowerment | |
| 1st Year | |
| General | <ul style="list-style-type: none"> C/P meetings were conducted three times from January 2011: <ul style="list-style-type: none"> Preparation for JCC meeting. Preparation for the first Project Planning Workshop. Preparation for the statistics, the second workshop. General information on MOWA C/Ps and PDWA was collected |
| 1-1. MOWA and PDWA organize workshops to GMAG members (both at national and sub-national levels) of partner line ministries to share main purposes and approaches of the Project, including Pilot Project | <ul style="list-style-type: none"> JICA Inception mission was organized between October 12 and 20, 2010 to introduce the Project to officials and stakeholders concerned. GMAG members of the partner line ministries joined the JCC to share information of the Project on February 2, 2011 for the national level GMAG members. The JICA Project Team provided support to MOWA in agenda setting, organization, and coordination of JCC. |
| 1-2.. MOWA and PDWA organize workshops and meetings for GMAG members (both at national and sub-national levels) of partner line ministries to support gender responsive policy analysis, research, planning, implementation, monitoring and evaluation by utilizing the PGM Methods, and coordinate all the activities regarding the Pilot Project(s). | <ul style="list-style-type: none"> The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. The JICA Project Team provided support to MOWA in agenda setting, organization and keeping record of the workshops and meetings utilizing the PGM Method, and coordination of all the activities regarding the Pilot Project(s). |
| 1-3-1. TWG-G is organized by the TWG-G secretariat in cooperation with JICA and United Nations Development Program (UNDP) | <ul style="list-style-type: none"> Progress and basic information on TWG-G and functions of MOWA as the TWG-G secretariat was collected. TWG-G meeting was held on December 21, 2010. |
| 2nd Year | |
| General | <ul style="list-style-type: none"> C/P meetings were conducted eight times in this period : <ul style="list-style-type: none"> To share information on PGM2 activities and schedule; To prepare for PGM2 workshops; To prepare for PPCC meetings; To prepare for JCC meeting; To discuss pilot projects; and To prepare for the seminar and workshop with Gender Equality Bureau, Cabinet Office of Japan <p>(See Appendix 1 for the minutes of the C/P meeting, which was not attached to the "First Project Progress Report (The Second Year) - April to September, 2011-".)</p> |

| Activity in PDM | Activity Conducted |
|---|---|
| 1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at national and sub-national levels) of partner line ministries to support gender responsive policy analysis, research, planning, implementation, monitoring and evaluation by utilizing the PGM Methods, and coordinate all the activities regarding the Pilot Project(s). | <ul style="list-style-type: none"> • The PGM2 workshops were conducted as follows: <ul style="list-style-type: none"> - PGM2 workshop2: May11-12, 2011 - PGM2 workshop3: July 7-8, 2011 - PGM2 workshop4: September 15-16, 2011 • The JICA Project Team provided support to MOWA in agenda setting, organization and keeping record of the workshops and meetings utilizing the PGM Method, and coordination of all the activities regarding the Pilot Project(s). • MOWA and PDWA participated in the pilot project activities in KPC. |
| 1-3-1 TWG-G is organized by the TWG-G secretariat in cooperation with JICA and United Nations Development Program (UNDP) | <ul style="list-style-type: none"> • TWG-G meetings were held on May 3, August 11, and December 19, 2011, and January 10, 2012. • The JICA Project Team participated in meetings on JMIs. • The JICA Project Team participated in the 5th Retreat of the TWG-G Secretariat. |
| 1-3-2. A small working group on women's economic empowerment is formed under the TWGG to share the information, experiences, findings and processes of projects for women's economic empowerment, including the Pilot Project(s). | <ul style="list-style-type: none"> • The JICA Project Team started discussion with the TWG-G secretariat for establishment of a sub-group on women's economic empowerment |
| 1-4-1 MOWA updates the gender statistics leaflet in cooperation with MOP. | <ul style="list-style-type: none"> • MOWA in cooperation with JICA Project Team updated the gender statistics leaflet in time for the 101th International Women's Day (March 8, 2012). • Copies of the leaflet were distributed widely. |
| 1-4-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet in the area of women's economic empowerment to be utilized for policies/programs and projects at the sub-national level | <ul style="list-style-type: none"> • The JICA Project Team in cooperation with the C/P members of Planning and Statistics Department and Economic Development Department of MOWA worked on preparation of KPC gender statistics booklet in the area of women's economic empowerment. • Copies of the booklet were distributed to people concerned in KPC. |
| 3rd Year | |
| General | <ul style="list-style-type: none"> • Counterparts (C/P) meeting was conducted 10 times in this period : <ul style="list-style-type: none"> - To share information on the project activities and schedule; - To share and discuss issues on the project implementation; and - To share progress of the pilot project implementation and discuss issues. <p>(See Appendix 1 for the minutes of the meetings which were held from April to August 2013. For the minutes of the meetings conducted from June 2012 to January 2013, see the "Second Progress Report (The Third Year) – May 2012 to September 2012 –" (October 2012) and "Third Progress Report (The Third Year) – October 2012 to March 2013 –" (April 2013))</p> <ul style="list-style-type: none"> • PGM2 project staff in Phnom Penh also participated in the C/P meeting. • In addition to the C/P meeting, PGM2 organized staff meeting in KPC for information sharing of the activities and coordination of activity schedule. |

| Activity in PDM | Activity Conducted |
|--|--|
| 1-1-3. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level | <ul style="list-style-type: none"> MOWA and PDWA in cooperation with the JICA Project Team organized the policy recommendation workshop in August 2013, inviting GMAG members of the partner line ministries, and PPCC members and full-time staff of the partner provincial departments in KPC. |
| 1-1-4. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating statistics and needs for women's economic empowerment at the sub-national level | |
| 1-2-1. TWG-G meeting is organized by the TWG-G secretariat in cooperation with JICA and UNDP. | <ul style="list-style-type: none"> TWG-G meeting was held three times, among which two meetings were supported by PGM2. Other than TWG-G regular meeting, one special meeting and three small group meetings were organized. The JICA Project Team participated in the "TWG Network Retreat on JMI Preparation". |
| 1-2-2. A small working group on women's economic empowerment is formed under the TWG-G to share the information, experiences, findings and processes of projects for women's economic empowerment, including the Pilot Project. | <ul style="list-style-type: none"> The JICA Project Team fully supported MOWA in preparing for establishment of TWG-G sub-group of women's economic empowerment in consultation and coordination with UNDP and JICA Cambodia Office. The outline of draft MOWA decision was shared by MOWA at the 39th TWG-G meeting in June 2013. After the 39th TWG-G meeting, MOWA organized a consultation meeting on the draft MOWA decision with line ministries and DPs supported by the JICA Project Team. Based on the discussion in the meeting, the draft MOWA decision was modified. |
| 1-3-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet in the area of women's economic empowerment to be utilized for policies/programs and projects at the sub-national level. | <ul style="list-style-type: none"> A booklet of "Gender Statistics on Women's Economic Empowerment in Kampong Chhnang Province" was prepared in conjunction with the project planning workshops with PGM Methods for KCH. The booklet was published and distributed to people concerned for examining their gender-responsive policy issues as well as for realizing projects for women's economic empowerment. |
| 1-4. MOWA revises the PGM Methods operational guidelines /manuals based on the experiences of the Pilot Project and distribute them to people concerned. | <ul style="list-style-type: none"> MOWA in cooperation with the JICA Project Team organized a consultation meeting and three project planning workshops for KCH for updating PGM Methods. |
| 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project. | <ul style="list-style-type: none"> PGM2 started video shooting of the pilot project activities with focus on those of the agro-processing pilot project since it will be terminated in December 2013. The third version of "Technical Manual of Family Chicken Raising for Farmers" was prepared and the fourth version is under preparation (see 3.2.2. (6)). The third version of "Technical Manual of Family Chicken Raising for Farmers" was shared with ADB TSTD and CEDAC. The "business record keeping book for chicken raising" developed by PGM2 was shared with FAO MALIS (see 3.2.2. (6)). Information sharing and exchange visits have been conducted with similar projects conducted by other |

| Activity in PDM | Activity Conducted |
|--|---|
| | organizations (see 3.2.2. (6)). |
| 4th Year | |
| General | <ul style="list-style-type: none"> • Counterpart (C/P) meetings were conducted four times in this period : <ul style="list-style-type: none"> - To share information on the project activities and schedule; - To share and discuss issues on the project implementation; - To share the progress of the pilot project implementation and discuss the issues. (See Appendix 1 for the minutes of the meetings) <ul style="list-style-type: none"> • In addition to the C/P meeting, PGM2 organized a staff meeting in KPC to share information on the activities and coordination of activity schedule. |
| 1-1-5. MOWA organizes workshops and meetings to support GMAG members (at the national level) of partner line ministries to get acknowledgement by their ministries on developed gender responsive policy/programs and recommendations to revise GMAP/annual plans. | <ul style="list-style-type: none"> • MOWA in cooperation with the JICA Project Team organized the information sharing and policy recommendation workshop in June 2014, inviting GMAG members of the partner line ministries, PPCC members and full-time staff of the partner provincial departments in KPC. |
| 1-2-1. TWG-G meeting is organized by the TWG-G secretariat in cooperation with JICA and UNDP. | <ul style="list-style-type: none"> • TWG-G meeting was held twice. • Other than TWG-G meeting, TWG-G secretariat meeting was organize three times. |
| 1-2-2. A small working group on women's economic empowerment is formed under the TWG-G to share the information, experiences, findings and processes of projects for women's economic empowerment, including the Pilot Project. | <ul style="list-style-type: none"> • The JICA Project Team fully supported MOWA in preparing for the establishment of TWG-G sub-group on women's economic empowerment, in consultation and coordination with UNDP and JICA Cambodia Office. • Decision on establishment of the sub-group was approved by H.E. Minister of MOWA in December 2013. • The sub-group meeting was held twice. In addition, sub-group secretariat meeting was held three times. |
| 1-3-1. MOWA updates the gender statistics leaflet in cooperation with MOP. | <ul style="list-style-type: none"> • MOWA successfully updated the gender statistics leaflet as of January 2014. • The leaflet was published and distributed in the occasion of the 103th International Women's Day celebration on March 8th, 2014. |
| 1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project. | <ul style="list-style-type: none"> • PGM2 continued video shooting of the pilot project activities. • The third version of "Technical Manual of Family Chicken Raising for Farmers" was uploaded on the website of Tonle Sap Technology Demonstrations for Productivity Enhancement (TSTD) project. • Its fourth version was updated and distributed to farmers in the Chamkar Leu district. • Reviewing past activities, listing up activities and documents to be included in the guideline, and discussing what contents to be included in have been undertaken for the guideline of the agricultural production pilot project. • All the existing materials of the agro-processing pilot project were compiled to consult with the provincial departments concerned. |

3.1.2 Achievement of Indicators/Practical Accomplishments of Indicators

The achievements of the indicators and the practical accomplishments of the indicators are summarized in Table 3.2 and Output 1 was accomplished, as described below.

Table 3.2 Achievements of Output 1

| Indicators | Achievements |
|---|--|
| <p>1-1. MOWA both at the national and sub-national levels acquire full knowledge of PGM Method to facilitate workshops and meetings to discuss for women's economic empowerment</p> | <ul style="list-style-type: none"> • MOWA, both at the national and sub-national levels, provides a PGM method workshop for planning, implementation, monitoring and evaluation, and policy recommendations for the KPC pilot projects to the GMAG members of the partner line ministries and the officials of KPC partner provincial departments. • MOWA shared their experiences on the planning and implementation of the KPC pilot projects to the PDWA and the partner provincial departments of KPC, in addition to conducting workshops on stakeholder analysis, problems and purposes, and gender statistics, to strengthen the participants' capacity on planning in the WEE sector. • MOWA prepared the contents of the workshop programs, and facilitated group works, which contributed to the success of the workshops. • MOWA held consultation meetings with the GMAG members of the partner line ministries to prepare and update the PGM method. ¥ • As previously stated, MOWA learned the PGM method through their preparations, participation, and facilitation of the workshops, both at the national and sub-national levels. |
| <p>1-2. TWGG Sub-group on women's economic empowerment is established and becomes operational as information sharing and coordinating system among partner line ministries.</p> | <ul style="list-style-type: none"> • MOWA established the TWG-G WEE sub-group in December 2013 via discussions with all of the stakeholders, including the project stakeholders. • Five TWG-G WEE sub-group meetings were held by August 2015 where the members shared their information on WEE. Also, the NR IV related strategy and implementation of the action plan was coordinated. • As addressed above, the TWG-G WEE sub-group worked as the platform for sharing information and making arrangements with the partner line ministries. |
| <p>1-3. Gender statistics materials are published at the national and sub-national levels.</p> | <ul style="list-style-type: none"> • MOWA updated the gender statistics leaflets for the years 2012, 2014, and 2015, and widely distributed them across the country. • As part of the implementation of steps in the PGM method, MOWA cooperated with the Ministry of Planning, KPC, and the Kampong Chhnang provincial governments, to prepare and distribute the gender statistics booklets on WEE for the two provinces. |
| <p>1-4. PGM Method guideline are revised and published.</p> | <ul style="list-style-type: none"> • MOWA published the revised PGM method guidelines through updated planning, implementation, and monitoring and evaluation of the KPC pilot projects, in addition to PGM method workshops for policy recommendations, PGM method workshops for strengthening the planning capacity on WEE for the Kampong Chhnang province, and the consultation meetings for the PGM method update with the GMAG members of the partner line ministries. • The revised PGM method guideline was distributed to the participants on the final seminar of PGM2, which was held |

| Indicators | Achievements |
|---|--|
| | on September 8th, 2015. |
| 1-5. The Guideline for Women's Economic Empowerment in Rural Areas is developed based on the experiences and findings of the Pilot Project. | <ul style="list-style-type: none"> • MOWA made a compilation of the whole process, including their experiences, the lessons learned, and the KPC pilot projects. They then prepared the 'Comprehensive Guidelines for Women's Economic Empowerment in the Rural Areas in Cambodia'. • The guidelines were distributed to the participants in the final seminar of PGM2 on September 8th, 2015. |
| 1-6. Diffusion and scaling up methodologies are developed. | <ul style="list-style-type: none"> • MOWA prepared the following documents for diffusion and scaled it up to diffuse the experiences of the KPC pilot projects. <ul style="list-style-type: none"> (Agricultural Production Pilot Project) <ul style="list-style-type: none"> ➤ 'Implementation Guide for Women's Economic Empowerment in Agriculture' (i.e. guideline for the implementation of chicken raising training, which target the practitioners in the central and provincial levels) ➤ 'Technical Manual for Family Chicken Raising' (i.e. the technical manual for chicken raising, which targets farmers and trainers in the provincial level) ➤ DVD to complement the technical manual (audiovisual materials) (Agro-processing Pilot Project) <ul style="list-style-type: none"> ➤ 'Implementation Guide for Women's Economic Empowerment in Home-Based Agro-Processing Business (i.e. guideline for the implementation of the agro-processing business training, which targets the practitioners in the central and provincial levels) ➤ 'Technical Manual for Home-based Agro-processing Business (i.e. the technical manual for an agro-processing business, which is targeted towards women who want to start a business and to trainers in the provincial level) ➤ DVD to complement the technical manual (audiovisual material) |

3.2 Output 2

3.2.1 Activity Conducted

Table 3.3 summarizes the activities conducted in the project by activity in PDM and implementation year.

