



FINAL PROJECT REPORT

PROJECT TO SUPPORT THE LEADING THE WAY FOR GENDER EQUALITY PROGRAMME (PSLWGE) (MARCH 2017 – MARCH 2021)



*Youth from four partner universities in a discussion
to explore how to promote gender transformation within their university groups*

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Acronyms and Abbreviations

ACCESS	Australia-Cambodia Cooperation for Equitable Sustainable Services
CDC	Council for Development of Cambodia
CDF	Capacity Development Framework
CDRI	Cambodia Development Resource Institute
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CGA	Cambodia Gender Assessment
CNCW	Cambodia National Council for Women
CoM	Council of Ministers
CPWP	Committee for Participation of Women in Politics
CRDB	Cambodian Rehabilitation and Development Board
CSDGs	Cambodian Sustainable Development Goals
CSOs	Civil Society Organisations
D&D	Decentralization and De-concentration
DFAT	Australian Department of Foreign Affairs and Trade
DMC	Department of Media and Communication
DoWE	Department of Women and Education
DoGE	Department of Gender Equality
DoInf	Department of Information
DoP	Department of Planning
DPs	Development Partners
GAD/Net	Cambodian Gender and Development Network
GADC	Gender and Development for Cambodia
GDCC	Government-Development Partner Coordination Committee
GM	Gender Mainstreaming
GMAGs	Gender Mainstreaming Action Groups
GMAPs	Gender Mainstreaming Action Plans
GRB	Gender Responsive Budgeting
IEC	Information, Education and Communication
JICA	Japanese International Cooperation Agency
LMS	Line Ministries
MoCS	Ministry of Civil Service
MEF	Ministry of Economy and Finance
MER	M&E and Reporting
MINE	Ministry of Mines and Energy
MoC	Ministry of Commerce
MoCFA	Ministry of Culture and Fine Arts
MoEYS	Ministry of Education, Youth and Sport
MoInfo	Ministry of Information
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoLVT	Ministry of Labour and Vocational Training
MoND	Ministry of National Defense
MoP	Ministry of Planning
MoU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
M&E	Monitoring and Evaluation
MT	Management Teams
MTE	Mid-Term Evaluation
NAPVAW	National Action Plan to Prevent Violence Against Women 2019-2023

NASLA	National School of Local Administration
NCDD	National Committee on Sub-National Democratic Development
NGO- CEDAW	Cambodian NGO Committee on CEDAW
NGOs	Non-Government Organisations
NIM	National Implementation Modality
NRV	Neary Rattanak V – MoWA Five-Year Strategic Plan
ODA	Overseas Development Assistance
PBA	Programme-Based Approach
PFM	Public Financial Management
PBA	Programme-Based Approach
PSLWGE	Project to Support the Leading the Way for Gender Equality Programme
PDoWA	Provincial Department of Women’s Affairs
RBM	Results-Based Management
RECOFTC	The Center for People and Forests
RSA	Royal School of Administration
RUA	Royal University of Agriculture
RUPP	Royal University of Phnom Penh
RULE	Royal University of Law and Economics
SC	Steering Committee
PSCNCW	Permanent Secretariat General of Cambodian National Council for Women
Sida	Swedish International Development Cooperation Agency
TA	Technical Assistance
ToT	Training of Trainers
TVK	Television Khmer – National Television of Cambodia
TWG-G	Technical Working Group on Gender
TWGG-WLG	TWG-G Sub-Group on Women, Leadership, and Governance
UC	University of Cambodia
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
USAID	United States Agency for International Development
VAW	Violence Against Women
WMC	Women's Media Centre of Cambodia

Executive Summary

In 2016, the Ministry of Women’s Affairs (MoWA) formulated the *Leading the Way for Gender Equality* programme. The programme serves as a necessary means of support for the ultimate consolidation of institutional coordination (through a programme-based approach) for gender equality in Cambodia. The overall objective of the *Leading the Way for Gender Equality (LWGE)* programme is to develop an enabling environment for gender equality, women’s empowerment, and feminist leadership in Cambodia through enhanced capacities of the country’s gender machinery.

The United Nations Development Programme (UNDP) and the Government of Sweden, through the Embassy of Sweden, provided financial and technical support to MoWA to implement the LWGE programme through the *Project to Support Leading the Way for Gender*

Equality Programme (PSLWGE). This USD 2 million project, funded by UNDP and the Swedish International Development Cooperation Agency (Sida), aimed to provide long-term capacity development and advisory support to MoWA for achieving the national goals on gender equality and women's empowerment. To achieve this aim, it worked to strengthen the enabling environment and institutional architecture for formulating, implementing and monitoring national gender policies more effectively.

PSLWGE was implemented from March 2017 to December 2020 and was extended until 31 March 2021 due to implementation challenges during the COVID-19 pandemic. The project focused on three outcome areas:

- 1) More effective institutionalisation of gender policies across government, and more effective performance of gender machinery to lead gender equality mainstreaming with the inclusion of disadvantaged groups of women and girls;
- 2) Promotion of behavioural change in favour of gender equality among the public and young Cambodians; and
- 3) Increased number of and capacities of women in decision-making positions and strengthening of feminist leadership.

Key results

Over the past three years, with support from the project, the LWGE programme made significant or notable progress in terms of policy development, institutional capacity development, and strengthening of the monitoring and evaluation system for gender equality through the collaborative production of numerous tools, evidence-based research and analysis, guidelines, manuals and toolkits.

Policy Development

- A final draft of the National Policy on Gender Equality was developed through wider consultations with relevant ministries, institutions, civil society organisations (CSOs), the private sector, and development partners (DPs). Inputs and feedback were incorporated into the final draft version. The National Policy is expected to be submitted to the Council of Ministers early 2022 for review and approval.
- The Neary Rattanak V (NRV) – a Five Year Strategic Plan on Gender Equality (2019-2023) was published and disseminated in Khmer and English and is being used and referred to by MoWA departments and entities to develop their three-year operational work plan, 2021 annual work plan, and the monitoring and evaluation (M&E) framework/work plan. These strategic documents provide a comprehensive and useful summary of key gender issues and recommendations that can inform policymakers and implementers to promote gender equality effectively.
- The full eight chapters of the Cambodia Gender Assessment (CGA) were finalized in early 2021 and are undergoing review and proofreading before submission to MoWA's senior management for endorsement and publication. The CGA is expected to be finalized by the end of 2021. The analysis and recommendations from the draft CGA were used to inform the formulation of the National Policy as well as the Neary Ratanak V Strategy on Gender Equality.
- A National Guideline on Gender Mainstreaming was drafted by the Gender Equality Department (DoGE). It is expected to be finalized early 2022.
- In collaboration with the Council for Development of Cambodia (CDC)/Cambodian Rehabilitation and Development Board (CRDB), MoWA developed guidelines for a gender-responsive Official Development Assistance (ODA) database to be integrated

into the ODA system. As a result, the adjusted ODA system allows for the recording and generation of specific data on the investment of development assistance to improve gender equality (i.e., the amount of resources from ODA that have been allocated specifically to promote gender equality).

- A report on women in leadership was developed and disseminated by the MoWA Department of Gender Equality. The report provides overall lessons learned and recommendations in promoting women's representation in the civil service and decision-making to achieve the target outlined in the Cambodian Sustainable Development Goals (CSDGs).

Institutional Capacity Development

- A comprehensive Capacity Development Framework (CDF) was developed during the programme's inception stage with a strong focus on building the capacities of MoWA and pilot ministries. Advanced and diverse approaches to capacity building have been applied. These new approaches were appreciated by stakeholders and demonstrated a real desire to move away from lecture-style training. Three national consultants were recruited to support on-the-job capacity development in 2020. These consultants provided technical support, guidance and coaching to each of the selected pilot MoWA departments.
- Twenty MoWA officers were trained and coached to become master trainers and specialists on gender analysis, gender mainstreaming, and advocacy, and 30 MoWA departmental focal points were trained to become the M&E focal points for NRV strategy implementation.
- There is evidence of individual capacity development, especially within MoWA, and in the areas of gender equality in policy and programming, project management, finance and reporting. The CDF paid particular attention to the improvement in management practices and systems of the pilot MoWA departments. These departments were identified as enablers due to their interest in capacity development at all levels. MoWA also benefited from capacity development in financial management through the introduction and training on an accounting software system at the beginning of the project. There is evidence of stronger management of finances and human resources, largely due to technical support provided under the project and through the National Implementation Modality (NIM). MoWA met the audit and financial review requirements with no serious problems.
- 30 line ministries established Gender Mainstreaming Action Groups (GMAGs) in 2019 and 2020. With technical support from MoWA, **nine Gender Mainstreaming Action Plans (GMAPs)** of the Ministry of Mines and Energy (MINE), Ministry of Economy and Finance (MEF), Ministry of Commerce (MOC), Ministry of National Defense (MoND), Ministry of Civil Service (MoCS), Council of Ministers (CoM), Ministry of Land Management, Urban Planning and Construction (MoLMUPC), Ministry of Labour and Vocational Training (MoLVT), and the Forestry Administration were developed and implemented in 2020 with sufficient budget allocated from the national budget and development partners including ADB, DFAT, and WB.
- A memorandum of understanding (MoU) between MoWA and MoCS to promote women's leadership in the public sector was signed in 2019 with the aim of enhancing gender equality and increasing the number of women in the public sector. Both ministries developed annual work plans to ensure that gender equality would be integrated into the National Programme on Public Administration. As a result, a gender equality session was integrated into the Royal School of Administration's (RSA) curriculum. The project conducted a follow-up impact assessment with the participants

of the RSA women's leadership training programme in the four pilot ministries, and identified the key challenges, lessons learned and entry points to implement and monitor the implementation of, the requirement that between 20% and 50% of new recruits are women in line ministries. The close monitoring of the recruitment by line ministries is to ensure that the number of women civil servants is increased from 41% to 42%, which is the CSDG target for 2021. The key challenges of promoting the 50-50 within the public sector such as the limitation of providing the opportunity for women to participate in the civil service examination and the criteria of job advertisement prevented women to apply.

- A technical agreement between MoWA and the Ministry of Culture and Fine Arts (MoCFA) was made in 2019. A joint work plan was developed and has been operationalised to promote the implementation of a Gender Mainstreaming Action Plan (GMAP) in the sector. There is evidence of significant progress in gender mainstreaming through this implementation plan, for instance, gender equality was included in the ministry's strategic plan. Gender mainstreaming focal points have a strong commitment to advocate for increasing the national budget allocated for gender equality.
- Through the project's capacity development support, the Department of Information (DoI) of MoWA improved its capacity to produce gender-focussed/sensitive content through its first pilot video, covering two topics related to women's economic empowerment and gender equality. The video was selected as the first production of the Neary Rattanak Talk-Show. They also produced a full set of social media productions related to the promotion of gender equality and sensitivities, and posted these on MoWA's social media channels, receiving a highly satisfactory result. By December 2020, more than 2.8 million people, about 17.5% of the total Cambodian population, were reached and received information on gender equality through different channels of educational communication. This number exceeded the project target of 2.5 million people.
- In overall terms, and as recognised by the final evaluation, the project made a significant contribution to improving the capacity of the PSLWGE/LWGE programme teams, line department staff of MoWA, and line ministries. This was achieved through their continuous participation in the capacity development and other activities supported and organised by the PSLWGE/LWGE programme, especially through in-house and external meetings, trainings/workshops, coaching, mentoring, and guiding sessions, as well as field-based practice exercises.

Strengthening the National Monitoring and Evaluation (M&E) System

- Under the leadership of the Cambodia National Council for Women (CNCW) Secretariat, harmonized M&E tools and a system for CEDAW reporting was developed. The capacity of the line ministries was improved through various capacity development approaches and activities, including follow-up coaching and guiding sessions related to M&E topics. These harmonized M&E tools and systems have been updated continuously to be aligned with the key principles of the National Policy on Gender Equality.
- With technical support from MoWA, a national technical working group was established in 2019 to address the needs of vulnerable groups of women and girls. The overall responsibility and role of the working group is to address and promote the inclusion of vulnerable groups of women and girls within MoWA's programmes and policies for the country, including the Neary Rattanak V Strategic Plan and the National Action Plan to Prevent Violence Against Women 2019-2023 (NAPVAW). This

national working group was also extended to other line ministries, for them to be a part of the platform to ensure the needs of women and girls have been addressed effectively.

- A mid-term review (MTR) of the PSLWGE was conducted in the second half of 2019. It provided some recommendations for adjustments to project approaches and strategy, such as coaching and mentoring, which were introduced several months prior to the MTR. The MTR management response was discussed and endorsed by the Steering Committee, and the key corresponding activities were integrated in the PSLWGE/LWGE work plan and executed accordingly. The final project evaluation was conducted in the last quarter of 2020. The overall findings indicate the design of the programme is sound and it rates satisfactory for all key evaluation criteria of Relevance, Effectiveness, Efficiency, Sustainability, and Impact, although some more works need to be done in to ensure the sustainability of the programme and greater impact (Evaluation Report, pages 5-6). Some follow-up actions will be integrated into MoWA's ongoing programmes, including post-PSLWGE collaboration between MoWA and UNDP as well as with other partners. These actions include the finalisation of the National Policy on Gender Equality, the harmonisation of the M&E system, building the voices and participations of the young generation in promoting gender equality and multi-stakeholder's engagement including the participation of the women rights organisations in the policy formulation, development, implementation, and monitoring process.