Table 3.3 Activities Conducted for Output 2

| Activity in PDM | Activity Conducted |
|--|---|
| Output 2: Strengthened capacity and mechanism to promote women's economic empowerment in partner line ministries at the national level | |
| 1st Year | |
| 2-1 GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level | <ul style="list-style-type: none"> • General information of the partner line ministries was collected to understand them. • The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. |

| Activity in PDM | Activity Conducted |
|---|---|
| 2nd Year | |
| 2-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level | <ul style="list-style-type: none"> The PGM2 workshops were conducted on these dates:: <ul style="list-style-type: none"> - PGM2 workshop2: May11-12 - PGM2 workshop3: July 7-8 - PGM2 workshop 4:September 15-16 The fourth PPCC meeting was organized inviting the GMAG members of partner line ministries on August 25-26. Some GMAG members of partner line ministries visited KPC to advise on and observe the pilot project activities. Some GMAG members of partner line ministries actively participated in the additional baseline survey as field surveyors. |
| 2-3. GMAG members of partner line ministries at the national level develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> The Project supported MOC and MRD to update their GMAPs. |
| 3rd Year | |
| 2-1-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level. | <ul style="list-style-type: none"> GMAG members of the partner line ministries visited KPC to advise on and observe the pilot project activities. |
| 2-4. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> GMAG members of the partner line ministries participated in the policy recommendation workshop in August 2013 organized by MOWA and PDWA in cooperation with the JICA Project Team. |
| 2-5. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop gender responsive policies/programs and/or projects reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project. | |
| 4th Year | |
| 2-1-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project(s) in the sub-national level. | <ul style="list-style-type: none"> GMAG members of the partner line ministries visited KPC to advise on and observe the pilot project activities. |

3.2.2 Achievement of Indicators/Practical Accomplishments of Indicators

The achievements of the indicators and the practical accomplishments of the indicators are summarized in Table 3.4, and Output 2 was accomplished, as described below

Table 3.4 Achievements of Output 2

| Indicators | Achievements |
|--|--|
| 2-1. GMAG members of partner line ministries acquire full knowledge of PGM Method. | <ul style="list-style-type: none"> The GMAG members of the partner line ministries participated in the PGM method workshops for planning, implementation, monitoring and evaluation, and policy recommendations that were conducted by MOWA. They then practiced the methods they learned from the workshops. |

| Indicators | Achievements |
|--|---|
| | <ul style="list-style-type: none"> The GMAG members of the partner line ministries participated in consultation meetings held by MOWA for discussions on the revision of the PGM method. As addressed above, although MOWA held workshops and meetings for the revision of the PGM method, the level of obtaining this method by the GMAG members of the partner line ministries differed because of the number of participants. |
| 2-2. GMAP of all the six partner line ministries in the area of women's economic empowerment are revised and published (in 2012 and/or 2014). | <ul style="list-style-type: none"> MRD, MOC, and MIME revised the GMAP in 2012. The PGM2 Team supported and published the revised GMAPs for MRD and MOC. MLVT and MOP revised the GMAP in 2014. MIME was divided into two ministries in 2013: the MIH and the Ministry of Mine and Energy. The PGM2 Team supported and published the revised GMAPs for MIH in 2015. |
| 2-3. Policies/programs and/or projects for women's economic empowerment are formulated by GMAG members reflecting the experiences and findings of the Pilot Project. | <ul style="list-style-type: none"> The GMAG members of partner line ministries participated in the policy recommendation workshop that was held by MOWA, where they prepared the policy recommendations of each ministry that consider the experiences and lessons learned from the KPC pilot projects. Some ministries have plans to implement some of the activities based on the recommended policies. <ul style="list-style-type: none"> MAFF: provision of childcare services in their training courses, establishment of a childcare service committee in the ministry, and the implementation of gender prospective chicken raising trainings. MRD: provision of childcare services for the MRD's training participants. MLVT: conduct gender prospective training in micro-finance from MRD, and agricultural production from MAFF. MIH: implementation of technical training for women entrepreneurs, the promotion of women's group formations in the community level to bring about economic effect, and the promotion for women entrepreneurs to participate in the trade fair (reflected in GMAP 2015-2018) |

3.3 Output 3

3.3.1 Activity Conducted

Table 3.5 summarizes the activities conducted in the project by activity in PDM and implementation year.

Table 3.5 Activities Conducted for Output 3

| Activity in PDM | Activity Conducted |
|--|---|
| Output 3: Strengthened capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment at the sub-national level through implementation of the Pilot Project(s) | |
| 1st Year | |
| 3-1. MOWA/PDWA collects information about progress of D&D reform, and proposes cooperation with Provincial Council and revisions to the Pilot Project(s), if necessary | <ul style="list-style-type: none"> MOWA counterparts together with JICA Project Team collect information about the progress of D&D through PDWA and PDOP in KPC. |
| 3-2. PDWA facilitates the formation and operation of Pilot | <ul style="list-style-type: none"> PPCC in KPC was established. |

| Activity in PDM | Activity Conducted |
|---|---|
| Project Coordination Committee (PPCC) at the sub-national level. | |
| 3-3. GMAG members of partner line ministries both at the national and sub-national levels analyze sector policy of respective ministries using gender statistics | <ul style="list-style-type: none"> • General information on the provincial departments of the partner line ministries was collected. • The first PGM workshop was conducted on January 31 and February 1, 2011 at KPC. |
| 2nd Year | |
| 3-2. PDWA and PDOP collect information about progress of decentralization and deconcentration (D&D) reform, and propose cooperation with Provincial Council and revisions to the Pilot Project(s), if necessary. | <ul style="list-style-type: none"> • MOWA counterparts together with JICA Project Team collected information about the progress of D&D through PDWA and PDOP in KPC. |
| 3-3. PDWA facilitates the formation and operation of PPCC at the sub-national level. | <ul style="list-style-type: none"> • PPCC meetings were organized four times before the implementation of the pilot project to discuss and make consensus on pilot project framework and activities. • After the pilot project had started in October 2011, PPCC meetings were organized six times (as of the end of March 2012) to share the plan and progress of the pilot project activities and discuss countermeasures to raised issues and concerns. |
| 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site(s) by utilizing the PGM Methods (market survey and baseline survey). | <ul style="list-style-type: none"> • The C/P members of MOWA participated in the market survey as observers and in the discussion with EMC. • The C/P members of MOWA and GMAG members of the partner line ministries participated in the baseline survey as surveyors. |
| 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level decide the target area and people of the Pilot Project(s), and develop plans consisting of a set of sub-pilot projects for women's economic empowerment. | <ul style="list-style-type: none"> • The PPCC members agreed to have Prey Chhor as the target district. • Among communes in Prey Chhor district, they also agreed to target the following people and communes: <ul style="list-style-type: none"> - Farmers in Tong Rong and Sour Saen communes for agricultural production pilot project; and - Existing dry radish pickle producers (both for commercial and for home consumption) in Chrey Vien commune for agro-processing pilot project. • The PPCC members and the Project discussed and formulated the pilot project frameworks and activities, considering linkages among the provincial departments concerned. |
| 3-6. PPCC establishes pilot project implementation structure. | <ul style="list-style-type: none"> • The PPCC members and the Project discussed and formulated the pilot project frameworks and activities, considering linkages among the provincial departments concerned. |
| 3-7. Each partner provincial department implements sub-pilot project for women's economic empowerment in close collaboration with each other. | <ul style="list-style-type: none"> • The agricultural production and agro-processing pilot projects were launched in October 2011 (for more detailed information, refer to the "Monitoring Report on Pilot Project in Kampong Cham Province" (April 2012)). |
| 3-8. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project(s) for women's economic empowerment. | <ul style="list-style-type: none"> • The agricultural production pilot project started field assessment activity (for more detailed information, refer to the "Monitoring Report on Pilot Project in Kampong Cham Province" (April 2012)). |
| 3rd Year | |
| 3-2-2. PDWA facilitates the formation and operation of PPCC at the sub-national level. | <ul style="list-style-type: none"> • PPCC meeting was organized 13 times on monthly basis to share the plan and progress of the pilot project activities and |

| Activity in PDM | Activity Conducted |
|--|--|
| | <p>to discuss countermeasures to the identified issues and concerns.</p> <ul style="list-style-type: none"> In July 2013, PPCC meeting was not held due to election campaign for the 5th mandate general election. Instead, pilot project monitoring meeting was organized for the same purpose with that of PPCC meeting. |
| 3-2-3. PPCC establishes pilot project implementation structure. | <ul style="list-style-type: none"> PPCC members approved the following points at the 11th PPCC meeting held in July 2012: <ul style="list-style-type: none"> Roles and responsibilities of people and provincial departments concerned; and Future activity plan of each pilot project. |
| 3-2-4. Each partner provincial department implemented sub-pilot project for women's economic empowerment in close collaboration with each other. | <ul style="list-style-type: none"> The agricultural production and agro-processing pilot projects continue their activities in close collaboration with the provincial departments concerned. The agricultural production pilot project started its activity in the new district in December 2012. |
| 3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project(s) for women's economic empowerment. | <ul style="list-style-type: none"> Monitoring framework was reviewed and shared among the people concerned. Agricultural production pilot project conducted technical monitoring and end-of-cycle technical evaluation in Ou Reang Ov district, and follow-up monitoring in Prey Chhor district. Agro-processing pilot project conducted technical monitoring. PDWA, PDOP and MOWA started activities on gender monitoring and evaluation in November 2012. |
| 3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC. | <ul style="list-style-type: none"> PPCC meeting was organized 13 times, where GMAG members and/or gender focal points of the partner provincial departments shared the plan and progress of the pilot project activities and discussed countermeasures to raised issues and concerns. |
| 3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic empowerment and extract the experiences and findings. | <ul style="list-style-type: none"> PDWA, PDOP and MOWA started activities on gender monitoring and evaluation in November 2012. Since then, the following gender monitoring and evaluation activities were conducted: <ul style="list-style-type: none"> (Agricultural production pilot project) <ul style="list-style-type: none"> Impact assessment; Evaluation study for the second cycle training; Baseline survey for the third cycle training; and Monitoring for the third and fourth cycle training. (Agro-processing pilot project) <ul style="list-style-type: none"> Impact assessment. |
| 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level. | <ul style="list-style-type: none"> GMAG members and/or gender focal points of the partner provincial departments participated in the policy recommendation workshop in August 2013 organized by MOWA and PDWA in cooperation with the JICA Project Team. |
| 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to GMAG at the national | |

| Activity in PDM | Activity Conducted |
|---|---|
| level for gender-responsive policies/programs and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level. | |
| 4th Year | |
| 3-2-2. PDWA facilitates the formation and operation of PPCC at the sub-national level. | <ul style="list-style-type: none"> • PPCC meeting was organized eight times on a monthly basis to share the plan and progress of the pilot project activities and to discuss countermeasures to the identified issues and concerns. • In February and May 2014, PPCC meeting was not held due to scheduling conflict in February between PGM2 and PPCC chairperson, and counterpart training in Japan in May. |
| 3-2-4. Each partner provincial department implemented sub-pilot project for women's economic empowerment in close collaboration with each other. | <ul style="list-style-type: none"> • Agricultural production pilot project implemented its fifth and sixth cycle activities in the Chamkar Leu district from November 2013 to August 2014. • Agro-processing pilot project terminated its activity in December 2013. After the termination, follow-up activities were continued until August 2014. |
| 3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project for women's economic empowerment. | <ul style="list-style-type: none"> • Agricultural production pilot project conducted technical monitoring in the Chamkar Leu district and follow-up monitoring in the Prey Chhor and Ou Reang Ov districts. • The following gender monitoring and evaluation studies were conducted in the fourth year: <ul style="list-style-type: none"> (Agricultural production pilot project) <ul style="list-style-type: none"> - Baseline survey for the fifth and sixth cycle training in the Chamkar Leu district; - Gender evaluation study for the first and second cycle training in the Prey Chhor district; and - Gender monitoring for the fifth and sixth cycle training in the Chamkar Leu district. (Agro-processing pilot project) <ul style="list-style-type: none"> - Gender evaluation study |
| 3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC. | <ul style="list-style-type: none"> • PPCC meeting was organized eight times, where GMAG members and/or gender focal points of the partner provincial departments shared the plan and progress of the pilot project activities and discussed countermeasures to the raised issues and concerns. |
| 3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic empowerment and extract the experiences and findings. | <ul style="list-style-type: none"> • The following gender monitoring and evaluation studies were conducted in the fourth year: <ul style="list-style-type: none"> (Agricultural production pilot project) <ul style="list-style-type: none"> - Baseline survey for the fifth and sixth cycle training in the Chamkar Leu district; - Gender evaluation study for the first and second cycle training in the Prey Chhor district; and - Gender monitoring for the fifth and sixth cycle training in the Chamkar Leu district. (Agro-processing pilot project) <ul style="list-style-type: none"> - Gender evaluation study |

3.3.2 Achievement of Indicators/Practical Accomplishments of Indicators

The achievements of the indicators and the practical accomplishments of the indicators are summarized in Table 3.6. It was deemed that Output 3 was accomplished, as described below.