Promoting Youth Champions

- The MoWA Young Professionals Network was established to empower, motivate and retain young civil servants, as well as to build a network with other youth groups to promote gender equality and young women's empowerment. The network regularly worked with four partner universities (Royal University of Law and Economics (RULE), University of Cambodia (UC), National University of Management (NUM), and Phnom Penh International University) to organize the National Youth Debate on gender equality and to broadcast through national and private TV, as well as social media platforms. Throughout the project, three National Youth Debates on nine topics related to gender equality and women's empowerment were organized. The debates reached more than 2 million viewers through TV and social media.
- There is evidence of a deep understanding of the linkages between the activities with youth and other results areas, such as violence against women, promoting women's leadership, and promoting the rights of disadvantaged groups. In 2018, dialogues between women from the five disadvantaged groups and government officials were facilitated to increase government understanding and accountability towards these groups of women. Innovative ethnographic research using Feminist Participatory Action Research as a methodology was also conducted to better comprehend the situations and needs of women from the five groups and to identify policy and legal interventions that address discrimination against them and improve their lives. The findings of the research were used in the Cambodia Gender Assessment and informed the development of the National Gender Policy and the Neary Ratanak V.
- The project also provided a practical experience for the Youth Leadership Lab on Gender Equality (16 women, four men) to visit women leaders in the provinces. This allowed youth to understand their journey and passion to become leaders in sub-national offices. After the capacity development programme, the Youth Leadership Lab proposed initiatives to address the gender challenges/norms that led to gender discrimination through conducting the youth club – peer to peer support, awareness-raising campaigns, and participating in social discussions regarding the role of women

and men in families, schools and society. The successful establishment of the Youth Leadership Lab for Gender Equality programme resulted in the continuation of the Lab for a second season. This is part of MoWA's plans to continue to promote youth leadership and involve youth as change agents to promote gender equality.

- Three MoUs were signed between MoWA and three universities (Royal University of Phnom Penh (RUPP), Royal University of Agriculture (RUA), and University of Cambodia (UC)), which aim to strengthen cooperation and partnerships to foster positive attitudes in promoting gender equality and increasing women's empowerment in the universities. A joint three-year work plan (2020-2023) between MoWA and the three universities was developed.
- Four gender corners established in four universities (RULE, RUA, RUPP and UC) are operating and serving the public and students effectively with general documents and books related to gender studies, women's issues, and development. Twenty-eight percent of students know about the availability of the gender corner in their universities, and 20% have used the corner.

Public Awareness and Mass Media

- MoWA's Social Media Working Group was established in 2020 with 25 members from all of its departments. Several meetings were conducted in order to develop the MoWA Social Media Master Plan and work plan. Awareness-raising campaigns and events on gender equality issues led to an increase in the number of visits and views to the MoWA Facebook page. There were 1,695,601 visits to the page by the end of the third quarter of 2021.
- The 16-day campaign, 16 Days of Activism against Gender-Based Violence, and International Women's Day, were the key communications events to promote public awareness of gender equality. Articles and key messages relevant to these campaigns were developed through a competitive process that allowed the public to join and share their creative ideas to promote gender equality and the prevention and elimination of violence against women and girls. The selected articles and messages were shared and posted throughout social media channels, including through the social media pages of MoWA and development partners.
- A Media Code of Conduct for Reporting on Violence Against Women (VAW) was developed in 2017 in partnership with the Ministry of Information and the Club of Journalists. A working group co-led by MoWA and the Ministry of Information has been established to continue training and monitoring the implementation of the code. CSOs and civilian journalists (the Club of Journalists, Department of Media and Communication (DMC), Action Aid Cambodia, Gender and Development for Cambodia (GADC), Women's Media Centre of Cambodia (WMC), and Lotus Radio) have been involved in the working group, which was tapped as a useful resource for promoting the code and monitoring its implementation. A Media Code of Conduct for Reporting on VAW was disseminated to 498 participants (291 women), including journalists, artists, writers, comedians, DMC media students, and members of the Provincial Department of Women's Affairs (PDoWAs). The project also built the capacity of the Working Group on Digital Literacy to adapt to the COVID-19 situation, and support video editing that improved videos to post on social media.

Increasing the Number of Women in Decision-Making Positions and Strengthening Feminist Leadership

- A Technical Working Group on Women, Leadership, and Governance (TWG-WLG) was established as part of the sub-working group of the Technical Working Group on

Gender (TWG-G). With technical support from MoWA, the annual work plan was developed in consultation with its members and relevant stakeholders. The working group also actively contributed their input and efforts to finalize the CGA chapter on “Women in Leadership and Governance”. The group designed the data set on women’s decision-making in the public and political spheres. It also developed five case studies on women in politics and governance.

- A joint work plan between MoWA and the Secretariat of the National Committee for Sub-National Democratic Development (NCDD) was developed to mainstream gender into the National Programme on Decentralization and De-concentration (D&D). With technical support from MoWA, gender equality and key principles were considered, including in the draft concept note for a ten-year National Programme of Sub-National Democratic Development (2020-2030).
- As a joint commitment between MoWA and the Royal School of Administration (RSA), a leadership training programme for women leaders has been included in the training curriculum of the RSA and the National School of Local Administration (NASLA).
- As a joint initiative and with support from development partners and the private sector (*Ratha Leading, Be Your Own Hero*), many leadership events for young people, gender leaders and the public were organized to promote and build their capacity on gender equality and leadership.

Key Project Challenges

- Progress has been made towards all outputs; however, the project faced some delays at the beginning as time and energy were invested in setting up the team, building partnership, developing and approving capacity development framework, as well as identifying high-quality experts to undertake major research which are foundations for the project’s policy related works. The project also faced some delays toward the end. Some activities were delayed due to the need to revisit the results framework and 3-year work plan following the Mid-Term Evaluation end 2019, as well as the COVID-19 pandemic outbreak in-country since March 2020. Given that mid-way through the project, it was proving to be unrealistic to achieve the entire 3-year work plan as originally conceived, the PSLWGE/LWGE team revisited and prioritised activities for approval of the project board. The project addressed the Covid-19-related challenges by applying the national Guiding Manual and Standard Operating Procedures (SOPs) on COVID-19, as well as adopting a new approach of online communication tools, such as telephone calls, email, Zoom, Skype, Google Hangout, and Telegram, among others, to organize and/or arrange the PSLWGE/LWGE programme’s activities and/or communications with relevant stakeholders. The PSLWGE/LWGE programme requested the project board for a three-month, no-cost extension until the end of March 2021 to allow sufficient time to complete all activities. These activities included the finalisation of the monitoring and evaluation framework for the National Gender Equality Policy, the monitoring tool for the Media Code of Conduct, and the population of the database related to women in the civil service.
- The outputs under Outcome 3 of the project were inadequate to deliver notable change in the area of women’s leadership. Delivering feminist leadership in MoWA was also ambitious. Gender equality is still poorly understood in many Royal Government of Cambodia (RGC) ministries (and in Cambodian society in general). This was a barrier for MoWA to facilitate change in women’s leadership.

- Measuring the impact of the PSLWGE on the lives of Cambodian women is not possible until the National Gender Policy and M&E framework is approved and implemented. Both instruments have been completed in draft and are awaiting approval by the Council of Ministers.
- With the project's support, MoWA worked with the Ministry of Economy to mainstream gender in the budgeting process. Budgeting and financial sustainability for gender mainstreaming and equality are difficult to measure, particularly due to the adverse impacts of COVID-19 on national revenue. Although there is a mechanism for budget allocations, these contributions tend to be small and reduced, which will potentially lead to a negative impact on gender mainstreaming in Government's policy implementation, and ultimately, improving gender equality.

Lessons Learned

The project was designed to support MoWA to implement its *Leading the Way for Gender Equality* programme. With this in mind, the project provided technical assistance, while the MoWA team took the lead in the execution of the work plan. The programme provided ownership to the relevant departments and units to implement the project activities. When fully accountable for the implementation, they could see a clear picture of the pathway towards making the project/programme more realistic and successful – their capacity was improved, and commitment is growing. However, there needs to be a stronger focus on results-orientation, and on targets of the programme that are off-track.

Social media plays a very important role in today's society for sharing news and information with the public. However, the content and quality of videos and photos is important to attract more public attention and engagement. For instance, through the implementation of the PSLWGE/LWGE programme, the Department of Information received only 601,360 active public engagements by the end of 2019. However, after participation in the training on video editing and photography design supported by the PSLWGE/LWGE programme in October 2020, the Department of Information staff had a better capacity for the development of public media productions on gender sensitivity and equality. This resulted in a dramatic increase in the number of public views of the MoWA website in 2020, reaching 2,889,681 viewers up until December 2020 (and 2,280,321 solely in the year 2020).

The **project's mid-term evaluation** identified three key programme lessons learned, which remain relevant:

1. The programme design and complexity should be tailored to the capacity of the implementing partner, available human resources, and time allocation.
2. Complex programmes need milestones, such as those that were added mid-way during the project's implementation, a more proactive approach, consistent interaction and communication between the actors, and guidance (coaching) throughout the entire programme cycle management.
3. Capacity development is linked to generating and managing changes. It is a difficult and sensitive process, still vague and unclear for many stakeholders, and often encounters personal and institutional resistance. Therefore, it should involve a clear step-by-step implementation approach and a thematic expert, which can guide the programme to overcome resistance and transform reluctance into incentives.

Several other lessons learned were identified as part of the **project's final evaluation**:

1. Three years and nine months is too short for a project with so many partners and of this complexity. More time for implementation was needed. For example, developing a M&E framework for CEDAW and the National Policy on Gender Equality were ambitious, complex, and needed more time.
2. The emphasis on national ownership and, in particular, MoWA ownership in the design and implementation of the project is commendable. However, the technical expertise provided was not sufficient to achieve the desired results.
3. The project design did not recognize the limitations facing MoWA as a ministry. MoWA's mandate is to coordinate gender equality work, but MoWA does not have the authority at the national level to influence and challenge political processes. At the sub-national level, MoWA does not have the resources to implement large-scale programmes that are able to deliver results across multiple ministries and to large numbers of Cambodian women. Although CNCW was a key partner in the project, affording them more responsibility in Outcome 1 and 3 may have led to better results. MoWA is strongest when it works alongside CNCW.
4. The Capacity Development Framework did not adequately take into consideration systemic, political and economic issues facing stakeholders within the project. Financial constraints reduce the likelihood that capacity development activities will be prioritized or continued within departments of MoWA and stakeholder institutions. There was an assumption that handbooks and trainings would lead to sustainable changes, and that by strengthening the existing structure of GMAGs and GMAPs, an increase in national budget allocations would follow. Although the structural commitment is obvious within MoWA and the RGC, the ability to achieve real change across ministries is fragile and contingent on budgets.
5. As this project represents the final phase of targeted support from UNDP to MoWA, a strong exit strategy would have assisted forward planning.
6. There is an appetite within MoWA for professional development and trying new capacity development approaches, such as coaching.
7. Developing a national M&E framework for CEDAW and the National Policy on Gender Equality is a complex task that requires time and dedicated expertise.
8. Working with youth is a positive entry point into working on challenging social and gender norms.
9. Diverse partnerships with educational institutions, other ministries, CSOs and national institutions demonstrate MoWA's ability to work "outside the box", promoting new approaches and ways of working.

Recommendations for Future Design

1. In order to achieve the milestones of the LWGE programme of MoWA and to maintain and strengthen the existing knowledge and capacity of individuals, programmes, institutions, and partners who benefitted through the current project/programme intervention, it is strongly recommended to continue and expand collaboration between MoWA and other partners including UN agencies, development partners, CSO and private sector for the next phase of the LWGE programme.
2. In terms of the scope of the project/programme's key deliverables and outputs, the next project/programme should be designed for a five-year cycle. MoWA can lead the design process with technical support from other partners based on their technical expertise and the relevance of the programme. UNDP Regional Innovation Centre and the Cambodia Accelerator Lab could support with applying new approaches and tools

to programme/portfolio design, that better identifies leverage points and uses a collaborative approach across all actors and sectors to address the structural and systems barriers to gender equality and empowerment. These new approaches and tools include future thinking, sense-making, and systems design for transformational change.

3. Going to the detail, the next phase should include the M&E technical advisory position to be incrementally financed through the government budget for sustainability. This post could help the project/programme to work more closely on M&E and a results-oriented approach, as well as to build the capacities of MoWA, other government counterparts, partners and stakeholders on key gender equality principles and practical application alongside project/programme implementation.
4. The duration of the PSLWGE/LWGE programme implementation is too short (only just over three years), therefore, knowledge and capacity of implementers gained from the project/programme is quite limited, and the collaboration and cooperation between MoWA and the Ministry of Education, Youth and Sport (MoEYS) to promote gender-sensitive development of the school curricula needs to be further strengthened. Stronger networking also needs to be built between MoWA's youth team and other young people working at the government institutions to foster further institutional changes on gender equality.
5. In moving forward over the next project/programme cycle, it is important that the gender results and intra-MoWA entities, external MoWA partners, and stakeholders' capacities built and enhanced by the PSLWGE project and the LWGE programme are fully taken advantage of in order to achieve longer-term policy, social and behavioural changes as originally envisaged by the National Policy on Gender Equality and National Strategic Plan – Neary Rattanak V (2019 – 2023) of MoWA.

I. Context

The Royal Government of Cambodia (RGC) has carried out gender mainstreaming in its national policies, plans, and programmes. As highlighted in the Rectangular Strategy for Growth, Employment, Equity and Efficiency, and the National Strategic Development Plan, gender remains a priority for the RGC, particularly in such areas as (1) women’s economic empowerment, (2) legal protection of women and girls, (3) women’s participation in decision making in the public sector and politics, and (4) mainstreaming gender across all key sectorial programmes and policies.

Following 15 years of broad institutional support and technical assistance for gender equality in Cambodia, the United Nations Development Programme (UNDP) and the Government of Sweden continue to support the Ministry of Women's Affairs of Cambodia (MoWA) in strengthening its capacity to fulfill its mandate of coordinating and monitoring gender mainstreaming. Since its establishment in 1996, the ministry has achieved considerable success in making gender equality an increasingly prominent policy-making factor in Cambodia. MoWA has been actively involved in the formulation of the country's important policy and planning documents. Progress has been made through the establishment and strengthening of national mechanisms for gender mainstreaming, including the establishment of the Cambodian National Council for Women (CNCW), Technical Working Group on Gender (TWG-G) as part of the Government-Development Partner Coordination Committee (GDCC), and Gender Mainstreaming Action Groups (GMAGs) in engaged line ministries. MoWA presides over the Technical Working Group on Gender that regularly brings together different government sectors, civil society, and the donor community for information sharing, discussions, and monitoring gender-related issues and progress.

In 2016, MoWA formulated the “Leading the Way for Gender Equality” programme, which is considered as a necessary support for the ultimate consolidation of institutional coordination (programme-based approach (PBA)) for gender equality in Cambodia. The overall objective of the “Leading the Way for Gender Equality” programme is to develop an enabling environment for gender equality, women’s empowerment, and feminist leadership in Cambodia through enhanced capacities of the gender machinery. UNDP and the Government of Sweden, through the Embassy of Sweden, provided financial and technical support to MoWA to implement the LWGE programme through the Project to Support Leading the Way for Gender Equality Programme (PSLWGE)¹, from 1 March 2017 to 1 March 2021.

The PSLWGE is focused on three components or outcomes:

- 1) More effective institutionalisation of gender policies across government, and more effective performance of gender machinery to lead gender equality mainstreaming with the inclusion of disadvantaged groups of women and girls;
- 2) Promotion of behavioural change in favour of gender equality among the public and young Cambodians; and
- 3) Increased number of and capacities of women in decision-making positions and strengthening of feminist leadership.

The project is focused on supporting the LWGE programme, which uses a variety of key interventions to achieve the aforementioned outcomes: policy formulation for gender equality; institutionalisation of gender policies in pilot ministries; strengthening the functional capacities

¹ <https://www.mowa.gov.kh/en/detail/6331>

of MoWA for coordination, management, advocacy, and oversight, and the generation of four-dimensional impact (individual, programme, institutional, and network-stakeholders); inclusion of disadvantaged women and girls; engagement of educational institutions; media sensitisation; public outreach and strengthening of the MoWA Young Professionals Network; effective functioning of the TWG-G Sub-Group on Women, Leadership and Governance (TWGG-WLG); and strategic partnership consolidation.

The target groups of the project are the national machinery for gender equality, including:

- 1) Internal MoWA entities: These consist of the Department of Gender Equality, the Department of Information, and the Department of Women and Education. They also include the Technical Coordination Desk under Intra-MoWA units; the TWG-G Secretariat; the Cabinet and Senior Management Team; and the MoWA Young Professionals Network.
- 2) External MoWA institutions: These include GMAGS, sectorial Technical Working Groups in the designated line ministries; the Cambodian National Council for Women (CNCW); the Ministry of Civil Service (MoCS); the Ministry of Planning (MoP); the Ministry of Education, Youth and Sport (MoEYS); the Ministry of Information (MoInf); the Council of Ministers (CoM), the Ministry of Economy and Finance (MoEF), the Council for Development of Cambodia (CDC), and other entities (for example, Cambodian universities, the Cambodian Club of Journalists, CSOs, etc.).

Other project partners, stakeholders, and beneficiaries include the four partnering universities (Royal University of Phnom Penh (RUPP), Royal University of Agriculture (RUA), Royal University of Law and Economics (RULE), and University of Cambodia (UC), donor agencies and companies (UNDP-Sida, Oxfam, UNWomen, USAID, RECOFTC, DFAT/ACCESS, UNFPA, JICA, CDRI, COCA COLA, etc.), and direct and indirect beneficiaries (official MoWA youth groups, universities, public institutions, and young Cambodian people and the general public).

II. Performance Review

Progress Review

1. Overall Progress Review

Progress has been made towards the project's outputs. A draft of the National Gender Policy has been developed, the Cambodia Gender Assessment was updated, and the Neary Rattanak V² was completed. The policy and supporting knowledge products provide evidence of key issues and a pathway for where support is needed. These products are furthermore highly visible results of the project, which will set the direction for investments in gender equality and overseas development assistance more generally in the future.

There is evidence that the project has built the capacity of MoWA to lead the development of national policy and research on gender equality. Pilot ministries and other stakeholders recognize the capacity of MoWA to lead on gender equality issues. For instance, MoWA has been providing comments/feedback to NCDD-S, and contributed valuable and substantive

² <https://www.mowa.gov.kh/en/neary-rattanak-v-2019-2023-en>

inputs on gender, social equity, and inclusion to the preparation of a draft concept note for the development of the National Programme on Sub National Democratic Development Phase II (2021-2030).

The project also demonstrated how to reach out to young Cambodians and change their perceptions of gender equality. Activities and products such as televised debates, social media campaigns, and video clips have successfully increased the visibility of MoWA and encouraged Cambodians to take an interest in gender equality issues - and possibly to change their previous perceptions.

The concerted efforts of MoWA and the PSLWGE/LWGE programme with the Ministry of Civil Service and other line ministries, as well as other stakeholders, has resulted in a steady increase of women in public service of approximately 1 percentage point per year (41 percent of civil servants in 2019 were women, compared to 38 percent in 2014, and 32 percent a decade ago in 2007) (*data from the Ministry of Civil Service*).

The LWGE programme has also contributed to the implementation of several Universal Periodic Review (UPR) recommendations on women's rights and CEDAW Concluding Observations (No. 17, 19, 27, 29, and 45) related to public behavioural change, policy, and institutional strengthening for gender equality, and promotion of women in public service. In addition to this progress, the CSDG 16 target focused on the percentage of women in civil service has been localized.

2. Capacity Development

A comprehensive Capacity Development Framework (CDF)³ was developed during the programme's inception with a strong focus on building the capacities of MoWA and pilot ministries. Advanced and diverse modalities such as training, mentoring, coaching, exposure, internships, campaigns, forums, and debates were used. These new approaches were appreciated by stakeholders and demonstrated a real appetite to move away from lecture-style training. The CDF was designed to have an impact at four levels: individual, programme, institutional, and network-stakeholder.

The CDF is currently being used as the main document and system to analyse and identify the actual capacity needs of MoWA and relevant partners that need to be addressed with the right topics and modalities for their human resources development and management. This will support the development of human capital for the promotion of gender equality and mainstreaming gender at the national and sub-national levels throughout the country of Cambodia.

M&E and reporting tools and methodologies of the PSLWGE/LWGE programme were developed by the MoWA project team with technical support from TAs and financial support from PSLWGE/UNDP. This process included consolidation of substantive inputs from relevant partners and stakeholders that were finalized through in-depth consultative discussions and processes with intra-MoWA departments/entities and external-MoWA agencies. The "M&E and Reporting Tools and Methodologies" document is also being used as the key document and system to operationalise the programme's M&E implementation and reporting of results in a timely and effective manner.

³ <https://www.mowa.gov.kh/en/detail/6316>

The document has been referenced as the key M&E tool and system for MoWA's departments/entities, as well as for relevant partners to develop and practice their future project/programme M&E exercises. For example, the "M&E and Reporting Tools and Methodologies" document have been referred to for use in drafting a three-year strategic work plan and its M&E framework of the General Department of Gender Equality and Economic Development of MoWA. This may be used as a sample and model for other MoWA general departments/entities to develop their specific general department/entity's three-year strategic work plan and M&E framework.

Throughout the three-year PSLWGE/LWGE programme cycle, the MoWA teams have been constructively developed and gained improved capacities. They are now able to successfully manage and lead the processes of the project and programme and are strongly involved in their implementation to produce satisfactory results as planned. "Learning by doing" is the most successful approach, and practices were used and applied to build their capacities and abilities in order to ensure more ownership, impact, and sustainability of the project and programme results. In light of this, the PSLWGE/LWGE programme is also contributing to an increase in the credibility of MoWA in the eyes of line ministries, relevant partners, and other stakeholders in terms of its strong institutional capacity on gender equality and mainstreaming gender. This is reflected through the formulation and consultation of Neary Rattanak V – MoWA Five-Year Strategic Plan (2019-2023), the National Policy on Gender Equality, the Cambodia Gender Assessments (CGAs), and MoUs with line ministries, and universities, among others. Additionally, the new Methodology for Institutionalisation of National Policy on Gender Equality has been developed and used as the main tool for drafting and developing the MoUs on gender equality with line ministries and other institutions.

With support from the PSLWGE/LWGE programme to the line ministries (LMs) and partners' capacity building to ensure that gender and inclusiveness are taken up in the sector, numerous Training of Trainers (ToTs) series and other capacity development events have been conducted and facilitated by the intra-departments of MoWA, SCNCW, and the Youth Leadership Lab programme. They have covered important topics including facilitation skills; the concept of gender and gender analysis; advocacy, research, and practice; leadership; and gender equality harmonized monitoring tools/systems, among others. The capacity reflections and assessments of participants after the sessions, in addition to other assessment methods, reveal that they gained better knowledge and increased capacity that could help them to perform their daily work, tasks, and duties more effectively and proficiently with a more results-oriented approach to satisfactorily or greatly contribute to their department, entity, or ministry's objectives, mission, and goals.

The PSLWGE/LWGE programme staff themselves have also shown increased capacities in ownership and leadership on project/programme results-management processes and implementation (work planning, monitoring, reporting, and evaluation). These are proven with their strong abilities in successful formulation, implementation, and completion of project/programme work plans; the development of project/programme lessons learned, success stories, media communication topics, video clips, and concept notes; facilitation skills in organising events of online and face-to-face meetings, training/workshops, seminars, etc.; practices of M&E activities; timely programme results reporting; engagement and substantive contributions/inputs to the project/programme results' assessment/evaluations, etc. Furthermore, many PSLWGE/LWGE programme staff have become the key resource focal points to conduct and facilitate capacity development sessions and events to build the

knowledge and skills of line ministries, sub-national entities, and partners on key topics related to gender equality and mainstreaming.

Overall, the capacity development and enhancement of PSLWGE/LWGE programme teams, line department staff of MoWA, and line ministries have been tremendously improved through their continuous participation in capacity development activities and other events that were supported and organised by the PSLWGE/LWGE programme. These notably included in-house and external meetings, training/workshops, coaching, mentoring, and guiding sessions, as well as field-based practice exercises.

Twenty MoWA officers were trained and coached to become master trainers and experts on gender mainstreaming, gender analysis, and advocacy. An additional 30 MoWA departmental focal points were trained to become the M&E focal points for the implementation of Neary Rattanak V.

3. Impact on Direct and Indirect Beneficiaries

PSLWGE supported the LWGE programme in a variety of key interventions for achieving the three outcomes related to policy formulation for gender equality; institutionalisation of gender policies in pilot ministries; strengthening the functional capacities of MoWA for coordination, management, advocacy, and oversight, and for the generation of four-dimensional impact (individual, programme, institutional and network-stakeholder); inclusion of disadvantaged women and girls; engagement of educational institutions; media sensitization; public outreach and strengthening of the MoWA Young Professionals Network; and the effective functioning of the TWGG-WLG and strategic partnership consolidation that highlight the direct and indirect impact on capacity development and levels of engagement.

Through the Youth Programme, a series of youth debate forums were organized by MoWA with support from the PSLWGE/LWGE programme. The students who participated and acted as commentators of the events gained a much better knowledge of gender equity and other capacities to promote gender equality and mainstreaming, such as women's education, health, and economic development. Moreover, they have been very confident in public speaking/debate and teamwork skills. During the debate events, students actively and dynamically discussed and came up with key educational messages on the promotion of gender equity and youth behavioural change on gender sensitivities in society. Youth groups that joined the Youth Leadership Lab programme also gained better knowledge and soft skills related to the topics on gender leadership and mainstreaming, and project proposal writing. As a result, three out of the 20 members of the Youth Leadership Lab programme improved their capacity to jointly work as a team and developed project proposals on Identified Issues of Forest Communities to submit to RECOFT and a gender corner survey submitted to the LWGE programme (supported by UNDP/Sida) for financial support.

The capacity building, participation, and engagement of line ministries and partners in all sessions and events related to gender and inclusiveness response to the sector (conducted, organized, and facilitated by the intra-departments of MoWA, SCNCW, and the Youth Leadership Lab programme) showed through the results assessed and feedback from participants that they gained better knowledge, understanding, and increased capacity on gender sensitivities. This knowledge and improved capacity could help them to perform their daily work, tasks, and duties with a greater focus on gender equity and inclusiveness to fully

and partially contribute to their departments, entities, and ministries' achievements on sectoral gender equity.

Implementation Strategy Review

1. Participatory/Consultative Processes

The PSLWGE/LWGE programme was governed by the same project/programme board as PSLWGE/LWGE's. Meetings and consultations were held both on a regular and ad-hoc basis with intra-MoWA departments/entities, intra-government line-ministries/agencies, SCNCW, GMAGs, TWGG, partners, donors, CSOs, and members of the NGO community, and Cambodian electoral experts. The work plans and progress reports on the project/programme implementation have also been reviewed, modified, and approved by the PSLWGE/LWGE programme's Executive Board composed of MoWA and UNDP-Sida.

There is evidence that government ministries and CSOs were involved in the development of knowledge products and policies. Three consultation meetings were conducted with representatives from non-government organisations, CSOs, development partners, and the private sector to provide inputs and suggestions to the drafts of the National Policy on Gender Equality, Neary Rattanak V, and the CGA. In addition to the meetings, and to ensure the process was collective and inclusive, the formulation team was allocated three weeks to send back input through groups of stakeholders, such as UNDP, JICA (as co-facilitators of TWG-G), and UN Women (as the UN Thematic Group on Gender) coordinated input/comments among respective development partners and international organisations, GAD/Net, CPWP and NGO-CEDAW to coordinate inputs/comments. CSOs also participated in the reformed TWG-G, and some project activities.

2. Quality of Partnerships

The PSLWGE/LWGE programme was funded by UNDP and the Swedish International Development Cooperation Agency (Sida). The project has worked in strong partnership with external-MoWA institutions such as GMAGS and sectorial TWGs in the designated line ministries; the Cambodian National Council for Women (CNCW); the Ministry of Civil Service (MoCS); the Ministry of Planning (MoP); the Ministry of Education, Youth and Sport (MoEYS); the Ministry of Information (MoInf); the Ministry of Culture and Fine Arts (MoCFA); the Council of Ministers (CoM); the Ministry of Economy and Finance (MoEF); the Council for Development of Cambodia (CDC); and other entities (Cambodian universities, the Cambodian Club of Journalists, CSOs, etc.). It has worked with partners in capacity building, technical and professional consultative events, gender corners, campaigns, social media channels, and additional areas to foster a positive attitude in promoting gender equality, increasing women's empowerment, and strengthening and enhancing the capacities of women and girls in leadership and decision-making.