Table 3.6 Achievements of Output 3

| Indicator | Achievement |
|--|--|
| 3-1. GMAG members and/or gender focal points at the sub-national level acquire full knowledge of PGM Method. | <ul style="list-style-type: none"> • The GMAG members of the provincial departments and the GFP participated in the PGM method workshops for planning, implementation, monitoring and evaluation, and policy recommendations of the KPC pilot projects. They then practiced the method. • The GMAG members of the provincial departments and the GFP participated in the first PGM method workshop on planning for the WEE sector in the Kampong Chhnang province. • As addressed above, the GMAG members of the provincial departments and the GFP learned the method through their participation in the PGM method workshop held by MOWA. They were able to obtain knowledge of the PGM Method, and they practiced it through the pilot projects. |
| 3-2 Gender-responsive and joint implementation and management structure of Pilot Project is established. | <ul style="list-style-type: none"> • The PPCC was established with the deputy provincial governor, who used to work as the director of the PDWA in KPC, as the chairperson, the director of PDWA as the secretary, and the directors of the partner provincial departments as the members. The PPCC meetings were held every month to discuss the coordination, management, monitoring, decision-making, and problem solving for the pilot projects. • The contents and frameworks of the pilot projects were formulated through discussions from the PGM method workshops and the PPCC meetings. The provincial departments implement the pilot projects, therefore utilizing the specialties of each department. • Based on gender responsible joint implementation and management, the mutual understanding and cooperation among the provincial departments strengthened. As a result, it became rewarding for the the pilot project beneficiaries, especially the women. |
| 3-3. Socio-economic situation of the participants of the Pilot Project is improved. | <ul style="list-style-type: none"> • As the results of the gender monitoring and evaluation studies and the other monitoring activities came about, it was found out that the pilot projects brought both social and economic effects for the beneficiaries. The major impacts are as follows: <ul style="list-style-type: none"> ➤ Economic impacts: increasing household incomes and improvement of living standards ➤ Social impacts: improvement of family health conditions and added opportunities to send children to study higher education, repayment of debt, and enhancement of relationships with neighbors and government organizations ➤ Gender impacts: enhancement of family relationships, reduction of family disputes, improvement of opportunities for women's |

| Indicator | Achievement |
|---|--|
| | <p>participation in decision-making, improvement of women's self-confidence, increased men's cooperation in household chores and childcare responsibilities, and awareness of women's capacity by families and the community</p> |
| <p>3-4. Provincial policies/plans for women's economic empowerment are developed/ revised by partner provincial departments.</p> | <ul style="list-style-type: none"> • The pilot project activities that were done by the provincial departments were reflected into KPC's three-year investment plan (2013-2015 and 2014-2016). • Based on the experiences and the lessons learned from the pilot projects, some of the provincial departments started the following activities: <ul style="list-style-type: none"> ➤ PDA: established practical demonstration farms to provide farmers around their office area with agricultural training courses that suit the farmers' needs ➤ PDLVT: added agro-processing training in their vocational training programs, and implemented trainings in the villages • The WCCC have the responsibility of collecting and analyze data and information regarding the issues and needs of women and children, as well as to give advice that reflect on the gender perspectives of the provincial development plan and the three-year investment plan. Many members of the PPCC are involved with the WCCC, including the previous deputy provincial governor or the previous PPCC chairperson as the WCCC chairperson, the current deputy provincial governor or the current PPCC chairperson as the WCCC deputy chairperson, the PDWA director as a permanent WCCC member, and the PDOP, PDA, PDRD, and PDLVT as WCCC members. Through PPCC, the PGM2 team was able to report to the WCCC regularly about the progress of the pilot projects, as well as issues and countermeasures. From now on, based on the response from WCCC, the experiences and lessons that they learned from the pilot projects were expected to be reflected into the policies and plans at the provincial level. |
| <p>3-5. Recommendations for policies/programs and/or projects for women's economic empowerment are made by partner provincial departments to their line ministries at the national level.</p> | <ul style="list-style-type: none"> • Partner provincial departments participated in policy recommendation workshops that were held by MOWA, where they prepared policy recommendations for their central government based on the experiences and lessons learned from the pilot projects. |

3.4 Practical Accomplishments of the Project Purpose

The indicators of the project purpose and its achievements are illustrated in

Table 3.7. According to the achievements of the three outputs and the achievements of the project purpose illustrated below, it is fair to say that the Project was able to accomplish its expected purpose

Table 3.7 Achievements of the Project Purpose

| Indicator | Achievement |
|---|--|
| The Guideline for Women's Economic Empowerment in Rural Areas is endorsed by TWGG | <ul style="list-style-type: none"> • In the fifth TWG-G WEE sub-group meeting held on July 24th, 2015, the MOWA C/Ps explained to the participants the purposes and outlines of the guidelines, and requested that they send their comments within one week to the PGM2 team. The feedback was generally positive, and it included comments like "effective" and "easy to understand". • In August, the JICA Project Team explained to the chairperson of the TWG-G and the minister of MOWA the purposes and outlines of the guidelines, and the reactions of the members when it was shared during the TWG-G WEE sub-group meeting. The minister agreed with the guidelines and signed the preface. • After April 2015, there were no TWG-G meetings held despite it being coordinated by the stakeholders, so there were no agreements made for the TWG-G in the guidelines. However, as intended by MOWA, the responsibilities of TWG-G and its sub-group became clearer, and TWG-G now discusses donor coordination and high-level policies in the gender sector. The sub-groups also discuss and coordinate the gender issues from each sector. • As discussed above, the guidelines were shared and accepted by the TWG-G WEE sub-group members, and agreed upon by the chairperson of the TWG-G and the minister of MOWA. Considering donor coordination of the gender sector these days, this indicator was achieved, despite the fact that there were no agreements made in TWG-G. |
| Action Plan(s) of the TWGG Sub-group on women's economic empowerment is formulated and/or updated reflecting the contents of the endorsed Guideline | <ul style="list-style-type: none"> • The guidelines were prepared in August 2015, and were distributed during the PGM2 seminar that was held in September 2015. The annual action plan of the TWG-G WEE sub-group is usually prepared from December to January of each year. • The annual action plan of the TWG-G sub-group addresses the activities that need to be held as a group for donor coordination, like the annual action plan of TWG-G. • Thus, TWG-G WEE sub-group action plan between 2014 and 2015 includes a provision for technical comments on the guideline. |

3.5 Progress of Actions in Response to the Joint Terminal Evaluation's Recommendations

The progress of the comments from the JICA terminal evaluation mission is summarized in Table 3.8, but the crosscutting activities were not implemented

Table 3.8 Progress of Actions in Response to the Joint Terminal Evaluation's Recommendations

| Suggestions | Progresses |
|---|--|
| 1) The Project should complete the following activities by September 2015, and develop possible and appropriate application and diffusion strategies beyond the Project period: | i. MOWA updated the gender statistics leaflets in February 2015. They then printed them, and distributed them during the International Women's |

| Suggestions | Progresses |
|--|--|
| <ul style="list-style-type: none"> i. Update of the Gender Statistics Leaflet by February 2015; ii. Production of the gender evaluation report by April 2015; iii. Implementation of Policy Recommendation Workshops in KPC in April, and Phnom Penh in May; iv. Development of the technical guidelines, manuals and DVDs on agricultural production (chicken raising) and agro-processing by June 2015; v. Completion of the Gender Mainstreaming Action Plan (GMAP) for the MIH by June 2015; vi. Update of the PGM Method Guidelines by August 2015; vii. Production of the Project's introductory DVD by August 2015; viii. Production of the Comprehensive Guidelines by August 2015; ix. Completion of the report on TWG-G by September 2015; x. Production of the activity photo book by September 2015; xi. Implementation of the PGM Method Seminar in Phnom Penh in September 2015; xii. Implementation of the Project Wrap-up Seminar in Phnom Penh in September 2015. | <ul style="list-style-type: none"> Day event on March 8th, 2015. ii. The gender evaluation report of the pilot projects in KPC was prepared and distributed to the respective organizations, including JICA and MOWA, in July 2015. iii. The Policy Recommendation Workshops were held in KPC in May 2014 and Phnom Penh in July 2015. iv. The technical guidelines, manuals, and DVDs on agricultural production (chicken raising) and agro-processing was prepared in August 2015, and was distributed in the PGM2's final seminar on September 8th 2015. v. MIH's GMAP was finalized in June 2015, and was introduced in July 2015 during the launching event. vi. The updated PGM Method Guidelines were prepared in August 2015. vii. The Project introduction DVD was prepared in August 2015. viii. The comprehensive Guidelines were prepared in August 2015. ix. The report on TWG-G was prepared by September 2015. x. The activity photo book was produced in September 2015. xi. The PGM Method Seminar in Phnom Penh was held in September 2015. xii. The Project Wrap-up Seminar in Phnom Penh was held in September 2015. |
| <p>2) The Project should develop and complete the Comprehensive Guidelines in collaboration with and with the active participation of MOWA, PDWA, and the partner line ministries at the national and sub-national levels, in order to enhance their sense of ownership, as well as to widen their application and diffusion beyond the Project period. The counterparts are encouraged to collect the successful case materials and lessons learned from the Pilot Project.</p> | <p>The Comprehensive Guidelines were prepared through discussions with the C/Ps. The C/Ps made parts of the guidelines. The success cases from the target beneficiaries of the pilot projects, which were introduced in the guidelines, were also collected by the C/Ps. The draft guidelines were shared in the fifth TWG-G WEE sub-group meeting that was held in July 2015, and the members were requested to give comments. The participants of the TWG-G sub-group meeting were from the line ministries.</p> |
| <p>3) The Project should support the development of possible coordination mechanisms for gender mainstreaming at the sub-national level that are in line with D&D processes, and are based upon the experiences gained through the Pilot Project Coordinating Committee (PPCC) in the Kampong Cham (KPC) province. The possible approaches may be suggested:</p> <ul style="list-style-type: none"> • Apply the experiences and lessons learned by the PPCC to the development of a coordination mechanism at the sub-national level. The Operational Strategies on Women's Economic Empowerment (OS-WEE) (2015-2018) specifies that MOWA will facilitate an establishment for a sub-national | <p>The 34th PPCC meeting was held on April 3rd, 2015. The progress of the technical manuals, DVDs, and guidelines for both of the pilot projects were shared. The PGM2 team shared the coordination mechanism for gender mainstreaming at the provincial level with the participants, and it is based on the experiences of the PPCC. This was one of the suggestions from the terminal evaluation mission, and the team requested the participants to consider continuing the mechanism, while putting the chairperson of the PPCC, the Deputy Governor of the KPC province, in the center.</p> |

| Suggestions | Progresses |
|--|--|
| <p>coordination committee on WEE;</p> <ul style="list-style-type: none"> Encourage the partner provincial departments and the PDWA to organize continuous periodical meetings for them; Assist the provincial Women and Children Consultative Committee (WCCC) to enhance its mechanism on gender-responsive policy recommendations, in collaboration with the aforementioned committee on Women's Economic Empowerment (WEE). | |
| <p>4) The Project should share the experiences and the lessons they learned at the meeting of the TWGG Sub-group on WEE, and make sure that the appropriate lessons will be incorporated into the final version of the OS-WEE (2015-2018) that is being developed by MOWA.</p> | <p>In the fifth TWG-G WEE sub-group meeting held on July 24th, 2015, the project team shared with the participants their experiences, the lessons they learned, and the outputs of the activities of PGM2 as example of the PBA in the WEE sector.</p> <p>When MOWA started to develop OS-WEE under the UN-Women's support for gender equality and women's economic empowerment, NR IV had not yet been developed by MOWA. Thus, the TWG-G WEE sub-group recognized OS-WEE as the basic document for the members' promotion of WEE after the end of MAF in 2015. However, the development of OS-WEE was delayed while MOWA considered the contents. As a result, the TWG-G WEE sub-group recognizes the WEE strategy of NR IV as the basic document.</p> |

3.6 Others

3.6.1 List of Deliverables

Table 3.9 shows the deliverables of the project from the 1st year.

Table 3.9 List of Deliverables

| Year | Reports |
|-------------|--|
| First Year | The First Year Project Implementation Plan (PIP 1) Inception Report (IC/R) Project Completion Report (The First Year) (G/R1) |
| Second Year | The Second Year Project Implementation Plan (PIP 2) Project Progress Report (No.1) (P/R1) Project Completion Report (The Second Year Annual Report) (G/R2) |
| Third Year | The Third Year Project Implementation Plan (PIP 3) Project Progress Report (No.2) (P/R2) Project Progress Report (No. 3) (P/R3) Project Completion Report (The Third Year Annual Report) (G/R3) |
| Fourth Year | The Fourth Year Project Implementation Plan (PIP 4) Project Progress Report (No.4) (P/R4) Project Completion Report (The Fourth Year Annual Report) (G/R4) |

| Year | Reports |
|------------|--|
| Fifth Year | The Fifth Year Project Implementation Plan (PIP 5) Project Progress Report (No.5) (P/R5) Project Final Report (F/R) Project Completion Report (The Fifth Year Annual Report) (G/R5) |

| No. | Technical Cooperation Deliverables |
|-----|---|
| 1. | Gender Statistics Leaflet (2012) |
| 2. | Gender Statistics Leaflet (2014) |
| 3. | Gender Statistics on Women's Economic Empowerment in Kampong Cham Province (2011) |
| 4. | Gender Statistics on Women's Economic Empowerment in Kampong Cham Province (2013) |
| 5. | Report on Baseline Survey for Pilot Project in Kampong Chhnang Province |
| 6. | Monitoring Report on Pilot Project on Kampong Cham Province (2012) |
| 7. | Monitoring Report on Pilot Project on Kampong Cham Province (2013) |
| 8. | Monitoring Report on Pilot Project on Kampong Cham Province (2014) |
| 9. | Leaflet of Pilot Project in Kampong Cham Province |
| 10. | Recommendations for Updating Gender Mainstreaming Action Plans |
| 11. | Gender Mainstreaming Action Plan for Minister of Commerce (2012-2016) |
| 12. | Gender Mainstreaming Action Plan for Ministry of Rural Development (2012-2017) |
| 13. | Gender Statistics Leaflet |
| 14. | Gender Evaluation Report on Pilot Project in Kampong Cham Province |
| 15. | Gender Mainstreaming Action Plan for Ministry of Industry and Handicraft |
| 16. | Comprehensive Guidelines for Women's Economic Empowerment in Rural Areas |
| 17. | Agricultural Production Pilot Project: Technical Manual |
| 18. | Agricultural Production Pilot Project: Technical DVD |
| 19. | Agricultural Production Pilot Project: Guidelines |
| 20. | Agro-processing Pilot Project: Technical Manual |
| 21. | Agro-processing Pilot Project: Technical DVD |
| 22. | Agro-processing Pilot Project: Guidelines |
| 23. | Revised PGM Method Guidelines |
| 24. | Report on TWGG |
| 25. | Project Introduction DVD |
| 26. | Activity Photo Book |

Note: Titles of deliverables are based on the M/M of the Terminal Evaluation

3.6.2 Workshop, Seminars and Others

(1) Short-term Expert from Gender Equality Bureau, Cabinet Office, Government of Japan

The Project invited Mr. Hiroyuki Kaneko, Counselor for Gender Equality Promotion of Gender Equality Bureau of Cabinet Office to share the Japanese measures and experiences towards realization of a gender-equal society in Japan. He shared his insights with people concerned in

The Project organized the “Seminar on Work-life Balance in Japan” on February 1, 2012 with 115 participants from MOWA officials at management position, including H.E. Minister, Directors of 24 PDWAs, JCC members, GMAG chairs and members, DPs and JICA Cambodia Office. H.E. Minister of MOWA opened the seminar with appreciation to Gender Equality Bureau for its continuous cooperation to MOWA since the phase one of the Project.

After H.E. Minister’s opening remarks, Mr. Kaneko presented the basic perception and background of work-life balance and gender equality, the rationale behind the necessity of work-life balance, and measures towards realization of work-life balance, followed by some questions raised from the participants on support measures to female government officials in child rearing and concrete countermeasures against declining birthrate in Japan.

Towards the conclusion of the seminar, H.E. Chan Sorey, Secretary of State of MOWA and Project Director thanked Mr. Kaneko with remarks that the participants learned that work-life balance was a complex issue and that the presentation was thought-provoking for the participants to consider the future direction.