The project also worked cooperatively with other development partners, UN agencies, and donor communities such as UN Women, UNFPA, Australian Aid, the ACCESS programme, RECOFTC Cambodia, and JICA to mobilize additional resources to complement the LWGE programme's implementation. For example, in quarter 3 of 2020, the LWGE programme received financial support from multiple donors, such as UNFPA, Australian Aid, the ACCESS programme, and JICA to publish 1,500 copies of Neary Rattanak V for distribution in-house at MoWA and through external institutions/agencies.

3. National Ownership

The Project was nationally implemented by MoWA which put in place a team of core staff to lead the implementation of different activities. Through the LWGE programme, MoWA has demonstrated its leadership and increased capacity as a viable institution to operate and coordinate the processes and results for gender equality and economic development. However, much remains to be done to address the issue of the LWGE programme's enhanced institutional and financial independence in order to contribute to the goal of promoting gender equality as the leading entity of MoWA.

4. Sustainability



MoWA's Young Professional Network taking part in capacity development activities

The project was designed to provide financial and technical support to the whole LWGE programme through a variety of key interventions for achieving the three aforementioned outcomes. In this regard, sustainability can only be achieved through the LWGE programme's longer-term support to MoWA systems and processes that help to sustain gender equity and equality principles throughout society.

The LWGE programme's approach to sustainability has emphasised discussions with partners and stakeholders about the long-run implementation of a programme focused on the strengthening and enhancement of the capacity and systems of intra-MoWA departments/entities as the integral momentum to accelerate the achievements of MoWA's Policy and Strategy on Gender Mainstreaming and Equity with national ownership. MoWA will develop an exit strategy based on the recommendations of project evaluation, as well as the key priorities that arose during the pandemic, which will guide MoWA to act in the role of promoting gender equality across sectors.

Management Effectiveness Review

1. Quality of Monitoring

There is a marked improvement in the capacity of MoWA to lead the development of national policy and research on gender equality. There is also evidence of an increase in MoWA's capacity to coordinate across ministries and to work with the Ministry of Economy and Finance on increasing budget allocations for gender equality. Pilot ministries and other stakeholders recognise the capacity of MoWA to lead on gender equality issues, and in some instances, see MoWA as being able to fundraise or attract donor funding.

MoWA has demonstrated its ability to implement programmes on gender equality with a range of partners. In particular, MoWA's work under Outcome 2 of the project demonstrates its ability to work in new and innovative ways with non-traditional partners. This work has enabled MoWA to reach out to young Cambodians and change their perceptions of gender

equality. Activities and products including debates, social media campaigns, and video clips have successfully increased the visibility of MoWA and encouraged Cambodians to take an interest in gender equality issues and possibly change their perceptions. Further effort could be made in the future to determine ways that MoWA can harness young people to continue to advocate for gender equality.

There is some evidence that government partners (pilot ministries) will continue to advocate for gender equality. There is an overwhelming sentiment among some ministries that gender equality work is the responsibility of MoWA. This sentiment was not felt among MoEYS, whose gender equality work is well embedded in the work of the ministry. Although the GMAGs and GMAPs provide a structure and a small budget for ministries to work on gender equality, the capacity of staff who participate in GMAGs is inconsistent. Certain GMAGs have been successful in attracting donor funding and will continue to advocate for gender equality as long as they have this support.

In addition to the MTR and project evaluation, the PSLWGE/LWGE programme monitoring has been undertaken on a regular, quarterly, and/or annual basis through the existing mechanism of the LWGE programme. Regular monitoring activities included field missions to monitor the progress of project activities on the ground. After returning to the office, the field mission report was shared among the project team. The reports included key findings, lessons learned, and recommendations to the project/programme management team in order to review, respond, modify, and/or prepare for the forthcoming work planning of implementation and actions. On a quarterly and annual basis, monitoring exercises were undertaken through the assessment of the results of the quarterly and/or annual project/programme progress reports through project/programme consultative meetings/reviews with line ministries, partners, and donors, as well as the board meetings.

One of the monitoring quality challenges reflected in the MTR was the limited M&E capacity of staff and the lack of M&E tools and methodologies that were able to be used in the project monitoring system. To address these findings and recommendations from the MTR, in May 2020, a M&E and Reporting Advisor was onboarded to develop the M&E and Reporting Tools and Methodologies document for the project/programme. A series of capacity-building exercises and practices on M&E and results reporting was also delivered in parallel. From that point forward, the quality of project/programme monitoring has been significantly improved as the project team was able to develop and implement the M&E work plan, operationalize the tools, and produce results-oriented reports.

2. Timely Delivery of Outputs

From 2017–2019, the activities in the project work plan were implemented and accomplished within the timeline set out in the project results and resource framework. However, since the outbreak of COVID-19 in late 2019, some of the committed work plan could not be implemented, causing a delay behind the original schedule set out in the project framework and work plan. For example, the original end to the project/programme timeline set out was by December 2020. However, to cope with the COVID-19 outbreak and restrictions during the fourth quarter of 2020 that caused disruptions to the implementation of many project activities, the project/programme was endorsed by the project board and UNDP and Sida for a no-cost extension until the end of March 2021. Nevertheless, the project was able to deliver 100% of the total budget plan.

3. Resource Allocation

The PSLWGE was funded by UNDP and Sida, with in-kind contributions from the government (MoWA), such as embedded technical staff and counterparts, office space, and other utilities (water and electricity supplies, etc.). The project/programme developed the annual and/or quarterly work plans based on the project results and resources framework established in the project document signed between UNDP/Sida and MoWA. The resources were allocated in accordance with the agreed and planned activities within the timeline set out for the 2017–2020 PSLWGE/LWGE programme implementation. Through internal spot check and external auditing observed, there was no irregularity in resource spending by the project/programme.

4. Cost-Effective Use of Inputs

Moving away from a direct implementation approach and towards a National Implementation Modality (NIM) allowed MoWA to demonstrate their ability in project management and implementation. The shift to NIM also required MoWA to take ownership. MoWA was able to rise to this challenge and, despite some significant delays, has achieved good results in the area of project management and implementation.

In terms of financial management capacities and financial tools and accounting software "QuickBooks 2018", MoWA was able to prepare monthly and quarterly financial reports effectively. The micro-assessment and spot check used to provide an overall assessment of MoWA's programme, financial, and operations management policies, procedures, systems, and internal controls found no major problems or financial mismanagement.

III. Project Results Summary

The final report covers the period of February 2018 to March 2021. An independent assessment of the progress by Final Evaluation (December 2020) is shown in **annex 6**. Over the last three years, the PSLWGE project/LWGE programme has made significant achievements and impacts against the project outcomes. Although there was delay, a modality change, limited capacity of counterparts and staff, budget constraints, and the outbreak of the COVID-19 pandemic, the project produced results to maximise the expected outcomes as highlighted hereunder.

Outcome 1: More effective institutionalisation of gender policies across government, and more effective performance of gender machinery to lead gender equality mainstreaming with the inclusion of disadvantaged groups of women and girls.

Policy and national strategy on gender equality formulations to promote gender equality throughout government institutions

As outlined in the LWGE programme of MoWA, PSLWGE initially provided both technical and financial support to the formulation of the required documents. The initial steps have been undertaken, with a MoWA Working Group officially formed to lead the process of drafting, coordinating, reviewing, and finalizing the draft of the National Policy on Gender Equality and Neary Rattanak V. The zero draft of the national policy and Neary Rattanak V were developed using the recommendations from the findings of the Neary Rattanak IV assessment (conducted in 2018) and the final draft of the CGA chapters. They then went through the process of several consultative discussions and meetings with MoWA's internal technical and management

teams, line ministries, DPs, NGOs, and civil society, as well as private sector actors working on gender. This ensured consistency and smooth progress in drafting and finalizing developments of each chapter of the Cambodia Gender Assessment, MoWA 5-year Strategic Plan “Neary Rattanak V”, and the National Policy on Gender Equality.

- ***National Policy on Gender Equality:*** Up until the end of the first quarter of 2021, the third version of the draft policy was finalized with the incorporation of comments, feedback, and key input from all relevant government institutions, private sector actors, CSOs, and DPs. As planned, the technical advisor (TA) was working on the analysis and improvement and finalization of all above inputs for an inter-ministerial meeting and endorsement by the first quarter of 2021, followed by submission to the Council of Ministers for adoption that is assumed to be achieved successfully. However, with the community outbreak of COVID-19 during the same period (the first quarter of 2021), big group meetings were restricted, causing the delay of this result’s finalization and submission of the policy paper to the Council of Ministers within 2021.
- ***National Strategic Plan on Gender Mainstreaming and Women’s Empowerment - Neary Rattanak-V (NR-V):*** This result has been successfully achieved as planned. The MoWA 5-year Strategic Plan (2019-2023) in its Khmer version was finalized and officially endorsed in the third quarter of 2020. There were 2,100 copies of the Khmer version and 500 copies of the English version printed. This was accomplished with co-financing support from UNDP-Sida, UNFPA, Australian Aid, ACCESS, and JICA.⁴ The paper has been distributed and disseminated to relevant stakeholders, MoWA in-house departments/entities, key partners, and relevant sub-national agencies and partners for their reference. It is being used by internal MoWA entities for each entity’s development of a three-year operational plan and M&E framework, as well as their annual work plan and M&E work plan.
- ***Cambodia Gender Assessment (CGA) Chapters:*** Wider consultation meetings have been conducted with relevant stakeholder representatives, including line ministries, development partners, CSOs, and private sector actors, in order to obtain more input on the eight CGA chapters: 1) Gender Mainstreaming; 2) Women’s Economic Empowerment; 3) Gender in Education and Public Behavioural Change; 4) Gender and Health; 5) Legal Protection and Violence Against Women and Girls; 6) Women and Leadership; 7) Gender, Environment, and Climate Change; and 8) Disadvantaged Groups of Women and Girls. Up until the end of the first quarter of 2021, the proofreading and editing of the eight papers in their Khmer versions were already completed, and the English ones are being verified by MoWA’s technical team. Although not officially endorsed by MoWA management, the CGA was used to inform the development of the Gender Policy and the Neary Ratanak.

Pilot line ministries are gender mainstreamed: as per the indicator, with support from the project, MOUs have been signed with MoEYS, MoCS, and MoInf and GMAPs have been developed and are being implemented with varying degrees of success.⁵

⁴ www.mowa.gov.kh/en/neary-rattanak-v-2019-2023-en

⁵ Terminal Evaluation, December 2020 (page 20)

With technical support from MoWA, 30 line ministries established Gender Mainstreaming Action Groups (GMAGs). **Nine GMAPs** (Gender Mainstreaming Action Plans) of the MINE, MEF, MOC, MoND, MCS, COM, MoLMWR, MoLVT, and Forestry Administration were developed with sufficient budget allocated from national budget and development partners.

The status and the progress of the work on gender mainstreaming in line ministries has been stored and shared among all the representatives from the line ministries through the annual and networking meetings of GMAGs, which included 105 participants (87 women). In particular the meetings discussed and identified the key priorities below:

- a) Create a pool of trainers to provide training and support to the line ministries on specific skills such as facilitation skills on gender mainstreaming and leadership, the art of communication, and advocacy
 - b) Develop a Guideline on Gender Mainstreaming in Sector and Gender in Institutionalisation (including for upgrading its approaches in developing GMAPs)
 - c) Continue to support the women's leadership training programme in the National School of Local Administration, RSA, and Police Academy of Cambodia to provide gender mainstreaming courses for police students and the RSA
 - d) Boost partnerships for promoting women's leadership positions in all line ministries
- ***Partnerships with pilot ministries (MoEYS, MoInfo, MCS, and MoCFA):*** Reflection meetings with the four pilot ministries were conducted in 2019 to review the progress, challenges, and possible next steps to promote gender mainstreaming in their ministries. The lessons learned and best practices on Gender Responsive Budgeting (GRB) in MoEYS was shared with 51 participants (35 women) in order to identify the entry points for its application into the other three ministries. The subsequent year milestones for each ministry were also drafted and submitted to their management levels for approval.
 - The MOU between MoWA and the Ministry of Civil Service, signed by both ministers in late 2019, aims to promote gender mainstreaming and increase women's leadership in public administration. The work plan for implementation of the MOU was also developed in order to integrate gender sessions into the RSA programme, conduct follow-up impact evaluation with the participants of the RSA female leadership training programme in the four pilot ministries, and identify the key challenges, lessons learned, and entry points to implement, and monitor the implementation of, recruiting 20-50% new women staff in line ministries in order to increase the number of female civil servants from 41% (in 2019) to meet the CSDGs target of 42% in 2021.
 - The joint work plan between MoWA and the Ministry of Education, Youth and Sport was developed and aimed to implement the Gender Mainstreaming Action Plan (GMAP) in particular to integrate measures for gender mainstreaming into their annual work plan and budget, programmes, and policies. It also aims to review the system to track and allocate budget to promote gender equality and empower women, and to review and mainstream gender transformation into at least one textbook of the school curricula.
 - The terms of reference of the Inter-Ministries Working Group to monitor the application of the Media Code of Conduct on Violence Against Women Reporting was developed and finalised through several technical meetings with the representatives from MoWA, MoInfo, the Club of Journalists, DMC/RUPP, and key CSOs. The official establishment of the working group was launched in early 2020.

- The technical agreement between MoWA and the Ministry of Culture and Fine Arts was made in 2019, and the joint work plan continues to be operationalised in order to promote the implementation of the Gender Mainstreaming Action Plan (GMAP). In particular, it aims to integrate measures for gender mainstreaming into their annual work plan and budget, programmes, and policies, and to integrate a gender session in the Royal University of Fine Art (RUFA) training programme.