On February 2, 2012, the Project organized the “Workshop on Work-life Balance in Japan”, inviting 45 participants from MOWA C/Ps, GMAG members of the partner line ministries, PPCC members and other people concerned in KPC. Mr. Kaneko presented on work-life balance in Japan followed by the opening remarks from H.E. Chan Sorey. After his presentation, some questions were raised by the participants on maternity and childrearing leave, long-working hours, initiative of promotion of work-life balance, and impact of promotion of work-life balance on population trend in Japan.

Group discussion was also conducted in the workshop. The participants were divided into three groups, one of which consisted of the participants from the ministries and two consisted of the participants from KPC, to discuss based on the presentation of Mr. Kaneko. During the group discussion, Mr. Kaneko made comments, including the point that there were common issues observed in Japan and in Cambodia such as less participation and poor understanding of men in child rearing, less income of women, less number of women in managerial position, and additional explanation on child allowance and dispute on it and numerical targets for advancement of women in Japan.

H.E. Chan Sorey concluded the workshop by expressing appreciation to Mr. Kaneko’s sharing on the Japanese measures and experiences and re-confirming the importance of gender equality.

(2) Workshop on Life Improvement for Rural Women

PGM2 organized the workshop on life improvement for rural women in Phnom Penh on August 20-21, 2013, inviting a lecturer from Japan, who has more than 30 years of experience as a livelihood extension worker in Saitama prefecture. The purpose of the workshop was 1) to improve PGM2 pilot project activities, 2) to improve Ministries’ and their provincial departments’ projects and activities, and 3) to think about what kind of elements of the Japanese experience on life improvement can be helpful in considering policy recommendations.

A total of 98 people from MOWA, the partner line ministries, PDWA and the partner provincial departments in KPC, including the District Office of Women’s Affairs, trainers at the provincial and district levels, and Women’s and Children’s Focal Points at the commune level, and PDWA and the provincial departments concerned in KCH participated in the workshop. They learned 1) life improvement program in Japan, 2) approaches taken by the life improvement program, 3) impacts of

life improvement program to rural women and community, and 4) support system for female farmers, through the lectures.

They also practiced group work facilitated by MOWA C/P. They were divided into five groups to discuss 1) issues that they encountered in implementing the PGM2 pilot projects or their own projects/activities, approaches to solve the issues, and what they can do in one year to solve them, and 2) roles of ministries and provincial departments and how to bring them to collaborate with each other for life improvement and advancement of women in rural areas in Cambodia.

(3) Gender Responsive Budgeting (GRB)

Mid-term review on PGM2 was conducted in January to February 2013 and PGM2 received 12 recommended actions to take and complete by the end of the project period. In response to one of the 12 recommendations, which is related to resource mobilization for MOWA and the partner line ministries to implement activities for the women's economic empowerment, PGM2 invited a lecturer on gender responsive budgeting (GRB) in February 2014 from Royal Melbourne Institute Technology (RMIT) University in Australia, who is also a member of JICA Specialist Committee of Gender and Development.

The main purpose of her visit was to facilitate GRB workshops for MOWA, the partner line ministries and their provincial departments in KPC. Prior to the workshop facilitation, she met GMAG members of all the partner line ministries and the Ministry of Economy and Finance (MEF), and Director of Gender Equality Department of MOWA to collect information on gender issues, government structure and approaches and efforts on GRB in Cambodia, aiming at deepening her understanding on Cambodian situation and preparing the GRB workshop. She also visited KPC to observe PGM2 pilot project activities so that she could understand the real-life issues of rural areas in Cambodia and how PGM2 has tackled them through pilot project implementation.

(4) Gender Responsive Budgeting Workshop in KPC

After having deepened her understanding of the Cambodian situation through information collection from relevant stakeholders and a field visit to KPC, the lecturer facilitated a half-day GRB workshop in KPC on February 6th (see Appendix 32 for the workshop program). A total of 25 people from PDWA and the partner provincial departments in KPC participated in the workshop to understand the key concept of GRB.

The participants learned the key points of GRB through the lecturer's presentation. Then they were divided into four groups to collectively analyze how policies and budgets respond to gender differences in society. Each group selected one gender-neutral policy and discussed what kind of negative and positive impacts the policy made over women and men, and what would be done to solve the negative impacts. This was facilitated by PGM2 project staff in KPC.

According to the results of the evaluation of the workshop received from the participants, they were generally satisfied with the workshop and improved their understanding on GRB, while there were a few comments that a half-day workshop was too short for them to be able to fully understand the content and have deep discussions. They would have liked to do more group activities.

(5) Gender Responsive Budgeting Workshop in Phnom Penh

After the GRB workshop in KPC, the lecturer facilitated another GRB workshop in Phnom Penh on February 10th - 11th. Prior to the workshop in Phnom Penh, she had a meeting with MOWA C/P to discuss the contents of the workshop and the group work, which facilitated MOWA C/P's understanding on the key points of GRB, the purpose of the workshop and the group activities and how to facilitate the group activities.

A total of 46 people from MOWA, the partner line ministries and MEF participated in the workshop to understand the key concept of GRB and learn how to secure the gender responsive budget from the limited national budget.

The participants learned the key points of GRB through the lecturer's presentation. In addition, they learned approaches and efforts being made of GRB in Cambodia through the presentation from Director of Gender Equality Department of MOWA. They also did three group activities facilitated by MOWA C/P.

The first one was the gender-aware policy appraisal, which was also done in the KPC workshop. The participants were divided into five groups of MAFF, MOC, MLVT, MRD and MEF to select one gender-neutral policy and discuss what kinds of negative and positive impacts the policy made over women/girls and men/boys, and what would be done to solve these negative impacts. The second one was the budget game to review and reinforce what had been learned in the workshop so far and develop a gender budget statement. The participants were divided into four groups of MAFF, MOC, MLVT and MRD and developed a gender budget statement. The last one was the preparation of an action plan. The four groups discussed what they would do in their respective ministries after the workshop.

The lecturer also facilitated the gender responsive budgeting quiz to check the participants' understanding on GRB. She prepared a group work guide for time-use analysis. Unfortunately, however, there was no time to do this activity in the workshop.

According to result of evaluation of the workshop by the participants, they were generally satisfied with the workshop and improved their understanding on GRB.

(6) Lecture on Gender Responsive Budgeting at JICA Cambodia Office

The lecturer had also an opportunity to provide a lecture on GRB to the Japanese and Cambodian staff of JICA Cambodia Office and JICA Experts on February 12th. About 15 participants learned the key concept and importance of GRB.

4 Lessons Learned and Recommendation

4.1 Project Operation and Management

4.1.1 Structure of the Counterparts at MOWA

PGM2 has implemented the project with the counterparts from the following three departments: the Department of Planning and Statistics, the Department of Gender Equality, and the Department of Economic Development.

Project activities were carried out for the capacity development of the counterparts who were involved in the activity of women's economic empowerment. Various specialists were needed to promote economic empowerment, and the counterparts worked together with the Japanese experts in their specialized areas. The experience of such cooperative work and on-the-job training from the Japanese experts has contributed to the enhancement of their capacities throughout the Project.

The counterparts of the Department of Planning and Statistics have been involved in formulating the gender statistics booklets at the national and provincial levels, and they carried out the PGM Method workshops and its implementation. The counterparts from the Department of Gender Equality have been involved in the operation of TWG-G, as well as in the administrative support of GMAG/GMAP, and in Gender Responsive Budgeting (GRB) activities. The counterparts from the Department of Economic Development have been involved in the establishment and operation of the TWG-G WEE sub-group.

At MOWA, management level meetings that are attended by directors and other high-level personnel are held periodically, so communication and information sharing among managerial levels are relatively good. However, it is scarce among the staff of other departments, unless they are involved in the same activities.

In regards to the PGM2 activities, all the counterparts have worked together to provide advice and support to the PDWA and the partner provincial departments for the pilot projects in KPC. As for the workshops and seminars, the counterparts and the Japanese experts planned, made presentations, and facilitated discussions at those seminars and workshops. Throughout these activities and with the cooperation of the three departments, information sharing among those departments has deepened, and the communication among the staff has improved and has resulted in smoother project implementation.

4.1.2 Cooperation with the Stakeholders from the Cambodia Side and Building a Trustworthy Relationship

As stated above, the three departments worked together with the Japanese experts to carry out project activities. Six line ministries that are related to WEE had taken part in the Project as the partner ministries. Besides those agencies, many public officers (i.e. provincial government officers) from the partner provincial departments under the six line ministries had taken part in the Project, when they were carried out in KPC. The JICA Project Team has strived to build trustworthy relationships with the counterparts and other related agencies, in order to smoothly implement the project activities.

At the beginning of the Project, it was necessary to collect indispensable information about women's economic empowerment from private companies, NGOs, and provincial governments in KPC, as well

as from related stakeholders in Phnom Penh, in a relatively short amount of time. Because of the time constraints, the counterparts of MOWA did not take much part in the previously mentioned activities; only the Japanese experts and the project staff visited institutions that are related to women's economic empowerment. As a result, the counterparts were frustrated with the way the JICA Project Team had operated the Project in the beginning. After this experience, the Japanese experts held meetings with the counterparts regarding this issue, and agreed with them that all of the activities, such as the pilot projects, meetings, seminars and workshops, would be discussed, planned, and carried out with the cooperation of the counterparts and the Japanese experts. Meetings among the counterparts, the project staff, and Japanese experts were held on an as-needed basis for the purpose of sharing information and discussing issues that were encountered from time to time. As a result, the relationship with the counterparts has been significantly strengthened, and mutual trust has improved.

In regards to the GMAG members of the partner ministries, the JICA Project Team has strengthened their relationship with them by inviting them to meetings, seminars, and workshops that are held in Phnom Penh and KPC. The GMAG members have also attended the training in Japan, and the experience fostered their cooperation to the Project.

The JICA Project Team has fostered sound cooperative and concrete relationships with the PDWA and the partner provincial departments, as well as the provincial government agencies of the KPC province through the monthly PPCC meetings and the pilot project activities. The counterparts of MOWA also actively took part in the activities in the KPC province, and had built a good relationship with the partner provincial departments.

4.1.3 Effects of Learning through Practice

The Project took a learning-through-practice approach, which means that the counterparts were able to learn by implementing the pilot projects to gain experience and enhance their competence in planning, project management, monitoring, evaluating, and so on. In the case of the other projects of MOWA from other development donors, they hire local staff to carry out the projects, so the donors usually do not have the staff of MOWA taking in operating their projects, and they do not enhance their capacities through the learning-through-practice approach.

The approach that the Project adopted received recognition from the senior officials of MOWA, as well as the GMAG members of the partner ministries. The counterparts were in high spirits and showed a desire to learn throughout the Project.

In particular, the experience of managing the pilot projects in KPC was important for the counterparts. On paper, they understood the necessity of gender mainstreaming and the issues and solutions related to gender at the policy level, but they did not understand the actual challenges that stem from gender issues and how to promote gender mainstreaming, because they have a limited understanding of the realistic issues.

After the counterparts had directly communicated with the women in the villages from the pilot project areas, they learned more about the gender issues that the women encountered daily, and also how to solve those issues. In addition, they had gained a better understanding of the respective sectors of the partner provincial departments through the technical training sessions they conducted. These experiences have led them to think about how to incorporate gender perspectives into the concerned sectors. It also made them realize that one of the functions of MOWA (i.e. the coordinating agency of

other governmental agencies in gender aspects) is important to bond the other line ministries, in order to deliver services that can achieve women's economic empowerment.

The partner ministries and the provincial departments have deepened their understanding of gender through the pilot project activities of women's economic empowerment, and they have learned what kind of gender perspectives shall be incorporated in their ministerial and departmental activities. Consequently, they started to think about how to improve the current situation on gender issues in their organizations. MOWA and PDWA have also deepened their understanding of the significance of their function as a coordinator and facilitator of gender mainstreaming through their management of the PGM2 Project.

4.1.4 Selection of GMAG Members in Partner Line Ministries

The project framework and the six partner line ministries were decided on prior to the commencement of the Project. At the beginning of the Project, the Japanese experts and the counterparts of MOWA discussed how to select GMAG members and who would participate in the Project from the respective ministries.

At that time, a plan for the implementation of a pilot project in KPC had not been discussed yet, so it was difficult to request respective partner line ministries to select GMAG members, because the PGM2 project did not have any concrete ideas about what kind of expertise would be necessary from the ministries. Thus, the PGM2 project asked MOWA to issue a letter to the respective ministries to request them to select GMAG members based on the Project's goals and objectives.

As a result, the ministries selected members mostly from administrative departments, so the Project could not expect that the ministries would provide technical support to their provincial line departments during the pilot project activities.

If a similar project is carried out in the future, it is suggested that a request letter be issued to the cooperating ministries that would discuss, in detail, the experts needed in specific areas for the GMAG members for a project.

4.1.5 Donor Coordination Activities under the Technical Cooperation Project

Supporting the TWG-G secretariat sub-group activities was included as one of the Project activities. The TWG-G sub-group was chaired by MOWA, and JICA and the UNDP took part as co-facilitators in the donor coordination of the gender sector. The TWG-G had held quarterly plenary meetings, and small and secretariat meetings as needed. The Project Team attended those meetings, collected information on the movement of donor cooperation in gender sector, and provided support to the secretariat.

It was difficult for the Japanese experts to attend and follow-up all of the activities of TWG-G, considering that their assignments were based on a few trips per year, depending on their contract with JICA. Based on this experience, activities that need continuous support in Cambodia, such as donor cooperation, should be provided at a local base, or from long-term expert that seamlessly supports such activities in Cambodia.

4.2 Recommendations for Reaching the Project Goal

4.2.1 Project Goal and Indicators

The project goal and its indicator are shown in Table 4.1.

Table 4.1 Overall Goal and Indicators

| Overall Goal | Indicator |
|---|---|
| Women's economic empowerment is enhanced through the gender-responsive policies and programs undertaken by line ministries concerned in Cambodia. | Gender-responsive policies/programs and plans are formulated and implemented at the national and sub-national levels with the effective system strengthened by the Project. |

The Project has formulated a comprehensive guideline for an effective approach to women's economic empowerment, which is based on the Project's experiences.

The ministry of Agriculture, Forestry and Fishery (MAFF), the Ministry of Rural Development (MRD) and the Ministry of Labor and Vocational Training (MLVT) are planning to conduct the following activities based on their experiences in PGM2:

- MAFF: Provide childcare services during its training courses, establish a childcare service committee, and implement gender-responsive chicken raising trainings.
- MRD: Provide childcare services to training participants, which MRD carries out.
- MLVT: Carry out training in cooperation with other ministries (i.e. micro-finance training with MRD and agricultural production training with MAFF) with consideration on women's participation.

The provincial departments of KPC from the above ministries are implementing the following activities:

- Provincial Department of Agriculture (PDA): Set-up a demo farm at the department's premises for the agricultural training participants, which will enable farmers to adopt the system, and provide training courses based on the farmer's needs.
- Provincial Department of Labor and Vocational Training (PDLVT): Set-up an agro-processing training course under its vocational training program, and conduct the trainings at the villages.

Furthermore, the Ministry of Industry and Handicraft incorporated the following three points into its GMAP (2015-2018) from the policy recommendations that were derived from the outputs and recommendations of the pilot projects:

- Technical training for woman entrepreneurs
- Promote forming women's groups at the community level to improve economic effects
- Promote the participation of woman entrepreneurs in trade fairs

4.2.2 Recommendations to Achieve the Overall Goal

As previously above, gender-responsive policies, programs and plans were formulated and have been implemented at the national and sub-national levels. However, in order to achieve the overall goal, respective ministries should properly set a budget for the activities for women's economic empowerment.

The concept of gender-responsive budgeting became recently prevalent in Cambodia. In 2012, MOWA formulated a guideline, the “Training Guide for Gender Responsive Budgeting in the Kingdom of Cambodia,” in order to carry out trainings at ministries on gender-responsive budgeting. MOWA, the Cambodian National Council for Women (CNCW), and the Ministry of Economy and Finance jointly organized a team to coordinate the training on gender-responsive budgeting.

The team has carried out trainings on gender-responsive budgeting to 16 ministries, and promoted it to include gender indicators into their budget strategy plans during their annual budget planning.

It is unknown how far gender-responsive budgeting has prevailed among the ministries after the training, since MOWA has not conducted sufficient follow-ups to those ministries. In order to further promote women’s economic empowerment in Cambodia, it is inevitable that MOWA needs to further encourage respective ministries to establish gender-responsive budgeting and execute those budgets for gender related activities.

Attachment

Minutes of Meeting of JCC

MINUTES OF MEETING
ON
THE FIRST JOINT COORDINATING COMMITTEE
FOR
THE PROJECT ON GENDER MAINSTREAMING PHASE 2

The Joint Coordinating Committee of the Project on Gender Mainstreaming Phase 2 (hereinafter referred to as “the Project”) was held on February 2, 2011 in order to discuss and to reach a consensus on the Inception Report and the revision of the Project Design Matrix.

As a result of the discussions above, the Japan International Cooperation Agency (JICA) and Cambodian authorities concerned agreed upon the matters referred to in the document attached hereto.

Phnom Penh, 28th March 2011




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




Mr. Yukiharu Kobayashi
Senior Representative
Japan International Cooperation Agency
Cambodia Office

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

1. Opening Remarks

H.E. Dr. Ing Kantha Phavi, Minister of MOWA made the opening remarks by expressing gratitude for the first JCC meeting for PGM2 and mentioned as follows:

- Difference between Phase1 and Phase2: while the former aimed to develop capacity of MOWA and line ministries, the latter more emphasizes on economic empowerment.
- Her appreciation for the partner line ministries (in the national and sub-national levels) to have involved with several activities of PGM2 as well as wishes to continue activities of PGM2 through harmonization among these concerned partners for achieving economic empowerment of women.
- Thanks for financial and technical assistances from JICA and Government of Japan (GoJ) for 5-year project of Phase 2 despite that most of JICA projects are usually 3-year duration, as a result that their mission highly evaluated the results of Phase1.

2. Welcomed Remarks

Mr. Yukiharu Kobayashi, Senior Representative of JICA Cambodia Office welcomed participants to the first JCC meeting and appreciated for MOWA and the line ministries to cooperate with PGM2. He mentioned that PGM2 emphasized women's economic empowerment which may enhance productivity, income, and social situation of women, and accordingly lead Cambodia to achieve its Millennium Goals. He expressed his expectation for collaboration among the concerned parties at the national/sub-national levels for successful implementation of PGM2 and leadership of MOWA.

3. Introduction of the JCC members and its function

H.E. Chan Sorey, Secretary of State, MOWA introduced the JCC members and explained its function (refer to Appendix 3).

4. Presentation to the revised Project Design Matrix (PDM)

Ms. Aya Yamaguchi, Team Leader of PGM2 explained focus of PGM2, key revisions of the Project Design Matrix (PDM) and reasons for those revisions (refer to Appendix 4).

5. Presentation on Outline of the Project

Ms. Chhoy Kim Sor, Director of Department of Planning and Statistics, MOWA briefed the outline of the PGM2 Inception Report.

Following questions/clarifications/comments regarding revision of the PDM as well as the outline of the PGM2 Inception Report were raised by a number of JCC members and MOWA/the Project Team responded to them as follows:

- What are the reasons for revision of “a sub-group” to “a small working group”? (Director of CDC)
--- > Since “a sub-group” is usually used as a formal established one and not for single project but for wider policy, such as health, legal protection, etc, it was judged more appropriate to use “a small working group” for this case.
- What are roles/responsibilities of MOWA? (Director of CDC)
--- > MOWA functions as a coordinating agency for the line ministries, especially for activities relating to Output1. PDWA (Provincial Department of Women’s Affairs) also has function of coordination among the provincial level departments.
- What are demarcations/responsibilities of three departments of MOWA? (Director of Gender Equality Department, MOWA)
--- > Department of Statistics and Planning has coordination function and be responsible for issues relating to gender statistics. Department of Gender Equality will reflect the experiences from fields’ activities into policy at the national level and coordinate with GMAGs (Gender Mainstreaming Action Groups). Department of Economic Development will contribute to implementation of the pilot project in Kampong Cham Province.
- Could JICA (PGM2) provide supports for updating GMAP (Gender Mainstreaming Action Plan) of Ministry of Commerce? (Deputy Director of MOC)
--- > JICA Project Team suggested to support GMAP update after consolidating the experiences of the pilot project. H.E. Minister of MOWA expressed her strong wish to update it within this or next year. Having recognized the significance of GMAP, both sides agreed that the issue would be further discussed.

As a result of above discussions, the revised PDM as well as the outline of PGM2 Inception Report were approved by the JCC members.

6. Presentation on the project activities

Ms. Yamaguchi presented the project activities up to February and from April 2011.

7. Conclusion

Mr. Kobayashi addressed significance of ownership of MOWA and concerned parties and requested financial and in-kind contributions from the line ministries for implementation of the pilot project.

H.E. Minister closed the JCC Meeting by emphasizing the importance of cooperation of the line ministries towards implementation of the PGM2.

List of Appendixes

Appendix 1: List of Participants

Appendix 2: Agenda of the JCC Meeting

Appendix 3: JCC Members

Appendix 4: PDM Revision Brief and Revised PDM

MINUTES OF MEETING
ON
THE SECOND JOINT COORDINATING COMMITTEE
FOR
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

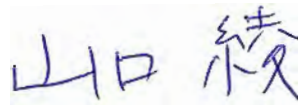
The Second Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming Phase 2 (the Project) was held on 8th September, 2011 to discuss and reach a consensus on the pilot project framework in Kampong Cham Province, and share the Project activities up to September 2011 and its future activities up to March 2012.

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

Phnom Penh, 8th September 2011



H.E. Chan Sorey
Secretary of State,
Ministry of Women's Affairs
The Royal Government of Cambodia



Ms. Aya Yamaguchi
Team Leader
Project on Gender Mainstreaming Phase2
(PGM2)

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

1. Welcome Remarks

Mr. Yukiharu Kobayashi, Senior Representative of JICA Cambodia Office expressed gratitude to MOWA and the six partner line ministries at the national to sub-national level and Kampong Cham province for continuous cooperation and assistance extended to JICA. He emphasized JICA would provide technical support to the Government to improve staff capacity and achieve long-term institutional development. He also stated his expectation that the impacts of the Project would contribute to Neary Ratanak 3 as well as CMDG3 "To promote Gender Equality and Empower Women." He concluded his speech with remarks that under the leadership of H.E. Dr. Ing Kantha Phavi, Minister of MOWA, the collaboration among the concerned parties from the Ministries level to Kampong Cham province level is important for successful implementation of the Project.

2. Opening Remarks

H.E. Dr. Ing Kantha Phavi, Minister of MOWA made the opening remarks by expressing her gratitude to Japanese government for the continuing support of the Project financially and technically, followed by Phase I project which gave a remarkable result and established a method of Gender Mainstreaming. Based on the experience of Phase I, the Project will have more ideas how to successfully implement the Project. Minister explained the main agenda of this meeting as follows:

- To consider and review the Project activities from April to September 2011.
- To make consensus on the framework of pilot projects to be implemented in Kampong Cham Province.
- To obtain comments and suggestions to the Project activities from the JCC members.

Minister ended her remarks by emphasizing that MOWA took a facilitating role in this Project and support from all concerned parties, including six line ministries and provincial departments was important to implement the Project.

3. Progress of the Project

H.E. Chan Sorey, Secretary of State, MOWA explained the progress of the Project activities from April to September, 2011 (refer to Appendix 3).

4. Pilot Project Framework

Ms. Khong Sun Eng, Vice-governor, Kampong Cham Province explained the framework of two pilot projects on agriculture production and agro-processing (refer to Appendix 4).

5. Future Activities

Ms. Chhoy Kim Sor, Director of Department of Planning and Statistics, MOWA presented the Project activities up to March 2012 (refer to Appendix 5).

H.E. Dr. Ing Kantha Phavi, Minister of MOWA added some comments as follows:

- Some small working groups such as gender based violence and land issues are established under the TWGG. Small working group on women's economic empowerment will be established to discuss on the detailed and technical issues.
- Gender statistics leaflet must be updated because it is useful for Cambodian side and development partners to understand the gender situation in Cambodia.
- Updating GMAP of MOC and MRD will be supported by the Project. The support for MIME needs to be consulted with the Project.
- MOWA and all concerned parties should share information with and learn from a short-term expert from Government of Japan, especially on how the working women deal with their tasks outside and inside the home.

Questions/clarifications/comments raised by some JCC members and representatives regarding the presentations above, and responses are as follows:

- Why the project selected only Prey Chhor district as a pilot project site? (Minister, MOWA and Under-secretary of State of MOC)
 - > The Project identified 2 districts as proposed target district: Prey Chhor and Tboung Kmun. We agreed to select only Prey Chhor at the 3rd PPCC meeting with several conditions. (Secretary of State, MOWA)
 - > People in Tboung Kmun district have two jobs, while those in Prey Chhor district have only one job. We would like to improve women's economy in Prey Chhor district. (Vice-governor, Kampong Cham)
 - > Tboung Kmun district is more developed than Prey Chhor district. (Director, MLVT)
- In order for women to have negotiation power, community organization will be necessary. (Under-secretary of State of MOC)
- MOC established system to provide market information through cell phone two years ago. MOC provided training for using code numbers required to access the information. PDOC can help for this project in this field. (Under-secretary of State of MOC)
 - > Better system should be set up for low educated women. (Minister, MOWA)
- MOC appreciates support of the Project and is ready for discussion with the Project for updating GMAP. (Under-secretary of State of MOC)
- MIME has conducted workshop to review GMAP and updated statistics for updating GMAP. MIME would like to request the Project to provide support to

publish updated GMAP. (Under-secretary of State of MIME)

... > It is necessary for the Project to consider further. (Minister, MOWA)

- Quantitative indicators are needed to measure if the Project attains the goal of women's economic empowerment. (Director, MLVT)
- The project should develop monitoring indicators which will be baseline indicators to measure the expected outputs in the 2nd and 3rd year project. (Minister, MOWA)

6. At the end of the meeting, The JCC members approved the pilot project framework and starting its implementation from October 2011.

7. Conclusion

Mr. Kobayashi expressed gratitude to the good progress of the Project and addressed the significance of support from MOWA and the concerned parties to make the pilot project implement successfully.

H.E. Minister closed the meeting by expressing her gratitude of continuous support from JICA and Government of Japan since phase 1 project, and emphasizing the importance of cooperation among MOWA, the six line ministries and provincial departments toward the success of pilot project for women's economic empowerment, which is the cornerstone for promotion of gender equality.

List of Appendices

Appendix 1: Participant List

Appendix 2: Agenda of the 2nd JCC Meeting

Appendix 3: Progress of the Project Activities-April to September, 2011-

Appendix 4: Pilot Project Framework

Appendix 5: Project Activities up to March 2012

MINUTES OF MEETING
ON
THE THIRD JOINT COORDINATING COMMITTEE
FOR
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

The Third Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming Phase 2 (the Project) was held on 26th July, 2012 to share the 2nd year Project activities from April 2011 up to April 2012 and discuss and reach a consensus on its 3rd year activity plan from May 2012 to September 2013.

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

Phnom Penh, 27th July, 2012



H.E. Chan Sorey
Secretary of State,
Ministry of Women's Affairs
The Royal Government of Cambodia



Ms. Aya Yamaguchi
Team Leader
Project on Gender Mainstreaming Phase2
(PGM2)

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

1. Welcome Remarks

Mr. Hitoshi Hirata, Senior Representative of JICA Cambodia Office expressed gratitude to MOWA and the six partner line ministries at the national to sub-national level and Kampong Cham province for continuous cooperation and assistance extended to JICA. He emphasized JICA had supported MOWA to develop and implement gender-responsive policies and programs since 2003. He also stated his expectation that the impacts of the Project would contribute to Neary Ratanak 3 as well as Cambodian Millennium Development Goal 3 “To promote Gender Equality and Empower Women.” He concluded his speech with remarks that under the leadership of H.E. Dr. Ing Kantha Phavi, Minister of MOWA, the collaboration among the concerned parties from the Ministries level to Kampong Cham province level was important for successful implementation of the Project.

2. Opening Remarks

H.E. Dr. Ing Kantha Phavi, Minister of MOWA made the opening remarks by expressing her gratitude to the partners both at the national and sub-national levels for their contribution to successful implementation of the 2nd year activity of the Project. H.E. Minister explained the main agenda of this meeting as follows:

- To share and evaluate the result of the 2nd year activity of the Project; and
- To share its 3rd year activity plan to get approval from the JCC members.

H.E. Minister emphasized that MOWA played a coordinating and facilitating role in this Project, and cooperation and active participation from all concerned parties, including the six partner line ministries and their provincial departments were essential for success of the Project.

H.E. Minister ended her remarks by expressing her gratitude to Government of Japan and JICA for their support to MOWA as well as Royal Government of Cambodia.

3. Progress of the Project

H.E. Chan Sorey, Secretary of State, MOWA explained the progress of the Project activities from April 2011 up to April 2012 (refer to Appendix 3).

4. Progress of Pilot Projects

H.E. Khong Sun Eng, Deputy Governor, Kampong Cham Province explained the progress of two pilot projects on agricultural production and agro-processing from August 2011 up to April 2012 (refer to Appendix 4).

5. 3rd Year Project Activities

Ms. Chhoy Kim Sor, Advisor to MOWA presented the 3rd year activity plan of the Project from May 2012 to September 2013 (refer to Appendix 5).