Key stakeholders from MoWA and LMs attended a training course on “Project/Programme M&E and Progress Report Writing” (14-15 September 2020, Kampong Chhnang Province)

- ***Gender Mainstreaming Guideline for line ministries and government institutions:*** The second drafted Gender Mainstreaming (GM) guideline has been approved by the Deputy General and General Director of Gender Equality and Economic Development, the MoWA Undersecretary and Secretary of State in-charge of the Department of Gender Equality, and MoWA for further discussion with key external line ministries to ensure its effectiveness. As planned, the guideline was supposed to be reviewed and finalised through the consultative meeting of the TWG-WLG in quarter 1 of 2021. However, that finalisation has been slightly delayed during the first quarter of 2021 due to the challenge of COVID-19.
- ***ODA guideline on gender:*** MoWA, with CDC/CRDB, developed a gender guideline for the ODA database and provided training to DP focal points. This guideline was integrated and operationalised in the ODA guideline and system from 2020 onwards.

The inter-ministries’ accountabilities and monitoring system of gender policy improved and harmonised

From the start of the project’s implementation, several meetings between the LWGE programme (MoWA) and the CNCW General Secretariat and relevant line ministries were organized to discuss the scope and entry points for the development of a harmonized monitoring system for gender equality in Cambodia. It was agreed to hire a short-term national consultant for a one-year period to help the CNCW Secretariat to develop M&E tools, as well as to build capacities of its members and stakeholders.

In the last semester of 2019, the National Technical Specialist was on board to support in developing the harmonized monitoring tool/system, providing coaching and mentoring to SCNCW and line ministries, and preparing the SCNCW capacity development framework to incorporate into the LWGE Programme Capacity Development Framework. Consultative meetings with stakeholders were held in 2019 using question guides and with the overall purpose of understanding their current uses of methods, external and internal communications and reporting tools and mechanisms, challenges, and inputs/suggestions for the development of a harmonized M&E tool/system. In light of this, a number of results are outlined as follows:

- ***A series of M&E trainings were conducted:***
 - 1) The first training on the “Theory on Monitoring and Evaluation Concept and Gender M&E” was organized in Kep province from 06-08 November 2019, with 46 participants and focal persons (28 women) from 12 line ministries and the CNCW General Secretariat.
 - 2) The second follow-up training on “The Skill to Apply Monitoring & Evaluation Methodology” was organized in Kampong Cham province from 16-18 December 2019, with 70 participants (49 women) from the same line ministries and agencies.
 - 3) The third follow-up training course on the “Skill on Results Report Writing” was organized from 14-15 September 2020 in Kampong Chhnang Province, with 40 participants (25 women).

Through these three series of training sessions, the participants recognized that the trainings were organized very effectively and were helpful in responding to their needs in building on capacity gaps and enhancing their conceptual knowledge and practical capacity on M&E planning, implementation, and results report writing. The results of the training pre-test and post-test exercises completed by the participants on their capacity development through the three sessions were analysed and categorised based on three degrees (Poor, Average and High). The results showed that the capacity at the Poor level was reduced drastically from 42% to 12%, the Average level increased from 39% to 55%, and the High level increased from 19% to 33%.

- ***A harmonized M&E tool/system developed:*** The tool/system was developed in the Khmer language based on the users’ preferences and priorities. The tool was discussed and verified during a consultative workshop organized on 14 November 2019, with the aim of the development of a harmonized M&E tool/system for the CEDAW report and a discussion on the way forward to operationalise the M&E system/tool in line ministries. The draft tool and some examples of measurements of the M&E tool/system were also presented to participants for further input and discussion.
- A series of mentoring and coaching sessions on the application of the harmonized M&E tool/system were also completed on 30th January, 3rd, 6th and 10th February and 10th March 2020. More than ten CNCW and MOWA/LWGE focal persons and management teams (MT) attended, of which more than 80% were women, in order to familiarize them with how to practically use the M&E system/tool. After the five sessions and based on the TA assessment report, all participants have improved capacity and could well understand the processes of analytical and practical M&E work. They were able to understand more about the roles of monitoring and evaluation, and could play more active roles in engaging, analysing, monitoring, and assessing the M&E tasks and results delivered.
- The SCNCW organized a meeting chaired by the Secretary-General of the Permanent Secretariat General of Cambodian National Council for Women (PSCNCW) with 12 participants (11 women) from the MoWA LWGE programme management team, SCNCW, and TA, to review and solicit comments/feedback and technical input from all participants on the second draft of the M&E tool/system in order to make it more comprehensive and practical. A number of useful comments, feedback, and substantive input were shared and reported to be clearly aligned with the CEDAW periodic reports from line ministries. The meeting agreed to screen and select only the most useful

comments/feedback and relevant input to incorporate into the final draft version of the M&E Tools and System by the TA. All key relevant input from stakeholders was incorporated and the M&E Tools and System was reformulated to be more concise and offer a more user-friendly format. It was planned to be discussed and finalised, until the COVID-19 outbreak that took place in the first quarter of 2021.

- ***Pilot MoWA departments played a leading role in further development of the next sectoral CGA chapters and Neary Rattanak strategies:*** Through a series of active engagements and participation in capacity building sessions such as trainings/workshops, coaching and mentoring delivered by the TAs, and technical consultations, along with meetings organised and operationalised by the PSLWGE/LWGE programme, the individual and institutional capacities in leading roles of intra-MoWA departments/entities has been noticeably increased and enhanced. As a result, there are four MoWA Departments (DoGE, DoInf, DoE and DoP) that have actively played leading roles in development of the eight CGA chapters in Khmer relevant to their responsible sector. The eight chapters include: 1) Gender Mainstreaming; 2) Women's Economic Empowerment; 3) Gender in Education and Public Behavioural Change; 4) Gender and Health; 5) Legal Protection and Violence Against Women and Girls; 6) Women and Leadership; 7) Gender, Environment, and Climate Change; and 8) Disadvantaged Groups of Women and Girls. The proofreading of the eight CGA chapters has been fully completed, and they are being verified and finalized with the English versions for printing and dissemination. With this existing capacity and experience, they will be able to easily take the lead in further development of other related CGAs related to the sector, as well as to their respective department/entity.
- In terms of their leading capacity and roles in the development of the next Neary Rattanak (NR) Strategy, it can be substantiated that MoWA's individual staff and institutional capacities, and abilities are prepared for the coming formulation of any Ministry Strategic Paper based on their active engagement, involvement, lessons learned, and experience in the successful processes of the Neary Rattanak-V development. For instance, to operationalise and implement the current NR-V, all MoWA line departments worked on the development of their department's three-year operational work-plan (2021-2023), M&E framework, and an annual work plan (2021), and M&E work plan.
- The ***revised Manual on Gender Analysis and Advocacy*** has been published. ***Thirty-three potential MoWA*** trainees have been trained and coached to ***become part of the MoWA trainer pool***. MoWA also provides ongoing coaching to ensure they are fully confident in delivering the training.

MoWA's capacity improved for financial and programme management and monitoring of the Project to Support the LWGE programme and PBA financial mechanism for gender equality.

- ***Capacity Development and Programme Results Reports:*** The LWGE Programme Capacity Development Framework was endorsed by the Steering Committee (SC) and disseminated to the MoWA LWGE programme team in August 2019.



Participants attended the second training on “RBM-M&E Planning, Implementation & Reporting” (22-23 September 2020, Dara Airport Hotel)

- Three national specialists were recruited by the LWGE programme to support the programme’s capacity development and coaching to the departments and individual levels of the programme:
 1. M&E and Policy Specialist to support the CNCW Secretariat to strengthen capacity and develop a tools/system on M&E and CEDAW reporting;
 2. Gender Education and Youth Specialist to support capacity development of the Young Professional Network and Women

and Education Department of MoWA; and

3. Gender, Media and Communication Specialist to support capacity development of the Information Department and Social Media Working Group of MoWA.

The key milestones of capacity growth and impact have been discussed and approved, which reflects the capacity needs of each unit and the capacity development framework of the programme. The key results of this support is reflected and highlighted in the results of the relevant programme outputs and the Capacity Development report.

- **Project/Programme Mid-Term Review (MTR) conducted:** The mid-term review exercise of the PSLWGE/LWGE programme was conducted in the third quarter of 2019. All the agreed recommendations of the MTR were reviewed, and management responses were prepared. The management responses have been discussed and endorsed by the project/programme Steering Committee, and the key corresponding activities were integrated into the LWGE work plan and implemented in a timely manner. In response to one of the recommendations on capacity strengthening and enhancement of results-based management (RBM) and M&E of project/programme staff and counterparts, there were two national consultants (M&E and Reporting Advisor and RBM and CD Specialist) recruited in May 2020, supporting strengthening and enhancement of the project/programme’s RBM and M&E capacity and system.

With the assistance of the M&E and Reporting (MER) Advisor, the national M&E and Reporting Tools and Methodology document of the LWGE programme/MoWA was produced. This was followed with two training courses on “RBM-M&E Planning, Implementation and Results-Reporting”, and a series of coaching and guiding sessions delivered by the MER Advisor to individuals and groups of the LWGE programme and internal MoWA teams.

The capacity of PSLWGE/ LWGE programme teams and relevant MoWA departments/entities’ M&E staff and other groups part of the “RBM-M&E Planning, Implementation and Results-Reporting” training were swiftly improved, and better enhanced. This was proven through the better results of their development of project/programme results work planning, implementation, monitoring, reporting, and management, that were assessed by the LWGE management team and UNDP, as well as the donor community (Sida). For

instance, they are able to develop quality results work planning, prepare M&E work, implement the results work plan, and produce timely progress reports with high quality and clear results-orientation for the PSLWGE/LWGE programme. They were also able to develop the MoWA three-year operational work-plan, its M&E framework, and annual work plan and M&E work plan. This has significantly helped the PSLWGE/LWGE programme to produce and submit high quality and clear results-oriented project progress reports to UNDP and donors on time.

Financial and Administration Manual for MoWA/LWGE programme in place: The LWGE programme has learned from the Public Financial Management (PFM) manual of the Ministry of Economy and Finance (MEF) to develop the programme's operational manual. The programme's operational manual was developed. It will also be used for future management of the next programme cycles.

The programme team has facilitated the process of conducting a ***HACT assessment*** with MoWA. The MoWA management responses were discussed and endorsed, and all the agreed upon recommendations were responded to in a timely and effective manner. ***A financial audit*** of the PSLWGE was conducted on a regular basis in order to provide recommendations for an effective and efficient project implementation. The project has always been effectively implemented and has responded promptly to the audit findings and recommendations.

Inclusion of vulnerable groups of women and girls in MoWA's internal work and in activities of three relevant pilot line ministries

This output result was delivered, and progress was assessed through the formulation of a Three-Year Action Plan with specific interventions to ensure that the five vulnerable groups of women and girls are developed and regularly monitored by the MoWA working group in charge of vulnerable groups.

Since the project/programme started, there have only been three meetings convened with a total of 60 participants (50 women) to discuss the membership and terms of reference (ToR) formulation of the technical working groups on vulnerable groups. Another stakeholder meeting was conducted to review the draft report of the research on the perspectives and voices of women from five disadvantaged groups in order to inform the other chapters of the CGA and to identify the specific entry points for policy and programme interventions. As a result, five MoWA Working Groups on Vulnerable Girls and Women were officially established in 2019 with the overall responsibilities for the promotion of inclusion of vulnerable groups. Each working group aims to develop a three-year work plan in order to mainstream/integrate the relevant issues and priorities into MoWA units and work, as well as into the line ministries. All CGA chapters have been reviewed with attention paid to addressing the needs of vulnerable groups. The MoWA Five-Year Strategic Plan – Neary Rattanak V has also integrated the inclusion of vulnerable and disadvantaged groups of women and girls as a cross-cutting issue and translated the issue into all key strategic areas of the strategy.

Due to the challenges of engaging each working group's team members due to their lack of availability, only the Working Group on Khmer-Muslim Girls and Women has been active. It convened its first meeting in early 2020 to discuss and agree on the list of classifications, prioritisations, and needs of Khmer-Muslim Girls and Women in responding to social norms, health protection, and security and safety in society and public areas. The other four WGs that already formed have put their actions on a temporary hold due to the unavailability of the team members.

Outcome 2: Behavioural change in favour of gender equality is promoted among the public and young Cambodians.

Selected educational institutions are actively engaged in promoting a culture of gender equality

By December 2020, more than 2.8 million audience members, about 17.5% of the total Cambodian population, were reached and received information on gender equality through different means of educational communication. This number exceeded the planned figure of 2.5 million. The outreach was done through activities with educational institutions,



MoWA media outlets, social media, and communications campaigns, and positive attitudes/engagement are observed in social media.

private TVs, as well as social media platforms.

• **National TV Youth Debate on Gender Equality Programme:** The national youth debate programme on gender equality was organised with students from the universities and broadcast throughout national and

- The MoWA Young Professional Network, in collaboration with the four partner universities, organised the National Youth Debate on Gender Equality. The orientation session was conducted in 2019 with 37 participants (24 women), from the Young Professional Network, university representatives, and the students from four universities (RULE, UC, National University of Management, and Phnom Penh International University). The session aims to build the capacity of the students and debaters on public speaking, debate methodology, the concept of gender mainstreaming, and, in particular, how to be more effective in sharing messages on the three debate topics, which included: (1) strengthening the potential of women's participation in the economy in the context of the 4th Industrial Revolution; (2) the role of media in preventing and reducing violence against women; and (3) promoting gender equality and social protection for human resource development.
- In order to be more effective advocacy debaters, the MoWA Young Professional Network was nominated to work directly with the groups of debaters in order to facilitate and provide mentorship support to the debaters. As a result, the Youth Debate Programme on Gender Equality was organized every year from 2018-2020 to celebrate the 8 March event with a total of 565 participants (376 women).
- In 2019 the Youth Debate Programme on Gender Equality, co-funded by PSLWGE/LWGE programme (UNDP-Sida), UNICEF, UNFPA, Oxfam, and the national budget, was successfully organized with 199 participants (136 women) from MoWA, MoEYS, MoInf, Union Youth Federations of Cambodia (UYFC), development partners, and students from four universities. The debate of 2019 was opened with key messages from the MoWA Minister, UN Resident Coordinator Ms. Pauline Tamesis, and the Oxfam Country Representative. There were three topics of

the debate which were broadcasted on national television (TVK) (on the 4th, 6th, and 8th of March 2019 from 1 p.m. until 2 p.m.), and posted on MoWA's Facebook page and the UN Resident Coordinator Office's Facebook page. It reached 3,400 views, 128 likes, 140 shares, and 7 comments during the first competition. In the second competition, there were 914 views, 62 likes, and 34 shares. In the final round there were a further 719 views, 67 likes, and 19 shares. The number of viewers of the Youth Facebook, website, and YouTube was 1,679,773 views. The total number of likes, comments, and shares of both the MoWA Facebook and web pages was 209,372 engagements, and 355,276 total positive engagements.

- As part of the follow-up and to collect feedback for future improvement, one reflection workshop was organized with 37 participants (23 women) from MoWA, the debaters, and the students in order to reflect on the process and results of the debate, to find out the strengths and challenges of setting up forums and to find solutions, and to identify the key points for the next programme cycle.

Resource centres (libraries) with feminist/gender literature established in partnership with universities/academic institutions that implement measures to promote gender equality as per agreed MoUs and work plans developed with MoWA, and research and knowledge of Cambodian university students and citizens:

- Many bilateral meetings and communications took place between MoWA with the four universities, Royal University of Phnom Penh (RUPP), Royal University of Law and Economics (RULE), Royal University of Agriculture (RUA), and University of Cambodia (UC), to discuss common points and areas to work on the promotion of gender equality and youth in their universities. As a result, three Memorandum of Understandings (MoUs) were signed between MoWA and three universities (RUPP, RUA, and UC), which aim to strengthen cooperation and partnerships to foster a positive attitude in promoting gender equality and to increase women's empowerment in the universities. The signing ceremony was organized in mid-2019 with 120 people (89 women) from MoWA, MoEYS, the directors and students from the four partner universities, key DPs, and UNDP.
- A joint three-year work-plan (2020-2023) between MoWA and the three aforementioned universities was developed, which covers the following key milestones: (1) the number of gender corners established in the libraries of the universities and the number of students and the public that have benefited from the corners; (2) the number of gender equality promotion events which engage and are participated in by the students and universities; and (3) the number of gender-transformative sessions and researches conducted in the university study programmes. In late 2019, one gender corner was established in RUA's library, which serves the public and students with general documents and books related to gender studies, women's issues, and development.
- Four gender corners established in four universities (RULE, RUA, RUPP, and UC) are operating and serving public visitors and students effectively. Based on the observations and reports of the four universities' libraries, students access the gender corners and work on their studies and/or are interested in reading or borrowing the documents related to the topics on gender equality and sensitivities. Twenty-eight

percent of students know about the availability of the gender corner in their universities, and 20% have used this corner.

- ***Development of the booklet on Gender Transformative Leadership:*** With a number of technical consultative meetings and discussions with the relevant MoWA line departments, the technical team, and UNDP, the Department of Gender Equity of MoWA finalised the second draft version of the booklet on **'Gender Transformative Leadership'**. The document also incorporated all useful comments/feedback and input provided by UNDP and the MoWA technical team. The booklet was finalized and officially endorsed and published within the project timeframe.

Media is sensitized about gender equality perspectives in reporting

- ***Partnership with the Department of Media and Communication/RUPP strengthened:*** In order to build the partnership with its media partner, the Information Department of MoWA undertook several internal meetings to identify key points for the collaboration with the Department of Media and Communication (DMC) of RUPP. Before signing the MoU between MoWA and RUPP, there were two meetings organized with DMC in order to collect input and key issues for drafting a joint work plan to promote gender equality with the DMC programme. As part of the MoU, the joint work plan between the MoWA Department of Information and DMC was officially signed by both parties in 2019 in order to kick off the collaboration to integrate gender topics into the DMC training programme in 2020.
- ***MoWA social media and people actively engaged with the content:*** MoWA's Social Media Working Group was officially established in 2019 with 25 members from all departments/ units of MoWA. Several meetings were conducted in order to develop the MoWA Social Media Master Plan and the detailed work plan. As a result, the Social Media Master Plan and the detailed work plan were developed and used by the Department of Information to follow up with all line departments in order to improve MoWA's page visibility. Up until 2020, the Department of Information (DoI) has uploaded videos clips/episodes, message posts on the MoWA's Facebook page, website and YouTube channel. In total, more than **2.8 million audiences**, about **17.5% of the total Cambodian population**, have been reached and received information on gender equality through these different means of educational communication. This number exceeded the planned figure of 2.5 million. In adaptation to the COVID-19 situation, the **Neary Rattanak Talk Show Programme** was established, and two videos have been broadcasted through social media on MoWA Facebook page and other social media channels.
- ***Messages delivered through social media platforms by MoWA to challenge conventional and harmful gender norms:*** With technical and financial support from the PSLWGE/LWGE programme, in the third quarter of 2020, the Department of Information of MoWA had the technical capacity to produce the first pilot video shooting covering two topics related to economic and gender equity, which was selected as the first production of the NR-V Talk Show. One episode related to gender economic development was completed and posted on MoWA's social media, and another related to gender equality is undergoing editing, and will be finalized within the first quarter of 2021 (within the timeline of the project's end date with no cost extension).

Mass media sources are more gender-responsive after dissemination of the Media Code of Conduct for Reporting on Violence Against Women (VAW) and corresponding trainings and award competition:

- Establishment of the working group to monitor implementation of the Media Code of Conduct for reporting on VAW cases:** Several technical consultative meetings have been convened internally and externally to discuss and develop the ToR of the working group to monitor implementation of the Media Code of Conduct for reporting on VAW cases. The ToR of the working group has been finalized through several technical meetings with the representatives from MoWA, MoInfo, the Club of Journalists, DMC/RUPP, and key CSOs. The establishment of the working group was officially launched in the first quarter of 2020. The technical group closely monitored the implementation of the Code of Conduct for the four media sources (Phnom Penh Post, Koh Son Tepheap, Reaksmeay Kampuchea, and Kampuchea Thmey) on their reporting on gender-based violence.
- VAW Media Code Dissemination:** MoWA has coordinated to disseminate the implementation of the Media Code of Conduct for Reporting on Violence against Women and the promotion of gender equality to journalists, artists, writers, comedians, students studying journalism, and heads of Provincial Departments. 498 total participants (291 women) participated in the event. The feedback from the journalists, artists, writers, comedians, students, and NGO/CSO staff expressed their satisfaction and congratulations on the creation of the media code. However, there was a concern on the limitation of implementation and enforcement that would require set up of an inter-line ministries working group to monitor and enforce the implementation. “[We saw] a big positive impact after we received the Media Code of Conduct for Reporting on VAW and [it was disseminated]. This helps us to write on how to help the victims rather than victimize them”.⁶
- Under the leadership and capacity of the MoWA Information Department’s management team to coordinate and mobilize support from other partners and resources, one forum on “Women Reporters and Violence Against Women” was conducted and funded by HBF and two trainings on VAW Media Code of Conduct and media writing were conducted with the Provincial Department of Women’s Affairs (PDWA) media office, funded by the national budget.
- A media competition on VAW reporting:** The MoWA Department of Information team developed the concept and posted the announcement through social media for the competition on VAW reporting. There were two articles selected as the winners of the competition. The prize and awards were given to the winners as part of the 16-day campaign - 16 Days of Activism against Gender-Based Violence - which was organized in



Mr. Pen Bunna, President of Cambodia Club of Journalists

⁶ <https://www.facebook.com/mowa.gov.kh/videos/403115537041986/>

RULE and co-funded by UNFPA, Australian Aid, UNDP, and the Embassy of Sweden.

- Due to COVID-19, instead of meeting face-to-face, the MoWA Department of Information created a Telegram channel and Zoom meeting to continue the regular discussions/meetings of the working group. It also launched the first draft of data collection tools on the Code of Conduct for GBV to evaluate the practice of Code of Conduct for GBV in Media Sources. The tools have also been shared between the working group members through the Telegram channel for their comments/reflection.
- With the adaptive approaches of the PSLWGE/LWGE programme to cope with COVID-19 through close follow up using different means of communication, the first official meeting for the Working Group on Monitoring Practice of Code of Conduct for Media Reporting on Gender Based Violence (GBV) was held on 11 August 2020. Two agreeable results included: (1) the development of a detailed action plan of DoI and other members; and (2) the supportive commitments from the working group in implementing some of the action plan.

MoWA public outreach on issues within its mandate is enhanced and the MoWA Young Professionals Network is strengthened.

- **MoWA Young Professionals Network:** The Ministry of Women Affairs, with support from the PSLWGE/LWGE programme, delivered a series of mandatory trainings with key relevant topics related to gender, women's issues and development (e.g. Gender Mainstreaming in Cambodia, Women's Leadership and Governance, Women's Economic Empowerment, and Gender in Communication and Media), public speaking skills, and research exercises to MoWA's newly recruited staff and young professional members (32 participants, of which 23 were women). The trainings were aimed to build the capacity and knowledge of new officers on gender mainstreaming, gender sensitivity analyses, and the core work of the ministry.
- The network organized regular meetings with their members in order to follow up on progress and to identify the challenges, lessons learned, and key directions of each quarter for strengthening the network and empowering the young professionals within MoWA. In particular, the latest annual meeting was organized with 71 participants (43 women) to examine the progress, challenges, and lessons learned from the implementation of the work activities in the year, to identify priority activities and targets for the upcoming annual work plan, and to share the updated knowledge on teambuilding and partnership building to promote gender equality. The key milestones of the network are: (1) Three-Year Strategic Plan (2020-2023) of MoWA Young Professional Network developed; (2) at least twelve topics related to gender, women's issues, and development prepared and shared in the MoWA knowledge sharing session by the young professional groups of MoWA; and (3) new leaders for each sub-group elected; and (4) the annual work plan developed and effectively implemented with timely and satisfactory results delivered as per the committed plan.

Topics shared in the MoWA knowledge sharing session (Let's Talk programme) by MoWA Young Professionals Network: After taking part in a series of capacity development programmes, in particular covering skills on public speaking and research exercises related to gender, women's issues and development, twelve topics selected by sub-groups of young professionals

were developed and shared in the MoWA Knowledge Sharing – Let's Talk programme monthly from January to December 2020.

- Under the leadership of the MoWA Young Professionals Network, the Let's Talk programme started again after a long break due to the COVID-19 pandemic. Two sessions were conducted in September 2020 (7 September and 25 September), focusing on two topics: gender mainstreaming in the public sector and the Fourth Industrial Revolution. Around 34 MoWA young officers (23 women) discussed and gained knowledge on these topics through clear presentation and dynamic questions and answers.
- **MoWA Young Professionals Network Public Speaking competition event organised and awarded at least five of the best speakers:** Competition events of the MoWA Young Professionals Network Public Speaking (Smart Youth Programme) were partially organized and postponed due to COVID-19 community transmission.
- **The Youth Leadership Lab for Gender Equality Programme:** This initiative was designed for capacity development on leadership, soft skills, and mainstreaming gender equality among youth from universities, line ministries, and institutions.
 - Through several technical meetings conducted among MoWA and key partners, and with support from the Gender Education and Youth Specialist, the concept note, and full proposal of the Youth Leadership Lab for Gender Equality programme was developed and finalized. The launch ceremony was organized at MoWA with 61 (45 women) participants from line ministries (MoInf, MoEYS, MoCFA), universities (RULE, RUA, RUPP), key partners (Oxfam, CDRI, RECOFTC), and MoWA youth network. The Lab programme is supported by UNDP-Sida through the PSLWGE/LWGE programme, Oxfam, RECOFTC, SILAKA, CDRI, Be Your Own Hero programme, and the Coca-Cola Company. The Lab programme consists of 20 successful candidates (16 women, 4 men), selected out of 35 candidates that applied for the programme.
 - The orientation workshop was organized with the 20 Lab members to present the scope of the Lab and introduce them to the supporters such as the MoWA Young Professionals Network members and key partners such as RECOFTC, OXFAM, and CDRI. The programme was successfully completed with 16 youths (11 women, 5 men) who had their leadership ability, talent, and gender transformation skills strengthened through a series of three trainings and reflections, two study visits at the sub-national and community level, as well as participation in an internship programme. All the Lab candidates participated in the national women's leadership conference organized by the Be Your Own Hero programme in collaboration with MoWA and with support from the the PSLWGE/LWGE programme and other private sector actors. The participants could learn leadership skills from the experiences of public speakers.
 - With the Youth Programme, a series of youth debate forums were also organized by MoWA with support from the PSLWGE/LWGE programme. The students who participated and acted as the commentators of the events gained much better knowledge of gender equity and other capacities to promote gender equality and mainstreaming such as women's education, health, economic development, etc. They have been very confident in the skills of public speaking/debate, and teamwork, among others. During the debate events, these students also actively and dynamically discussed and came up with the key

educational messages on the promotion of gender equity and youth behavioural changes on gender sensitivities in society. Youth groups that joined the Youth Leadership Lab programme gained better knowledge and soft skills related to the topics and programmes on gender leadership and mainstreaming, and project proposal writing, among others.

- The internship programme for the members of the Youth Leadership Lab offered several training courses on topics related to young leadership and gender equality. These were delivered to the young professional MoWA staff and Lab members, with the aim of building their knowledge and capacity on gender sensitivity to become the key resource persons to promote gender equality internally and externally in society. For instance, three youth members were coached through technical assistance on how to write lessons learned and success stories. As an immediate result, they were able to draft lessons learned and success stories on the Youth Leadership Lab programme. The paper was selected as an example in the training course on RBM-M&E Planning, Implementation and Report Writing. One of Youth Leadership programme team members, Ms. Onn Chansreyleak, gained improved capacity and was able to draft the Concept Note for the Youth Leadership Lab Season 2. Her concept note was cleared and accepted by the Director General of Gender Equity and Economic Development at MoWA. Furthermore, three out of the 20 members of the Youth Leadership Lab programme improved their capacity to jointly work as a team to develop a project proposal on the Identified Issues of Forest Communities to submit to RECOFT for financial support.
- In 2020, an online survey to collect information from Youth Lab members was undertaken in order to obtain more key information to update a Success Story of the Youth Leadership Lab Season 1, which was drafted in the second week of September 2020. The findings and success story of the survey have been reviewed, analysed, and attached with the concept note of the Youth Leadership Lab Season 2 to mobilize resources from DPs, CSOs, and the private sector in the upcoming time period.