6. Question and Answer

Questions/clarifications/comments raised by the JCC members regarding the presentations above, and responses are as follows:

- As for business skill training of the agro-processing pilot project, will three provincial departments of Provincial Department of Rural Development (PDRD), Provincial Department of Commerce (PDOC) and Provincial Department of Labor and Vocational Training (PDLVT) develop combined training curriculum or will two departments observe training to be conducted by one department? (Director of Economic Development Department, MOWA)

--- > The training will consist of three sessions, which will be conducted by these three provincial departments, respectively. This arrangement is for saving time for participants, especially for women. (H.E. Deputy Governor, Kampong Cham)

- Will the changes in relationship between wife and husband be sustainable even after the Project period? (H.E. Minister, MOWA)

--- > It will be sustainable. Husband now understands that wife can generate additional income through chicken raising activity. The pilot project also focuses on capacity development of women through gender training, such as on negotiation with their husband and family. (H.E. Deputy Governor, Kampong Cham)

--- > Purpose of the pilot project is women's economic empowerment. The result of assessment shows remarkable changes in relationship between wife and husband. This is because women are involved in chicken raising activity. I cannot say for sure that this change is sustainable, but hope it will be. (Director, PDOC)

--- > Through our study tour, participants learnt that women could engage in chicken raising activity and generate income through it. Now women engage in all part of chicken raising activity, both wife and husband help each other in chicken raising, and chicken raising technique has diffused to non-target group. I believe some changes will be sustainable, but sustainability also depends on market stability. (Deputy Director, Provincial Department of Agriculture)

- I am impressed to know that positive changes have been observed through pilot project implementation. I would like to study to what extent the experience of the pilot projects is applicable to other projects. I understand coordination among many provincial departments is not easy. What is the secret of successful coordination in this project? (Senior Representative, JICA Cambodia Office)

--- > Active participation of the seven provincial departments and mutual understanding and assistance among them are the keys for successful coordination. (H.E. Deputy

Governor, Kampong Cham)

7. At the end of the meeting, the JCC members approved the 3rd year activity plan of the Project.

8. Conclusion

H.E. Minister closed the meeting by expressing her gratitude of continuous support from JICA, Government of Japan and the JICA expert team, appreciating support from H.E. Deputy Governor of Kampong Cham, and emphasizing the importance of coordination among MOWA, the six partner line ministries and their provincial departments toward success of the pilot projects for women's economic empowerment, which enables women to address various issues both in family and in society.

List of Appendices

Appendix 1: Participant List

Appendix 2: Agenda of the 3rd JCC Meeting

Appendix 3: Progress of the Project Activities -April 2011 to April 2012-

Appendix 4: Progress of the Pilot Projects in Kampong Cham Province
-August 2011 to April 2012-

Appendix 5: Project Activities for its 3rd Year - May 2012 to September 2013-

MINUTES OF MEETING
ON
THE FOURTH JOINT COORDINATING COMMITTEE
OF
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

The Fourth Joint Coordinating Committee (hereinafter referred to as “JCC”) of the Project on Gender Mainstreaming Phase 2 (hereinafter referred to as “the Project”) was held on 14 February 2013 to share the results of the Joint Mid-term Review on the Project conducted by the Cambodian mid-term review team headed by H.E. Dr. ING Kantha Phavi and the JICA mid-term review team headed by Ms. Yumiko TANAKA, and reach a consensus on the direction of the Project for the 2nd half of the project period.

As a result of the discussions, Ministry of Women’s Affairs (hereinafter referred to as “MOWA”) and Japan International Cooperation Agency (hereinafter referred to as “JICA”) / JICA Project Team agreed upon the matters referred to in the document attached hereto.

Phnom Penh, 14 February 2013



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

井崎 宏

Mr. Hiroshi IZAKI
Chief Representative
Japan International Cooperation Agency
Cambodia Office

MINUTES OF MEETING
ON
THE FOURTH JOINT COORDINATING COMMITTEE
OF
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

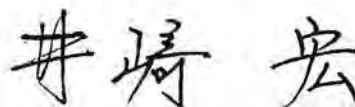
The Fourth Joint Coordinating Committee (hereinafter referred to as “JCC”) of the Project on Gender Mainstreaming Phase 2 (hereinafter referred to as “the Project”) was held on 14 February 2013 to share the results of the Joint Mid-term Review on the Project conducted by the Cambodian mid-term review team headed by H.E. Dr. ING Kantha Phavi and the JICA mid-term review team headed by Ms. Yumiko TANAKA, and reach a consensus on the direction of the Project for the 2nd half of the project period.

As a result of the discussions, Ministry of Women’s Affairs (hereinafter referred to as “MOWA”) and Japan International Cooperation Agency (hereinafter referred to as “JICA”) / JICA Project Team agreed upon the matters referred to in the document attached hereto.

Phnom Penh, 14 February 2013



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



Mr. Hiroshi IZAKI
Chief Representative
Japan International Cooperation Agency
Cambodia Office

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

1. Welcome Remarks

Mr. Hiroshi Izaki, Chief Representative of JICA Cambodia Office expressed gratitude to MOWA and the six partner line ministries at the national and sub-national levels and Kampong Cham province for continuous cooperation and assistance extended to JICA. He mentioned that the summary results of the Joint Mid-term Review would be shared and the revision of Project Design Matrix (PDM) would be discussed to reach consensus at the JCC meeting.

He concluded his speech with remarks that under the leadership of H.E. Dr. Ing Kantha Phavi, Minister of MOWA, the collaboration among the concerned parties from the ministerial level to Kampong Cham provincial level was important for the successful implementation of the project activities.

2. Opening Remarks

H.E. Dr. Ing Kantha Phavi, Minister of MOWA made the opening remarks by expressing her gratitude to the partners both at the national and sub-national levels for their contribution to the successful implementation of the project activities. H.E. Minister explained the main purposes of this meeting as follows:

- To share the results of Joint Mid-term Review on the Project; and
- To agree on the direction of the Project for the 2nd half of the Project period.

H.E. Minister also explained a series of project activities conducted, such as PGM workshops for pilot project planning, implementation and monitoring, development and distribution of gender statistics leaflet/booklet at the national and sub-national levels, provision of support to Gender Mainstreaming Action Groups (GMAGs) of Ministry of Commerce (MOC) and Ministry of Rural Development (MRD) for updating their Gender Mainstreaming Action Plans (GMAPs), and organization of counterpart training in Japan. In addition, she mentioned that the Project would take initiative in establishing Technical Working Group on Gender (TWGG) sub-group on women's economic empowerment and updating PGM Method, which had been developed in the phase 1 of the Project and based on which the Project have been conducting activities. She emphasized the necessity to scale up the Pilot Project experiences to other provinces in Cambodia as well as other countries to create bigger impact.

H.E. Minister ended her remarks by welcoming Mr. Hiroshi Izaki, new Chief Representative of JICA Cambodia Office and expressing her gratitude to Government of Japan and JICA for their support to MOWA as well as Royal Government of Cambodia.

3. Report of the Progress of the Project

H.E. Chan Sorey, Secretary of State, MOWA reported the progress of the Project since its

inception (refer to Appendix 3).

4. Introduction of the Joint Mid-term Review on the Project

Ms. Yumiko Tanaka, Leader of the JICA mid-term review team, explained the outline of the Joint Mid-term Review on the Project, including introduction of the team members, the interviewees and the schedule.

5. Report of the Joint Mid-term Review on the Project

Ms. Mariko Homma, a member in charge of Evaluation Analysis of the JICA mid-term review team and Ms. Yumiko Tanaka presented the summary results of the Joint Mid-term Review on the Project (refer to Appendix 4 and Appendix 5).

6. Suggestion on PDM1 Revision

Ms. Yumiko Tanaka suggested revising PDM1 (refer to Appendix 6) to PDM2 (refer to Appendix 7) as follows:

- PDM2 set the new indicators of Project Purpose to measure the achievement of Project Purpose appropriately;
- PDM2 combined the similar Output indicators of PDM1 together and made description more explicit;
- PDM2 added some new activities according to the new indicators of Project Purpose;
- PDM2 revised the Overall Goal indicator of PDM1 according to the new indicators of Project Purpose; and
- PDM2 set only one Pilot Project area as Kampong Cham Province.

7. Question and Answer

Questions/clarifications/comments raised by the JCC members regarding the presentations above and responses are as follows:

- TWGG Sub-group on women's economic empowerment should involve Ministry of Economic and Finance (MEF), Ministry of Agriculture, Forestry, and Fishery, MOC and MRD. (H.E. Secretary of State, Ministry of Labor and Vocational Training (MLVT))
--- > Involvement of MLVT in the Sub-group is also necessary. To ensure the sustainability of the future activities of the Sub-group by the national budget, MEF is a key for the Sub-group. (H.E. Minister, MOWA)
- I agree with all the recommendations raised by the Joint Mid-term Review Team, which are keys to success of the Project. MOWA's policy and Neary Rattanak III are the base in formulating and implementing the pilot project's action plan and indicators. Some of the pilot project activities are included in the Three-year Rolling Investment Program of Kampong Cham. Local authority and target people are happy to have the pilot project

because it helps them to increase their income and reduces migration. Agricultural technique training provided to the target people by the Project enables them to enhance agriculture production, and also reduce production cost. Officers of MOWA frequently participate in the pilot project activities to advise and monitor the progress of the activities. The pilot project is a big pride of Kampong Cham. (H.E. Deputy Governor, KPC)

- As the Joint Mid-term Review results mention, participation of local authority is very important for smooth implementation of activities. Cooperation among the provincial departments concerned is also a key of success. Collaboration with Women's and Children's Consultative Committee (WCCC) at all the levels is necessary, too. Moreover, we can work with Ministry of Interior (MOI) to share experience and lessons learned from the Project at Decentralization and Deconcentration (D&D) workshops and meetings. (H.E. Minister, MOWA)
- The Joint Mid-term Review Team recommends revising PDM1 to PDM2. PDM1 mentions that the Project will extend pilot project area to other province(s), but the team suggests focusing on Kampong Cham Province as pilot project area to collect good practice and lessons learned to make a model. We need to consider how to scale up the model. The model can be adopted and duplicated not only in other provinces but also in other countries. To cooperate with MEF on gender budgeting framework is also one of the team's recommendations. We can implement gender-related activities under program-based budgeting, but it is difficult to do them through budget line of each ministry. I would like to request the JICA mid-term review team to meet MEF to explain gender budgeting in Japan. (H.E. Minister, MOWA)
--- > MEF had 6 national programs including gender program in the past, but now they mainstream gender into the 5 national programs. Commune Council is recommended to implement the 5 programs with gender perspective. However, it is not clear for Commune Council how to use the budget for gender-related activities. (H.E. Deputy Governor, Kampong Cham)
- Based on the experience working with MOI on the 6 national programs in the D&D framework, it was difficult to allocate budget on gender-related activity alone. Gender viewpoints need to be integrated into community work, investment, planning, and human resources. Since JICA implements the project on D&D with MOI, MOWA would like ask JICA and MOI to provide technical training both for national and sub-national levels on how to extract budget for gender mainstreaming from other sectors. (H.E. Minister, MOWA)

8. At the end of the meeting, the JCC members approved the results of the Joint Mid-term Review on the Project and revision of PDM of the Project. H.E. Minister of MOWA and

Leader of the JICA mid-term review team signed on the Minutes of Meetings between the JICA Mid-term Review Team and the Authorities Concerned of the Royal Government of Cambodia on the Japanese Technical Cooperation for the Project on Gender Mainstreaming (Phase II).

9. Conclusion

H.E. Minister of MOWA confirmed that it was necessary for the Project to implement the Pilot Project activities concentrating in Kampong Cham Province to establish a model in the latter half of the Project period which could be duplicated in other parts of Cambodia as well as outside of Cambodia, and then closed the meeting by expressing her gratitude of active participation and great contribution of the concerned parties for the significant results of the Project.

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Appendix 1: Participant List

Appendix 2: Agenda of the 4th JCC Meeting

Appendix 3: Overview of the Project Progress - September 2010-December 2012

Appendix 4: Joint Mid-term Review of PGM2

Appendix 5: Recommendations and Lessons Learned

Appendix 6: Project Design Matrix Ver.2 (PDM1)

Appendix 7: Project Design Matrix Ver.2 (PDM2)

MINUTES OF MEETING
ON
THE FIFTH JOINT COORDINATING COMMITTEE
FOR
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

The Fifth Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming Phase 2 (the Project) was held on 9 January 2014 to share the 3rd year Project activities from May 2012 up to September 2013 and discuss and reach a consensus on its 4th year activity plan from October 2013 to September 2014.

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

Phnom Penh, 9 January 2014



H.E. Chan Sorey
Secretary of State,
Ministry of Women's Affairs
The Royal Government of Cambodia



Ms. Aya Yamaguchi
Team Leader
Project on Gender Mainstreaming Phase2
(PGM2)

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

1. Welcome Remarks

Mr. Hiroshi Takeuchi, Senior Representative of JICA Cambodia Office expressed gratitude to MOWA and all other parties concerned for continuous cooperation to implement the Project. He stated that the Project had been implemented for more than three years with good results of the pilot projects in Kampong Cham province and would put more focus on activities at the national level at the remaining period to achieve the project purpose upon its completion. He concluded his speech with remarks that with under the leadership of H.E. Dr. Ing Kantha Phavi, Minister of MOWA and with more active initiatives of MOWA counterparts, the Project can make a difference in the life of Cambodian women and their families.

2. Opening Remarks

H.E. Chan Sorey, Secretary of State, MOWA made the opening remarks by expressing her gratitude to the participants both at the national and sub-national levels and welcoming new JCC members. She explained the main agenda of this meeting as follows:

- To share the result of the 3rd year activity of the Project; and
- To share its 4th year activity plan to get approval from the JCC members.

She briefed progress of the Project activities conducted in the 3rd year and stated that the Project would conduct a series of activities in its 4th year considering the twelve recommendations raised in February 2013 by the MOWA and JICA joint mid-term review team of the Project.

She ended her remarks by expressing her gratitude to Government of Japan, JICA and representatives from ministries for their support and cooperation to MOWA and announcing official opening of the meeting.

3. Progress of the Project

Ms. Chhoy Kim Sor, Advisor of MOWA explained the progress of the Project activities from May 2012 up to September 2013 (refer to Appendix 3).

4. Progress of the Pilot Projects

H.E. Khong Sun Eng, Deputy Governor, Kampong Cham Province explained the progress of two pilot projects on agricultural production and agro-processing from June 2012 up to August 2013 (refer to Appendix 4).

5. 4th Year Project Activities

H.E. Chan Sorey, Secretary of State, MOWA presented the 4th year activity plan of the Project from October 2013 to September 2014, together with the Plan of Operation (PO) (refer to

Appendix 5).

6. Question and Answer

H.E. Dr. Ing Kantha Phavi, Minister of MOWA facilitated question and answer session. Questions/suggestions/comments raised by the participants regarding the presentations above, and responses are as follows:

- Through the presentation, we know that all the pilot project activities will be ended by August 2014. Not only agro-processing pilot project target people, but also those of agricultural production pilot project should participate in the trade fair to be held in December 2014. (GMAG member, Ministry of Commerce)
 - > As recommended by the joint mid-term review team, the Project will finish all the pilot project activities by August 2014. After that, the Project will conduct evaluation of the activities. We appreciate if the target people present their products in the next trade fair by themselves. This can be a sign of sustainability. (Team Leader, PGM2)
 - > Sustainability is important. Activities after the Project finishes are expected to be handled by Cambodian side. I am very impressed with the presentation by H.E. Deputy Provincial Governor of Kampong Cham. Due to increase of household income, husbands have come to support wife and more surprisingly DV cases have decreased. Income generating activity is important for women. (Senior Representative, JICA Cambodia Office)
- I agree with the 4th year activity plan. But the Project needs to encourage more farmers to participate in the pilot project activities. Many farmers participated in trainings at first, but the number became gradually less. Moreover, they were less motivated after the trainings. The Ministry of Labor and Vocational Training promotes entrepreneurship of training participants by providing fund to them to start up business. Therefore, I would like to ask the Project to think about ways to motivate target people to start business after the pilot projects finish. (GMAG member, Ministry of Labor and Vocational Training)
 - > The Provincial Department of Rural Development provides micro-credit in the province, but not in all districts/communes/villages. One NGO supports farmers in providing micro-credit for raising chickens in one of the agricultural production pilot project target villages. (H.E. Deputy Governor, Kampong Cham)
 - > We need to think about sustainability. For sustaining economic activity of poor people, such supports as provision of capital and assistance in-kind are necessary. (H.E. Minister, MOWA)
 - > In addition to the presentation made by H.E. Deputy Governor of Kampong Cham province, I would like to add the following three points: 1) PGM2 raised awareness and understanding of husbands; 2) all target group received benefit from the pilot projects in terms of income and skills/knowledge; and 3) monitoring activity observed sustainability

of target people's business due to acquired skills/knowledge. (Director, Provincial Department of Planning)

- It is clear that the pilot projects have sustainability. Target families have increased their income. Husband and wife share workload. It helps to decrease DV and support their children's schooling. We see the positive results of pilot projects. Decrease of training participants is an issue, but they can maintain skills/knowledge. Even the pilot project activities finish in August 2014, we can continue the activities with the national budget. We can select model farmers among the target people to demonstrate their skills/knowledge and benefit to other farmers so that they can be motivated to start activity. Provision of micro-credit with low interest rate or equipment will motivate others to use skills/knowledge of the pilot projects. We hope that each ministry will integrate experience and lessons learned of the pilot projects into its main activity. Purpose of the Project is to replicate its results to whole Cambodia and other countries. (H.E. Minister, MOWA)
7. At the end of the meeting, the JCC members approved the 4th year activity plan of the Project together with the PO.

8. Conclusion

H.E. Dr. Ing Kantha Phavi, Minister of MOWA emphasized that progress of the Project was significant as evaluated by the joint mid-term review, and respective ministry was expected to implement similar activity in bigger scale in cooperation with MOWA and JICA, based on success of the Project. H.E. Minister closed the meeting by expressing her gratitude of continuous support from JICA, Government of Japan and the JICA expert team, appreciating support from H.E. Deputy Governors of Kampong Cham, and emphasizing the importance of coordination among MOWA, the six partner line ministries and their provincial departments toward success of the Project.

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Appendix 1: Participant List

Appendix 2: Agenda of the 5th JCC Meeting

Appendix 3: Progress of Project Activities -May 2012 - September 2013-

Appendix 4: Progress of the Pilot Projects in Kampong Cham Province

-June 2012 - August 2013-

Appendix 5: Project Activities for 4th Year - October 2013 to September 2014-

MINUTES OF MEETINGS
ON
THE SIXTH JOINT COORDINATING COMMITTEE
OF
THE PROJECT ON GENDER MAINSTREAMING PHASE 2 (PGM 2)

The Sixth Joint Coordinating Committee of the Project on Gender Mainstreaming Phase 2 (hereinafter referred to as “the Project”) was held on 17 February 2015 to share the results of the Joint Terminal Evaluation of the Project conducted by the Cambodian team headed by H.E. Chan Sorey and the Japan International Cooperation Agency (hereinafter referred to as “JICA”) team headed by Ms. Chisa Hara, and reached a consensus on the results.

As a result of the discussions, the Ministry of Women’s Affairs and JICA/JICA Project Team agreed upon the matters referred to in the document attached hereto.

Phnom Penh, 17 February 2015



H.E. Chan Sorey
Secretary of State
Ministry of Women’s Affairs
The Royal Government of Cambodia



Ms. Aya Yamaguchi
Team Leader
Project on Gender Mainstreaming Phase 2
(PGM2)

With participation of the members of the Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming Phase 2 (PGM2) and the representatives from concerned parties as observers (Refer to Appendix 1), the sixth JCC meeting was proceeded as follows (Refer to Appendix 2):

1. Welcome Remarks

Mr. Takeharu Kojima, Senior Representative of the Japan International Cooperation Agency (JICA) Cambodia Office expressed his gratitude to all the participants for continuous cooperation and assistance extended to JICA and PGM2.

He introduced the outputs made by PGM2 at the national and sub-national levels such as capacity development of the project counterparts and socio-economic changes of the target families in Kampong Cham province. He stressed that these outputs were the core elements to achieve the project purpose.

He concluded his speech with remarks that under the leadership of H.E. Dr. Ing Kantha Phavi, Minister of the Ministry of Women's Affairs (MOWA), and with ability and motivation of all the stakeholders, we can make a difference in the life of Cambodian women and their families.

2. Opening Remarks

H.E. Dr. Ing Kantha Phavi, Minister of MOWA started the opening remarks by expressing her gratitude to the Government of Japan and JICA for its long-term technical and financial support to MOWA, and the partner line ministries both at the national and sub-national levels for their active participation in and contribution to the PGM2 activities.

H.E. Minister explained a series of the activities which PGM2 has successfully conducted in cooperation with the partner line ministries both at the national and sub-national levels, particularly those of the pilot projects implemented in Kampong Cham province, which created the positive impacts on the target women farmers.

H.E. Minister also mentioned a possibility of further support from JICA to MOWA after the termination of PGM2, and stressed that the Cambodian side needs to fulfill the following five criteria of JICA for their consideration of further support: 1) relevance; 2) effectiveness; 3) efficiency; 4) impact; 5) sustainability.

H.E. Minister ended her remarks by welcoming Mr. Takeharu Kojima, new Senior Representative of JICA Cambodia Office, requesting further cooperation and support from the partner line ministries at the national and sub-national levels, and expressing again her gratitude to Government of Japan and JICA for their support to MOWA as well as the Royal Government of Cambodia.

3. Report of the Progress of the Project

H.E. Chan Sorey, Secretary of State of MOWA reported the progress of PGM2 since its inception (Refer to Appendix 3).

4. Introduction of the Joint Terminal Evaluation of PGM2

Ms. Chisa Hara, Leader of the JICA team, explained the linkages between the JICA's strategies and actions for gender equality and women's empowerment and the outputs of PGM2. Then she introduced the members of the Joint Terminal Evaluation team and the process of the evaluation (Refer to Appendix 4).

5. Report of the Joint Terminal Evaluation of PGM2

On behalf of the Joint Terminal Evaluation team, Ms. Te Vouchlim, Director of Planning and Statistics Department of MOWA from the Cambodian team, and Ms. Mariko Homma, Evaluation Analysis and Dr. Yumiko Tanaka, Gender Analysis from the JICA team presented the summary results of the Joint Terminal Evaluation of PGM2 (Refer to Appendix 5).

6. Comments from the Participants

Comments made by the participants after the presentations above are as follows:

- PGM2 supported the Ministry of Commerce (MOC) in updating the Gender Mainstreaming Action Plan, which MOC is now implementing, and developing capacity of MOC staff both at the national and sub-national levels through the training in Japan. In addition, PGM2 contributed not only to increase income of the target farmers, but also to develop their capacity. It would be appreciated if JICA could expand the activities to other provinces in the next phase of PGM2. (H.E. Secretary of State, MOC) ;
- PGM2 created many positive impacts on the target farmers in Kampong Cham province. Even farmers in non-target sites could get benefits from PGM2 through skills and techniques diffused. PGM2 has empowered women who had not been empowered. I appreciate if PGM2 continues the activities and expands to other 10 districts in Kampong Cham province. (H.E. Deputy Governor, Kampong Cham province);
- Governor of Kampong Cham province also acknowledges PGM2. PGM2 successfully benefited farmers in Kampong Cham province. I would like to request MOWA and JICA to support capacity development of provincial departments and farmers in Tboung Khmun province. If it is realized, I would like to utilize my capacity and knowledge gained and developed through participation both in PGM1 and PGM2. (Deputy Governor, Tboung Khmun province/Former Director of Provincial Department of Women's Affairs (PDWA), Kampong Cham province);
- Through participation in PGM1 and PGM2, PDWA and partner provincial departments developed their capacity on gender mainstreaming. Governor of Kampong Cham province is also very supportive of the provincial departments. Some provincial departments have integrated a gender perspective into their plan. Farmers in Kampong Cham province benefited from PGM2. I really appreciate Japan and all the stakeholders of PGM2.

(Member of Provincial Council/Chair of Women and Children Consultative Committee,
Kampong Cham province)

7. Signing on the Minutes of Meetings

The JCC members approved the results of the Joint Terminal Evaluation of PGM2. H.E. Minister of MOWA and Leader of the JICA team signed on the Minutes of Meetings between the JICA Terminal Evaluation Team and the Authorities Concerned of the Royal Government of Cambodia on the Japanese Technical Cooperation for PGM2.

8. Closing

After reminding the participants that the approval on the MOWA's proposal of a new gender project has not yet been confirmed by the Government of Japan, H.E. Minister of MOWA stressed that a detailed plan of the new project should be developed in cooperation and coordination with MOWA and the partner line ministries. For this, H.E. Minister suggested that an internal meeting needs to be organized among the Cambodian side to discuss formula to be implemented in the next project, before starting further discussion with the Japanese side. Then, H.E. Minister closed the meeting by expressing her gratitude of active participation and great contribution of the concerned parties for the significant results of PGM2.

List of Appendices

Appendix 1: Participant List

Appendix 2: Agenda of the 6th JCC Meeting

Appendix 3: Presentation on Overview of the Project Progress - September 2010-December 2014

Appendix 4: Presentation on Introduction of Joint Terminal Evaluation of PGM2

Appendix 5: Presentation on Results of Joint Terminal Evaluation of PGM2

Plan of Operation

| | | Year 1 (2010) | | | | Year 2 (2011) | | | | Year 3 (2012) | | | | Year 4 (2013) | | | | Year 5 (2014) | | | | Year 6 (2015) | | | | |
|--|--------|---------------|----|-----|----|---------------|----|-----|----|---------------|----|-----|----|---------------|----|-----|----|---------------|----|-----|----|---------------|----|-----|----|--|
| | | I | II | III | IV | I | II | III | IV | I | II | III | IV | I | II | III | IV | I | II | III | IV | I | II | III | IV | |
| 3. Pilot Project at the sub-national level | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-1-1. GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site by utilizing the PGM Methods (market survey and baseline survey). | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-1-2. GMAG members and/or gender focal points of partner provincial departments at the sub-national level decide the target area and people of the Pilot Project, and develop plans consisting of a set of sub-pilot projects for women's economic empowerment. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-1. PDWA and PDOP collect information about progress of decentralization and deconcentration (D&D) reform, and propose cooperation with Provincial Council and revisions to the Pilot Project, if necessary. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-2. PDWA facilitates the formation and operation of Pilot Project Coordination Committee (PPCC) at the sub-national level. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-3. PPCC establishes pilot project implementation structure. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-4. Each partner provincial department implements sub-pilot project for women's economic empowerment in close collaboration with each other. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project for women's economic empowerment. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic empowerment and extract the experiences and findings. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/projects and projects based on the statistics and needs for women's economic empowerment at the sub-national level. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to GMAG at the national level for gender-responsive policies/projects and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level. | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mid-term Review | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| Terminal Evaluation | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |
| JCC | Plan | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Actual | | | | | | | | | | | | | | | | | | | | | | | | | |

(note)

I: Jan-Mar, II: Apr-Jun, III: Jul-Sep, IV: Oct-Dec

■ ■ ■ Plan
 ■■■■■ Actual

PDM (Final version)

Project Design Matrix Ver.2 (PDM2)

Project Title : Project on Gender Mainstreaming (Phase 2) **Duration :** 5 years

Project Area: Phnom Penh (Pilot Project area: Kampong Cham Province)

Target Group:

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

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

Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry, Mine and Energy (MIME), Ministry of Commerce (MOC),

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

Indirect Target – Women and men in the targeted area of Pilot Project

Version: PDM 2 Date: 14 February 2013

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|--|--|--|---|
| <p>Overall Goal Women's economic empowerment is enhanced through the gender-responsive policies and programs undertaken by line ministries concerned in Cambodia.</p> | <p>Gender-responsive policies/programs and plans are formulated and implemented at the national and sub-national levels with the effective system strengthened by the Project.</p> | <p>Developed gender-responsive policies/programs and plans</p> | |
| <p>Project Purpose Effective system for implementing women's economic empowerment activities by partner line ministries¹ becomes operational with coordination of MOWA through strengthening gender mainstreaming mechanism².</p> | <ul style="list-style-type: none"> ♦ The Guideline for Women's Economic Empowerment in Rural Areas is endorsed by TWGG. ♦ Action Plan(s) of the TWGG Sub-group on women's economic empowerment is formulated and/or updated reflecting the contents of the endorsed Guideline. | <ul style="list-style-type: none"> ♦ Endorsed Guideline ♦ Developed Action Plan(s) | |
| <p>Output 1. Function of MOWA (both at the national and sub-national levels³) to coordinate line ministries is strengthened to promote women's economic empowerment through the capacity development to promote gender mainstreaming.</p> | <p>1-1. MOWA both at the national and sub-national levels acquire full knowledge of PGM Method to facilitate workshops and meetings to discuss for women's economic empowerment.</p> <p>1-2. TWGG Sub-group on women's economic empowerment is established and becomes operational as information sharing and coordinating system among partner line ministries.</p> | <p>1-1-1. Workshop and meeting reports</p> <p>1-1-2. Result of profile survey to measure capacity development</p> <p>1-1-3. Evaluation sheet of the workshop participants</p> <p>1-2-1. MOWA's Decision on establishment of TWGG Sub-group</p> | <ul style="list-style-type: none"> ♦ Most of counterpart members of MOWA and PDWA are not changed. |

¹ "Partner Line Ministries" means six line ministries, MOP, MOC, MAFF, MIME, MRD and MLVT at present stage.

² Gender Mainstreaming Mechanism includes National Machinery, TWGG, GMAP, GMAG, Gender Focal Points, PGM Methods, etc. at both the national and sub-national levels.

³ Sub-national level refers to provincial, district and communal levels.