Information, Education and Communication (IEC) materials and videos have been produced under the programme as follows:

- **A full set of digital communications for inspiring and engaging women and young girls in leadership:**
 - Three-minute docu-video: A promotional video to empower women with high cinematographic quality
 - Music video: A karaoke-type video titled “We Can Do It”
 - Nine-minute drama: Empowering young girls to become CEOs
- Three-minute **educational video on gender roles**, as well as the unpaid care work role within family and in the context of the COVID-19 pandemic
- Five-minute **documentary video** on key gender equality achievements and best practices in Cambodia
- Case study on the best practices and lesson learned on **gender mainstreaming into the D&D programme** at the sub-national level
- Booklets and video to **document the Youth Leadership Lab** for Gender Equality Programme 2020
- **Case studies** on women in leadership at the sub-national levels
- **Other printed materials:** T-shirts, calendars, pens, water bottles, leaflets, bags, and masks with the key messages of the LWGE programme

Outcome 3: Measures to increase the number of and capacities of women in decision-making positions and strengthen feminist leadership are agreed and implemented.

More effective functioning of the Technical Working Group on Women in Leadership and Governance (TWGG-WLG)

A joint milestone and work plan for women in leadership and governance is developed, monitored, and reported in the TWGG-WLG meetings:

- **TWGG-Women in Leadership and Governance (TWGG-WLG):** The TWGG-WLG serves as the platform for connecting and coordinating the stakeholders from line ministries, DPs, and CSOs to promote gender in key government reforms and support women's leadership empowerment in the public and political spheres. It was established in 2015 and began to effectively function in 2017. The TWGG-WLG meetings have been arranged every three months to share progress, challenges, and forward actions. The platform has delivered several results: (1) a joint work plan and monitoring indicators on women's leadership and governance was developed and monitored in 2019-2020; (2) the draft CGA chapter on Women in Leadership and Governance was finalized; (3) the sheet of data on women's decision making in the public and political sector was updated and shared regularly; and (4) five topics and case studies on women in politics and governance was shared by the stakeholders in the meetings.
- On 25 December 2019, the annual reflection meeting of the TWGG-WLG was held with its members, totaling 34 participants (27 women). The key annual results were identified, and the 2020 action plan was discussed and committed to be achieved. This included: (1) the checklist on the guidelines to recruit new civil servants in line ministries, including to have at least 20 to 50 percent women and to prepare the response interventions; (2) NCDD-S was prepared with the recommendations, including progress, challenges, and an action plan to integrate into the draft national programme on Sub-National Democratic Development; (3) the concrete programme on capacity building for women in leadership was reviewed and prepared; and (4) gender was integrated into the guidelines or regulations on the delegation of functions to Municipalities, Districts, and Khans.
- Faced with the COVID-19 pandemic in 2020, the continuation of actions was disrupted. Based on the internal meeting of the PSLWGE/LWGE programme, it was decided to prioritise the activity plan in 2021 to ensure the smooth project implementation. Hence, the activities related to women in leadership component was not considered in 2021.

Strategic partnerships are formed and capacity development measures are delivered to women in leadership and decision-making positions

- **Implementation of Gender Mainstreaming in the National Programme on D&D:** A joint decision between MoWA and the Secretariat of the National Committee for Sub-National Democratic Development (NCDD) for an implementation action plan was made. It aimed to strengthen the close collaboration with the Secretariat of NCDD to develop, implement, and monitor a joint decision between MoWA and NCDD. The key significant intervention to increase the number of women and young women to take

part in the Sub-National Administration was to identify women and young women's capacity-building needs as stated in the Strategic Plan on Promoting Women in Leadership Positions at the Sub-National Administration in 2017.

- The advocacy work of MoWA for the promotion of gender equality, in general, and women's participation in decision making, in particular, resulted in, among other achievements, the successful localization of CSDG 5 and incorporation of gender aspects across other CSDGs, integration of inputs in the forthcoming NCDD Policy on Enhancing Gender Equality and Inclusiveness in the Decentralization and De-concentration Reform, and the development and adoption of three resolutions on gender equality at the 27th session of the Asia-Pacific Parliamentary Forum where parliamentary delegations from 27 countries participated. The Technical Working Group on Women, Governance and Leadership was established, under the leadership of MoWA and co-facilitation from UNDP and Oxfam and launched to facilitate multi-stakeholder cooperation to promote women in decision-making positions and to strengthen feminist leadership. Data on women in decision-making positions across sectors has been compiled by the LWGE programme and disseminated through various communications channels.
- The **tools to collect** the information for **mapping the women's leadership programme** have been drafted by the Department of Gender Equality team and will be finalized in 2021.
- **A briefing report and the recommendation to promote the number of women civil servants from 41% to meet the CSDGs target was developed and used for MoWA's advocacy work:** Through a number of internal and external consultative meetings of the MoWA Department of Gender Equity, the booklet on "Transformative Leadership" was produced by the Department of Gender Equality with TA support. It includes lessons learned, success stories, and recommendations to promote women civil servants in leadership positions at the sub-national level. This booklet was finalized, published, and shared in the first quarter of 2021, within the timeline of the project's end date with the no-cost extension.
- **Women leaders at the management level of line ministries and the Sub-National Administration participate in the leadership programme of RSA and NASLA:** This was undertaken in collaboration with ERA and NASLA to collect informative data. Up until this stage and with support from the PSLWGE/LWGE programme, the Department of Gender Equality's staff has cooperatively participated in several meetings with NCDD-S to share comments and feedback, and to contribute substantive input on gender, social equality, and inclusion to the preparation of a draft concept note for development of the National Programme on Sub-National Democratic Development Phase II (2021-2030).
- The strong collaboration took place with DPs and private sector actors (Rotha Leading, Be Your Own Hero, etc.) in **organising leadership events for young people, gender leaders, as well as the public** in order to promote and build their capacity on gender equality and leadership.

IV. Key Challenges

- Progress has been made towards all outputs; however, the project faced some delays at the beginning as time and energy were invested in setting up the team, building partnership, developing and approving capacity development framework, as well as identifying high-quality experts to undertake major research which are foundations for the project's policy related works. The project also faced some delays toward the end. Some activities were delayed due to the need to revisit the results framework and 3-year work plan following the Mid-Term Evaluation end 2019, as well as the COVID-19 pandemic outbreak in-country since March 2020. Given that mid-way through the project, it was proving to be unrealistic to achieve the entire 3-year work plan as originally conceived, the PSLWGE/LWGE team revisited and prioritised activities for approval of the project board. The project addressed the Covid-19-related challenges by applying the national Guiding Manual and Standard Operating Procedures (SOPs) on COVID-19, as well as adopting a new approach of online communication tools, such as telephone calls, email, Zoom, Skype, Google Hangout, and Telegram, among others, to organize and/or arrange the PSLWGE/LWGE programme's activities and/or communications with relevant stakeholders. The PSLWGE/LWGE programme requested the project board for a three-month, no-cost extension until the end of March 2021 to allow sufficient time to complete all activities. These activities included the finalisation of the monitoring and evaluation framework for the National Gender Equality Policy, the monitoring tool for the Media Code of Conduct, and the population of the database related to women in the civil service.
- The outputs under Outcome 3 of the project were inadequate to deliver notable change in the area of women's leadership. Delivering feminist leadership in MoWA was also ambitious. Gender equality is still poorly understood in many Royal Government of Cambodia (RGC) ministries (and in Cambodian society in general). This was a barrier for MoWA to facilitate change in women's leadership.
- Measuring the impact of the PSLWGE on the lives of Cambodian women is not possible until the National Gender Policy and M&E framework is approved and implemented. Both instruments have been completed in draft and are awaiting approval by the Council of Ministers respectively.
- With the project's support, MoWA worked with the Ministry of Economy to mainstream gender in the budgeting process. Budgeting and financial sustainability for gender mainstreaming and equality is difficult to measure, particularly due to the adverse impacts of COVID-19 on national revenue. Although there is a mechanism for budget allocations, these contributions tend to be small and reduced, which will potentially lead to a negative impact on gender mainstreaming in Government's policy implementation, and ultimately, improving gender equality.

V. Lessons Learned and Next Steps

The project was designed to support MoWA to implement its Leading the Way for Gender Equality programme. With this in mind, the project provided technical assistance, while the MoWA team took the lead in the execution of the work plan. The programme provided ownership to the relevant departments and units to implement the project activities. When fully accountable for the implementation, they could see a clear picture of the pathway towards making the project/programme more realistic and successful – their capacity was improved,

and commitment is growing. However, there needs to be a stronger focus on results-orientation, and on targets of the programme that are off-track.

Social media plays a very important role in today's society for sharing news and information to the public. However, the content and quality of videos and photos is important to attract more public attention and engagement. For instance, through the implementation of the PSLWGE/LWGE programme, the Department of Information received only 601,360 active public engagements by the end of 2019. However, after participation in the training on video editing and photography design supported by the PSLWGE/LWGE programme in October 2020, the Department of Information staff had better capacity for the development of public media productions on gender sensitivity and equality. This resulted in a dramatic increase in the number of public views of the MoWA website in 2020, reaching 2,889,681 viewers up until December 2020 (and 2,280,321 solely in the year 2020).

The mid-term evaluation identified three key programme lessons learned, which remain relevant:

1. The programme design and complexity should be tailored to the capacity of the implementing partner, available human resources, and time allocation.
2. Complex programmes need milestones as were added during the project's implementation, a more proactive approach, consistent interaction and communication between the actors, and guidance (coaching) throughout the entire programme cycle management.
3. Capacity development is linked to generating and managing changes and it is a difficult and sensitive process, that is still vague and unclear for many stakeholders and often encounters personal and institutional resistance. Therefore, it should involve a clear step-by-step implementation approach and a thematic expert, which can guide the programme to overcome those resistances and transform reluctances into incentives.

Several other lessons learned have been identified as part of the project's final evaluation:

1. Three years and nine months is too short for a project with so many partners and of this complexity. More time for implementation was needed. For example, developing a M&E framework for CEDAW and the National Gender Equality Policy are ambitious and complex and needed more time.
2. The emphasis on national ownership and in particular MoWA ownership in the design and implementation of the project is commendable, however, the technical expertise provided was not sufficient to achieve the results.
3. The project design did not recognise the limitations facing MoWA as a ministry. MoWA's mandate is to coordinate gender equality work but MoWA does not have the authority at the national level to influence and challenge political processes. At the sub-national level, MoWA does not have the resources to implement large-scale programmes that are able to deliver results across multiple ministries and to large numbers of Cambodian women. Although CNCW was a key partner in the project, affording them more responsibility in Outcome 1 and 3 may have led to better results. MoWA is strongest when it works alongside CNCW.
4. The Capacity Development Framework did not take adequately into consideration systemic, political, and economic issues facing stakeholders within the project. Financial constraints reduce the likelihood that capacity development activities will be prioritised or continued within departments of MoWA and stakeholder institutions. There was an assumption that handbooks and trainings would lead to sustainable changes and that by strengthening the existing structure of GMAGs and GMAPs an

increase in national budget allocations would follow. Although the structural commitment is obvious within MoWA and the RGC, the ability to achieve real change across ministries is fragile and contingent on budgets.

5. As this project represents the final phase of targeted support from UNDP to MoWA, a strong exit strategy would have assisted forward planning.
6. There is an appetite within MoWA for professional development and trying new capacity development approaches, such as coaching.
7. Developing a national M&E framework for CEDAW and the Gender Equality Policy is a complex task that requires time and dedicated expertise.
8. Working with youth is a positive entry point into working on challenging social and gender norms.
9. Diverse partnerships with educational institutions, other ministries, CSOs, and national institutions demonstrate MoWA's ability to work "outside the box" – promoting new approaches and ways of working.

VI. Recommendations for Future Design

1. In order to achieve the milestones of the LWGE programme of MoWA and to maintain and strengthen the existing knowledge and capacity of individuals, programmes, institutions, and partners who benefitted through the current project/programme intervention, it is strongly recommended to continue and expand collaboration between MoWA and other partners including UN agencies, development partners, CSO and private sector for the next phase of the LWGE programme.
2. In terms of the scope of the project/programme's key deliverables and outputs, the next project/programme should be designed for a five-year cycle. MoWA can lead the design process with technical support from other partners based on their technical expertise and the relevance of the programme. UNDP Regional Innovation Centre and the Cambodia Accelerator Lab could support with applying new approaches and tools to programme/portfolio design, that better identifies leverage points and uses a collaborative approach across all actors and sectors to address the structural and systems barriers to gender equality and empowerment. These new approaches and tools include futures thinking, sense making and systems design for transformational change.
3. Going to the detail, the next phase should include the M&E technical advisory position to be incrementally financed through the government budget for sustainability. This post could help the project/programme to work more closely on M&E and a results-oriented approach, as well as to build the capacities of MoWA, other government counterparts, partners and stakeholders on key gender equality principles and practical application alongside project/programme implementation.
4. The duration of the PSLWGE/LWGE programme implementation is too short (only just over three years), therefore, knowledge and capacity of implementers gained from the project/programme is quite limited, and the collaboration and cooperation between MoWA and the Ministry of Education, Youth and Sport (MoEYS) to promote gender-sensitive development of the school curricula needs to be further strengthened. Stronger networking also needs to be built between MoWA's youth team and other young people working at the government institutions to foster further institutional changes on gender equality.
5. In moving forward over the next project/programme cycle, it is important that the gender results and intra-MoWA entities, external MoWA partners, and stakeholders'

capacities built and enhanced by the PSLWGE project and the LWGE programme are fully taken advantage of in order to achieve longer-term policy, social and behavioural changes as originally envisaged by the National Policy on Gender Equality and National Strategic Plan – Neary Rattanak V (2019 – 2023) of MoWA.

VII. Financial Status and Utilisation

Financial Status

Table 1: Contribution Overview [31 March 2017 – 31 March 2021]

Donor Name	Contributions		Balance [Commit Vs. Actual Received]
	Committed (In Pro Doc)	Actual Received	
UNDP [TRAC]	945,522.80	1,058,075.21	(112,552.41)
Sida	1,103,106.00	1,048,828.67	54,277.33
Total	2,048,628.80	2,106,903.88	(58,275.08)

Table 2: Annual Expenditure for PSLWGE [01 January – 31 March 2021]

Activities- Description	Annual Work Plan 2021 (Revision G09)	Actual Expenditure			Balance	Delivery [%]
		UNDP	Sida	Total		
Outcome 1: More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls						
Output 1: First National Gender Policy and NR-V are finalized and CGA for four sectors updated	2,725.38		2,721.74	2,721.74	3.64	100%
Output 2: AWPB for 2019 of three pilot line ministries are gender mainstreamed (based on First National Gender Policy, NR4, and Second NAPVAW as relevant).						
Output 3: Improved inter-ministerial accountability and	3,431.18	0.00	2,968.81	2,968.81	462.37	87%

harmonized monitoring of gender policies						
Output 4: MoWA's capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened						
Output 5: Inclusion of Vulnerable Groups of Women and Girls in MoWA's internal work and in activities of three pilot line ministries as relevant is improved						
Outcome 2: Behavioural change in favour of gender equality is promoted among the public and young Cambodians						
Output 6: Selected educational institutions actively engaged in promoting a culture of gender equality	14,178.46		14,119.06	14,119.06	59.40	100%
Output 7: Media is sensitized about gender equality perspectives in reporting	4,142.68		10,755.18	10,755.18	(6,612.50)	260%
Output 8: MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened.						
Outcome 3: Measures to increase number of and capacities of women in decision making positions and strengthened feminist leaderships are agreed and implemented						
Output 9: More effective functioning of the Technical Working Group on						

Women, Leadership & Governance.						
Output 10: Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered						
Output 11: Project Management and Operations	38,094.91	0.00	41,961.53	41,961.53	(3,866.62)	110%
TOTAL	62,572.61	0.00	72,526.32	72,526.32	(9,953.71)	116%

Note:

- Output 7: the overspent expenditure was the outstanding commitment made in 2020 and disbursed in 2021 for Video Documentary in the amount of USD6,612.50
- Output 11: Project Management: the overspent expenditure was the outstanding commitment made in 2020 including final evaluation consultant (USD5,400) and spot check (USD1,960.40)
- The total expenditure of USD 72,526.32 is a cumulation of 58,553.82 (expenditure under 2021 budget) and 13,972.5 (outstanding commitment made in 2020). The balance of USD 4,019 from 2021 budget is shown in Table 4.

Table 3: Annual Expenditure for PSLWGEP [01 January – 31 December 2020]⁷

Activities-Description	Annual Work Plan 2020 [Revision G07]	Actual Expenditure			Balance	Delivery [%]
		UNDP	Sida	Total		
<u>Outcome 1: More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls.</u>						
Output 1: First National Gender Policy and NR-V are finalized and CGA for four sectors updated	37,287.41		27,508.78	27,508.78	9,778.63	74%

⁷ Financial reports of 2017, 2018, and 2019 are included in the respective annual report.

Output 2: AWPB for 2019 of three pilot line ministries are gender mainstreamed (based on First National Gender Policy, NR4, and Second NAPVAW as relevant).						
Output 3: Improved inter-ministerial accountability and harmonized monitoring of gender policies	75,793.78	9,900.00	75,892.52	85,792.52	(9,998.74)	113%
Output 4: MoWA's capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened						
Output 5: Inclusion of Vulnerable Groups of Women and Girls in MoWA's internal work and in activities of three pilot line ministries as relevant is improved	440.02	0.00	440.02	440.02	0.00	100%
Outcome 2: Behavioural change in favour of gender equality is promoted among the public and young Cambodians						
Output 6: Selected educational institutions actively engaged in promoting a culture of gender equality	20,555.10		6,164.10	6,164.10	14,391.00	30%

Output 7: Media is sensitized about gender equality perspectives in reporting	20,423.46		10,038.89	10,038.89	10,384.57	49%
Output 8: MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened.						
Outcome 3: Measures to increase number of and capacities of women in decision making positions and strengthened feminist leaderships are agreed and implemented						
Output 9: More effective functioning of the Technical Working Group on Women, Leadership & Governance.	0.00	16,000.00	0.00	16,000.00	(16,000.00)	0%
Output 10: Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered						
Outcome 4: Operation and General Management						
Output 11: Project Management and Operations	142,989.55	17,529.60	102,991.91	120,521.51	22,468.04	84%
TOTAL	297,489.33	43,429.60	223,036.22	266,465.82	31,023.51	90%

Explanation notes as below:

Output 1: Balance under Output 1 was mainly from cost related to CGA. In 2020, CGA was not ready for translation, printing and publication (9,300\$) since it was required to add more information related to the impact of Covid-19 pandemic. The rest was saved from the meeting/workshop lines as the project could not conduct physical meeting with larger number of participants due to Covid -19 situation.

Output 3: This line was overspent. It was mainly due to the outstanding commitment made in 2019 and disbursed in 2020 (9,900\$). It related to the local consultant on Monitoring and Evaluation and Policy.

Output 6: The balance was from these activities 1) the meetings/workshops with university students did not happen because the university were closed during the Covid-19 pandemic. 2) Some surveys organized by students from Lab were conducted online, and 3) The activity related to field study for the youth lab and MoWA Smart Youth programme were postponed due to travel restriction.

Output 7: This line is underspent because the payment for the video documentary, with an amount of 6,612.50\$, was moved and disbursed in year 2021. The rest of the balance was from the competition to award good media practices on gender responsive reporting which required to have a proper guideline or criteria of how to score and judge it fairly.

Output 9: There was no budget allocated for this output in 2020 and the expenditure of 16,000\$ was the outstanding commitment made in 2019 and disbursed in 2020. They were 1) SILAKA's contract to develop the handbook on “women’s empowerment and transformative leadership and 2) Local consultant (Ms. SOHEANG PAK) to support the Ministry of Women’s Affairs to update the ToT manual on Gender Analysis and Advocacy Skills.

Output 11: This line is underspent because the closing workshop did not happen and the payment to the final evaluation consultant were moved and disbursed in 2021.

Table 4: Cumulative Expenditure for PSLWGE [31 March 2017 – 31 March 2021]

Activities - Description	Total Budget	Cumulative Expenditure			Balance	Delivery [%]
	[2017-2021]	UNDP	Sida	Total		
Outcome 1: More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls.						
Output 1: First National Gender Policy and NR-V are finalized and CGA for four sectors updated	292,412.66	76,313.18	216,095.84	292,409.02	3.64	100%
Output 2: AWPB for 2019 of three pilot line ministries are gender mainstreamed (based on First National Gender Policy, NR4, and Second NAPVAW as relevant).	10,086.49	7,862.77	2,223.72	10,086.49	0.00	100%
Output 3: Improved inter-ministerial accountability and harmonized monitoring of gender policies	589,735.53	366,621.94	222,651.23	589,273.17	462.36	100%

Output 4: MoWA's capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened	35,623.77	10,266.38	25,357.39	35,623.77	0.00	100%
Output 5: Inclusion of Vulnerable Groups of Women and Girls in MoWA's internal work and in activities of three pilot line ministries as relevant is improved	16,682.45	0.00	16,682.45	16,682.45	0.00	100%
Outcome 2: Behavioural change in favour of gender equality is promoted among the public and young Cambodians						
Output 6: Selected educational institutions actively engaged in promoting a culture of gender equality	87,469.64	20,095.26	67,314.98	87,410.24	59.40	100%
Output 7: Media is sensitized about gender equality perspectives in reporting	41,523.00	3,712.71	37,810.29	41,523.00	0.00	100%
Output 8: MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened.	132,148.55	8,710.89	123,437.66	132,148.55	(0.00)	100%
Outcome 3: Measures to increase number of and capacities of women in decision making positions and strengthened feminist leaderships are agreed and implemented						
Output 9: More effective functioning of the Technical Working Group on Women, Leadership & Governance.	17,962.25	16,000.00	1,962.25	17,962.25	0.00	100%

Output 10: Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered	39,123.96	0.00	39,123.96	39,123.96	0.00	100%
Output 11: Project Management and Operations	648,712.58	353,068.69	292,150.11	645,218.80	3,493.78	99%
Total	1,911,480.89	862,651.82	1,044,809.88	1,907,461.70	4,019.19	100%

Final Risk Log Update (November 2021)

#	Description	Type	Impact & Probability	Countermeasures / Management response	Risk Owner	Status
1	Delay in the approval of National Policy on Gender due to lengthy process to get a policy document approved within the government system	Organizational	P = 4 I = 4	Learn from past experience to avoid unnecessary delay by ensuring conformity to the instructions of the Council of Ministers. Engage with line ministries properly before submission of draft policy to Council of Ministers	MoWA project coordinator	Unchanged The draft Policy is finalized and is expected to be submitted for endorsement in the second part of 2022.
2	The cooperation with and capacity development to line ministries may be hindered to some extent by weak role of most GMAGs and their lack of access to annual work plans and budgets as they are not shared widely within each Ministry	Financial Organizational	P = 4 I = 3	Build upon good practices and experiences of active and functional GMAGs (such as the one from MOEYS) to strengthen the rest of GMAGs/line ministries. Make use of high-level events presided over Prime Minister to emphasize importance of GMAGs and the need of strengthening them with enough resources.	MoWA project coordinator	Unchanged Some improvements made but with slow progress. Covid-19 outbreak in early 2020 also hindered the efforts as face-to-face meeting to exchange experiences was not possible and follow-up actions and activities were disrupted.

3	Specific targets for increasing women in leadership could be difficult to agree upon and met by line ministries as promotion within the government system is very political and thus a sensitive issue.	Organizational Political	P = 4 I = 4	Keep insisting that targets are needed to measure achievements. Be realistic with them and respect their proposed targets.	MoWA project coordinator	Unchanged The CSDGs is approved with the specific target for women in decision making. MoWA is also working with Ministry of Civil Service to develop guideline on target and to develop clear actions to implement the guideline.
4	Some conservative senior officials within Government have resistance to addressing the needs of/supporting some disadvantaged groups, particularly females from LGBT community and Muslim women and girls.	Organizational Political	P = 4 I = 3	To raise some additional awareness on the ‘critical’ disadvantaged groups within Government. To increase visibility of these disadvantaged groups in the media to support their acceptance and normalization in society. To identify and engage with high-level or famous people who can act as champions for these groups	MoWA project coordinator	Unchanged Efforts were made to increase visibilities. Research was conducted to understand challenges of vulnerable women and relevant working group in MoWA was established.

5	Organizational development of MoWA can be unable due to persistence of project-based and business-as-usual approaches of senior MoWA officials and staff, and development partners.	Organizational	P = 4 I = 4	The Technical Coordination Desk to narrow cooperation with MoWA senior officials and approach development partners to raise awareness among them about importance of organizational reform of MoWA Use the opportunity of TWGG reform to establish innovative working methods and approaches	MoWA project coordinator	Unchanged LWGE team tried to mobilize the DPs who work within the Ministry to join the framework of the programme to minimize projects based approach. There have been some joint collaboration between Oxfam, UNFAP, UNWomen, UNDP as part of the LWGEP.
6	The NIM programme cannot function as expected due to MoWA staff not allocating sufficient time to work for the programme and/or some financial or procurement processes being not properly managed by MoWA.	Organizational	P = 4 I = 5	To address those issues at the Steering Committee of the programme so solutions can be identified and decided upon.	MoWA project coordinator	Unchanged Efforts were made to mitigate the risk. For example, there was a desk review of SOP, particularly the financial guidelines based on the MoEF guideline including relevant financial format has been used in the programme. Operations manual is developed to guide the implementation of programme.

Annex – Supporting Documents

1. MoWA Five-Year Strategic Plan – Neary Rattanak V (2019-2023)
www.mowa.gov.kh/en/neary-rattanak-v-2019-2023-en
2. MoWA Leading the Way for Gender Equality Programme Documents
www.mowa.gov.kh/en/detail/category/leading-way-gender-equality-program-en
3. MoWA LWGE Capacity Development Framework
www.mowa.gov.kh/en/detail/6316
4. Final Draft National Policy on Gender Equality
<https://drive.google.com/drive/folders/1DywOIQy5Kj-7iKruh67f5s3qbKbFrUes?usp=sharing>
5. Final Draft of Cambodia Gender Assessment
<https://drive.google.com/drive/folders/1DywOIQy5Kj-7iKruh67f5s3qbKbFrUes?usp=sharing>
6. Final Evaluation Report of PSLWGE
https://drive.google.com/file/d/17aMumjPkDbWsfpTIR2P-HJrM2daIM_6Z/view?usp=sharing
7. Final Draft Gender Guideline on Gender Mainstreaming
<https://drive.google.com/drive/folders/1DywOIQy5Kj-7iKruh67f5s3qbKbFrUes?usp=sharing>
8. ODA Guideline on Gender <https://drive.google.com/drive/folders/1DywOIQy5Kj-7iKruh67f5s3qbKbFrUes?usp=sharing>
9. Youth Leadership Lab on Gender Equality Booklet
www.mowa.gov.kh/en/detail/category/youth-leadership-lab-gender-equality-en
10. Gender Analysis and Advocacy Manual
<https://drive.google.com/drive/folders/1DywOIQy5Kj-7iKruh67f5s3qbKbFrUes?usp=sharing>
11. Online IEC Materials of the Programme:
 - www.youtube.com/watch?v=dGOfrCOOrpI,
 - www.youtube.com/watch?v=03W-AjcL7BE
 - www.youtube.com/watch?v=Z4NKN7k4xNU
 - www.youtube.com/watch?v=NpegOIsNGxQ
 - www.youtube.com/watch?v=2O2US5GzxVU
 - www.youtube.com/watch?v=rT69ZZO3dIM
12. Neary Rattanak Talk Show
www.youtube.com/watch?v=-q3ZXY4yT4E&list=PL1D5C5Eeh8KyF74ZHLifpuUDpS2ZRHS7B&index=2