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|---|--|--|---|
| <p>2. Capacity and mechanism to promote women's economic empowerment through gender mainstreaming are strengthened in partner line ministries at the national level.</p> <p>3. Capacity and mechanisms to implement gender responsive activities for enhancing women's economic empowerment are strengthened at the sub-national level through implementation of the Pilot Project.</p> | <p>1-3. Gender statistics materials are published at the national and sub-national levels.</p> <p>1-4. PGM Method guideline are revised and published.</p> <p>1-5. The Guideline for Women's Economic Empowerment in Rural Areas is developed based on the experiences and findings of the Pilot Project.</p> <p>1-6. Diffusion and scaling up methodologies are developed.</p> <p>2-1. GMAG members of partner line ministries acquire full knowledge of PGM Method.</p> <p>2-2. GMAP of all the six partner line ministries in the area of women's economic empowerment are revised and published (in 2012 and/or 2014).</p> <p>2-3. Policies/programs and/or projects for women's economic empowerment are formulated by GMAG members reflecting the experiences and findings of the Pilot Project.</p> <p>3-1. GMAG members and/or gender focal points at the sub-national level acquire full knowledge of PGM Method.</p> <p>3-2. Gender-responsive and joint implementation and management structure of Pilot Project is established.</p> <p>3-3. Socio-economic situation of the participants of the Pilot Project is improved.</p> <p>3-4. Provincial policies/plans for women's economic empowerment are developed/revised by partner provincial departments.</p> | <p>1-2-2. Meeting materials and minutes of TWGG Sub-group</p> <p>1-3-1. Updated gender statistics leaflet</p> <p>1-3-2. Developed provincial gender statistics booklets</p> <p>1-4-1. Revised PGM Method guideline</p> <p>1-5-1. Developed Guideline</p> <p>1-6-1. Developed materials (DVD and Training Manuals)</p> <p>1-6-2. Workshop and/or seminar reports</p> <p>2-1-1. Result of profile survey to measure capacity development</p> <p>2-1-2. Evaluation sheet of the workshop participants</p> <p>2-2-1. Revised GMAP</p> <p>2-3-1. Developed policies/programs and/or projects</p> <p>3-1-1. Result of profile survey to measure capacity development</p> <p>3-1-2. Evaluation sheet of the workshop participants</p> <p>3-2-1. Minutes of PPCC meeting</p> <p>3-2-2. Monitoring and evaluation report of the Pilot Project</p> <p>3-3-1. Results of monitoring</p> | <ul style="list-style-type: none"> ◆ GMAG members at the national level cooperate and participate in the Project activities. ◆ Most of GMAG members at the national level are not changed. ◆ GMAG members and/or gender focal points at the sub-national level cooperate and participate in the Pilot Project activities. ◆ Most of GMAG members and/or gender focal points at the sub-national level |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|---|--|---|---|
| | 3-5. Recommendations for policies/programs and/or projects for women's economic empowerment are made by partner provincial departments to their line ministries at the national level. | and evaluation of the Pilot Project 3-4-1. Developed/revised provincial development plan or action plan of provincial departments 3-5-1. Proposed recommendations | are not changed. |
| <p>Activities</p> <p>1. (MOWA and PDWA)</p> <p>1-1-1. MOWA and PDWA organize workshops to GMAG members (both at the national and sub-national levels) of partner line ministries to share main purposes and approaches of the Project, including Pilot Project.</p> <p>1-1-2. MOWA and PDWA organize workshops and meetings for GMAG members (both at the national and sub-national levels) of partner line ministries to support gender-responsive policy analysis, research, planning, implementation, monitoring and evaluation by utilizing the PGM Methods, and coordinate all the activities regarding the Pilot Project.</p> <p>1-1-3. MOWA and PDWA organize workshops and meetings for GMAG members and gender focal points (at the sub-national level) of partner provincial departments in order to make recommendations for gender-responsive (national and sub-national) policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level.</p> <p>1-1-4. MOWA organizes workshops and meetings for GMAG members (at the national level) of partner line ministries to develop gender responsive policy/programs and recommendations to revise GMAP/annual plans by integrating statistics and needs for women's economic empowerment at the sub-national level.</p> <p>1-1-5. MOWA organizes workshops and meetings to support GMAG members (at the national level) of partner line ministries to get acknowledgement by their ministries on developed gender responsive policy/programs and recommendations to revise GMAP/annual plans.</p> <p>1-1-6. MOWA and PDWA organize seminar to spread the PGM Methods and its effects to PDWAs in all the provinces.</p> <p>1-2-1. TWGG meeting is organized by the TWGG secretariat in cooperation with JICA and UNDP.</p> <p>1-2-2. A small working group on women's economic empowerment is formed under the TWGG to share the information, experiences, findings and processes of projects for</p> | <p>Japanese Government:</p> <p>1. Long- term experts</p> <p>2. Short- term experts</p> <p>3. Seminars, Workshops and Trainings</p> <p>4. Equipment</p> | <p>Cambodian Government:</p> <p>1. Counterparts</p> <p>2. Office space and facilities</p> <p>3. Local Cost</p> | <p>Precondition:</p> <p>Partner line ministries (both at the national and sub-national level) cooperate and participate in the Project activities</p> |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|--|-----------------------------------|-----------------------|----------------------|
| <p>women's economic empowerment, including the Pilot Project.</p> <p>1-2-3. MOWA and the partner line ministries share the experiences and processes of the Pilot Project with the use of the PGM Methods with its members at the TWGG meeting.</p> <p>1-3-1 MOWA updates the gender statistics leaflet in cooperation with MOP.</p> <p>1-3-2. MOWA and MOP (both at the national and sub-national levels) develop provincial gender statistics booklet in the area of women's economic empowerment to be utilized for policies/programs and projects at the sub-national level.</p> <p>1-4. MOWA revises the PGM Methods operational guidelines /manuals based on the experiences of the Pilot Project and distribute them to people concerned.</p> <p>1-5. MOWA and PDWA compile all the procedures applied in the Pilot Project and findings from it, including case studies and documents, as a guideline.</p> <p>1-6-1. MOWA and PDWA develop materials for diffusion and scaling up the achievement of the Project.</p> <p>1-6-2. MOWA and PDWA organize seminar to share the outputs, experiences, findings and processes gained through the Pilot Project with all the provinces.</p> <p>2.(GMAG of Partner Line Ministries at the national level)</p> <p>2-1-1. GMAG members of partner line ministries at the national level support to all the activities regarding the Pilot Project in the sub-national level.</p> <p>2.1.2. MOWA and PDWA organize seminars to spread the PGM Methods and its effects to GMAG members who are not involved in the process of the Pilot Project.</p> <p>2-2. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop recommendations to revise GMAP/annual plans reflecting the statistics and needs for women's economic empowerment at the sub-national level.</p> <p>2-3. GMAG members of partner line ministries at the national level participate in workshops and meetings organized by MOWA to develop gender responsive policies/programs and/or projects reflecting the statistics and needs for women's economic empowerment in the sub-national level based on the experiences of the Pilot Project.</p> <p>3. (Pilot Project at the sub-national level)</p> <p>3-1-1. GMAG members and/or gender focal points of partner provincial departments at the sub-national level collect and analyze information on needs for women's economic empowerment in the Pilot Project site by utilizing the PGM Methods (market survey and baseline survey).</p> <p>3-1-2. GMAG members and/or gender focal points of partner provincial departments at the</p> | | | |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|--|-----------------------------------|-----------------------|----------------------|
| <p>sub-national level decide the target area and people of the Pilot Project, and develop plans consisting of a set of sub-pilot projects for women's economic empowerment.</p> <p>3-2-1 PDWA and PDOP collect information about progress of decentralization and deconcentration (D&D) reform, and propose cooperation with Provincial Council and revisions to the Pilot Project, if necessary.</p> <p>3-2-2. PDWA facilitates the formation and operation of Pilot Project Coordination Committee (PPCC) at the sub-national level.</p> <p>3-2-3. PPCC establishes pilot project implementation structure.</p> <p>3-2-4. Each partner provincial department implements sub-pilot project for women's economic empowerment in close collaboration with each other.</p> <p>3-2-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level conduct monitoring and evaluation of the Pilot Project for women's economic empowerment.</p> <p>3-2-6. GMAG members and/or gender focal points of partner provincial departments at the sub-national level exchange information about sub-pilot projects and cooperate for the implementation of sub-pilot projects through PPCC.</p> <p>3-3. MOWA, PDWA and PDOP analyze the results of monitoring and evaluation of the Pilot Project for women's economic empowerment and extract the experiences and findings.</p> <p>3-4. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to revise provincial development plans to implement gender-responsive policies/programs and projects based on the statistics and needs for women's economic empowerment at the sub-national level.</p> <p>3-5. GMAG members and/or gender focal points of partner provincial departments at the sub-national level participate in workshops and meetings organized by MOWA and PDWA to make recommendations to GMAG at the national level for gender-responsive policies/programs and/or projects based on the statistics and needs for women's economic empowerment at the sub-national level.</p> | | | |

List of Trainees who Visited Japan

List of Trainees who Visited Japan

| No | Name and Position | Responsibility in the Project | Title of Training | Type of Training | Duration | Venue |
|----|--|-------------------------------|--|---------------------------|-----------------------|------------|
| 1 | H.E. Chan Sorey Secretary of State, MOWA | Project Director | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 2 | Ms. Chhoy Kim Sor Advisor, MOWA | Project Manager | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 3 | Ms. Bunchhith Veasna Director of Economic Development Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 4 | H.E. Khong Sun Eng Deputy Governor, Kampong Cham Province | PPCC Chair | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 5 | Mr. Seang Peng Sreang Director, PDOC Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 6 | Mr. Cheng Heang Director, PDLVT Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | Oct 2 – Oct 8, 2011 | JICA Tokyo |
| 7 | Ms. Nith Sreya Chief Office of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Gender Mainstreaming Policies for Government Officers | Group Training | Jun 3 – Jul 5, 2012 | JICA KIC |
| 8 | Ms. Te Vouchlim Director of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 9 | Ms. Nhean Sochetra Director of Gender Equality Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 10 | Ms. Ourng Heng Deputy Secretary General, MAFF | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 11 | Ms. Leng Sokha Director, PDWA Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 12 | Mr. Suon Dy Director, PDIME Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 13 | Mr. Chea Poly Director, PDRD Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | Aug 20– Aug 29, 2012 | JICA Tokyo |
| 14 | Mr. Ham Siphath Officer of Economic Development Dept., MOWA | Day-to-Day Counterpart | Training Program for Young Leaders 2012 Cambodia: Economic Administration (Industrial Development and Promotion) | Country Specific Training | Sep 24 – Oct 11, 2012 | JICA KIC |
| 15 | Ms. Bun Sokhom Chief Office of Economic Development, PDWA Kampong Cham Province | Full-time Staff | Training Program for Young Leaders 2012 Cambodia: Economic Administration (Industrial Development and Promotion) | Country Specific Training | Sep 24 – Oct 11, 2012 | JICA KIC |

| No | Name and Position | Responsibility in the Project | Title of Training | Type of Training | Duration | Venue |
|----|---|-------------------------------|---|------------------------------|-----------------------------|---------------|
| 16 | Mr. Meas Chiwut Officer of Gender Equality Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 17 | Ms. Ouk Kosomakesey Officer of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 18 | Ms. Bun Narat Deputy Director of Intellectual Property Rights Dept., MOC | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 19 | Ms. Lach Saman Deputy Director of Administration Dept., MRD | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 20 | Mr. Ngy Simaneth Director of Planning, Statistics and Legislation Dept., MLVT | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 21 | Mr. Ek Vann Phann Nara Chief Office of Monitoring & Evaluation, PDOP Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 22 | Ms. Hor Lenghong Officer of Trade Promotion, PDOK Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 23 | Mr. Chheng Nareth Deputy Director, PDA Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 24 | Ms. Pan Phallin Chief Office of Administrative and General Affairs, PDRD Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 25 | Mr. Chhoeng Vichea Chief office of Vocational Training, PDLVT Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 26 | Ms. Pal Yeoun Director, PDWA Kampong Chhnang Province | PGM Method Workshop | Training on Gender Mainstreaming | Counterpart Training | May 26 – Jun 9, 2013 | JICA Tokyo |
| 27 | Mr. Tim Phyiary Deputy Director, Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Gender Mainstreaming Policies for Government Officers | Group Training | Jun 3 – Jul 5, 2013 | JICA KIC |
| 28 | Ms. Khim Sovanny Vice Chief Office Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Gender Mainstreaming Policies for Government Officers | Group Training | Jun 3 – Jul 5, 2013 | JICA KIC |
| 29 | Ms. Te Vouchlim Director of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Development Planning and Project Management for Cambodia and Laos | Third Country Training | Jun 10 – Jun 21, 2013 | NIPA |
| 30 | Ms. Nith Sreya Chief Office of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Development Planning and Project Management for Cambodia and Laos | Third Country Training | Jun 10 – Jun 21, 2013 | NIPA |

| No | Name and Position | Responsibility in the Project | Title of Training | Type of Training | Duration | Venue |
|----|--|-------------------------------|---|----------------------|-----------------------|------------|
| 31 | Ms. Chan Vanny Chief Office of Gender Equality Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 32 | Mr. Sok Chheng Vice-Chief Office of Economic Development Dept., MOWA | Day-to-Day Counterpart | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 33 | Mr. Pen Socheat Deputy Director of Census and Demographic Survey Dept., NIS/MOP | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 34 | Ms. Lim Vicheth Deputy Director of Bilateral Trade Dept., MOC | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 35 | Ms. Mak Boly Advisor, MIH | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 36 | Ms. Lay Viraboth Deputy Director of Rural Economic Development Dept., MRD | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 37 | Ms. Nong Kanika Deputy Director of TVET Dept., MLVT | GMAG Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 38 | H.E. Sy Vantha Deputy Governor, Kampong Cham Province | PPCC Chair | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 39 | Ms. Dok Narom Deputy Director, PDWA Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 40 | Mr. Kim Saveoun Director, PDA Kampong Cham Province | PPCC Member | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 41 | Mr. Mao Vanthan Vice Chief Office of Planning and Accounting, PDA Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 42 | Ms. Heang Phearath Officer of Admin Office, PDIH Kampong Cham Province | Full-time Staff | Training on Gender Mainstreaming | Counterpart Training | May 19 – May 31, 2014 | JICA Tokyo |
| 43 | Ms. Te Tevy Vice-Chief Office of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Gender Mainstreaming Policies for Government Officers | Group Training | May 21 – Jun 21, 2014 | JICA KIC |
| 44 | Ms. Chea Socheata Officer of Planning and Statistics Dept., MOWA | Day-to-Day Counterpart | Gender Mainstreaming Policies for Government Officers | Group Training | May 21 – Jun 21, 2014 | JICA KIC |
| 45 | Ms. Lay Phallin Officer of Economic Development Dept., MOWA | - | Gender Mainstreaming Policies for Government Officers | Group Training | June 9 – July 9, 2015 | JICA KIC |

Note: KIC: JICA Kyushu International Center, NIPA: National Institute of Public Administration, Kuala Lumpur, Malaysia,