

PROJECT DOCUMENT

Country: Cambodia



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Project Title: Partnership for Gender Equity IV (PGE IV)
Project Number: 95079
Implementing Partner: UNDP Direct Implementation Modality
Start Date: March 2017 **End Date:** 31 December 2019 **PAC Meeting date:** 16 Dec 2016

Brief Description			
<p>The project aims to provide long-term institutional and advisory support to Ministry of Women’s Affairs/Royal Government of Cambodia for the realization of the national goals on gender equality and women’s empowerment by strengthening the enabling environment and institutional architecture for implementing the National Five Year Strategy for Gender Equality (Neary Rattanak IV/NR IV). The institutional and advisory support will focus on strengthening the capacity and coordination role of the national machinery in mainstreaming gender across government, mobilizing funding for gender mainstreaming from domestic and external sources, supporting the finalization of the First National Gender Policy, updating the Cambodian Gender Assessment, and overseeing the support and mainstream the SDG 5. It includes support for the advocacy and outreach work of the MoWA.</p>			
<p>Strategic Plan: Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions</p> <p>Contributing Outcome UNDAF: Outcome 3: By 2018, national and sub-national institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to the inequalities in the enjoyment of human rights of all people living in Cambodia, and increase civic participation in democratic decision-making.</p> <p>Indicative CPD Output(s): Output 2.2 (Gender Marker 3): Mechanisms to increase percent of women in leadership and decision-making are more effective.</p>	Total resources required:	US\$ 940,522.80	
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Agreed by (signatures):

UNDP	
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Date:	<i>31.3.17</i>

LIST OF ACRONYMS

CD	Capacity Development
CEDAW	Convention on the Elimination of Discrimination against Women
CGA	Cambodia Gender Assessment
CNCW	Cambodian National Council for Women
D&D	Deconcentration & Decentralisation
GA	Gender Audit
GEPMI	Gender and Economic Policy Management Initiative
GMAG	Gender Mainstreaming Action Group
MAF-WEE	Millennium Acceleration Framework for Women's Economic Empowerment
MoCS	Ministry of Civil Service
MICS	Middle Income Country Status
MoWA	Ministry of Women's Affairs
NAPVAW	National Action Plan to Prevent Violence against Women
NRIV	Neary Rattanak IV
ODA	Official Development Assistance
PAR	Public Administration Reform
PBA	Programme Based Approach
PFMRP	Public Financial Management Reform Program
SNDD-RP	Sub-National Democratic Development Reform Program
TWG-G	Technical Working Group on Gender
TWG-G on WLG	Technical Working Group on Gender sub group for Women Leadership and Governance
WEE	Women's Economic Empowerment
WMC	Women's Media Center
LWGE	Leading the Way for Gender Equality

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I. DEVELOPMENT CHALLENGE

Over the past five years, the Royal Government of Cambodia (RGC) has carried out gender mainstreaming in policies, plans and programs. These include: The National Strategic Development Plan (NSDP), its Technical Working Groups (coordination platform between government and development partners), Joint Monitoring Indicators (JMIs), the Public Administration Reform (PAR), the Public Financial Management Reform Program (PFMRP), and the Sub-National Democratic Development Reform Program (SNDD-RP).

As highlighted in the most recent NSDP 2014 – 2018, gender remains a priority for the government, and in particular in the following areas:

- Women's Economic Empowerment;
- Legal Protection for Women and Girls;
- Women's Participation in Decision Making in the Public Sector and Politics;
- Mainstreaming gender across all key sectoral programmes and policies.

To guide gender mainstreaming in Cambodia, the Ministry of Women's Affairs (MoWA) conducted the *Cambodia Gender Assessment (CGA) 2014, Leading the Way Towards Gender Equality and Women's Empowerment*, as well as launched the *Five Year Strategic Plan Neary Rattanak IV (NRIV)*. The challenge is that the national machinery's capacity to implement this comprehensive national programme framework for mainstreaming gender needs to be strengthened. In particular, the profile and overall capacity of MoWA in terms of gender policy analysis and advocacy and as a catalyst, coordinator and facilitator to strengthen the enabling environment for gender mainstreaming across government at all levels, has to be raised, if it is to address:

- The limited capacity of line ministries/government agencies for in-depth gender analysis, mainstreaming, monitoring, evaluation and reporting;
- A sector that is seriously under-resource: ODA for Gender as a principle sector represents 0.5% of the total ODA, of this only 27% goes to MoWA. Only 18% of total ODA has a gender mainstreaming component. (CDC ODA database, 2014);
- A gender machinery that must contend with the shift in development financing from grants to loans and domestic resources, as Cambodia transitions to Lower Middle Income Country Status (LMIC).
- Gaps in the implementation of gender related laws, policies, plans and programs, in particular:
 - Coordination between relevant stakeholders within Government and Development partners (DPs) tends to be limited to the project level;
 - Links between technical departments of MoWA and GMAGs of line ministries and other TWGs remain weak;
 - There is a wide spread perception that gender equality is entirely the responsibility of MoWA;
 - The institutional mechanisms and policies of line ministries do not have monitoring, evaluation and reporting systems to track gender mainstreaming.
 - There is no accountability mechanism to ensure that all government agencies are held accountable for gender commitments in NSDP, NRIV and CEDAW.
- The reality that Cambodian women remain under-represented in decision-making positions in politics, the public sector and the judiciary, as well as at the sub-national level. Some of the structural challenges to promoting women in leadership include: the absence of temporary measures to 'fast track' the participation of women in public decision-making, such as quotas.

Some key figures of women in positions as follows:

- ✓ Cambodian Women hold 14.75 percent, or nine out of a total of 61 seats in the Senate, this has not changed since 1999.
- ✓ In the National Assembly, female representation has more than tripled in two decades, however in the most recent election it decreased from 21.1 percent to 20.33 percent. Women comprise one of the 9 deputy prime ministers, 3 of the 28 (10.7 percent) ministers, 38 of 189 (20.5 percent) secretaries of state and 48 of 273 (17.6 percent) under secretaries of state.
- ✓ In the judiciary, women represent 13.9 percent of all judges, and 10.2 percent of prosecutors, and 14.8 percent of the members of the bar council.
- ✓ At the sub-national level, they comprise 20 percent of deputy governors at provincial/capital level, which is above the 2015 CMDG 3 target. The proportion of women councillors in capital and provincial councils has increased from 10 percent in 2009 to 13.23 percent in 2014. In district and khan councils, female seats have increased from 12.68 percent in 2009 to 13.85 percent in 2014. The percentage of female commune councillors increased from 15.10 percent in 2007 to 17.78 percent in 2012.
- ✓ In the civil service, the proportion of women increased from 32 percent in 2007 to 37 percent in 2013, however these women are still concentrated in junior positions. Women's enrolment in the Royal School of Administration (RSA) is increasing, particularly in pre-service training.

For that matter, addressing these blockages at the highest policy levels and facilitating implementation at the institutional/programmatic level will be required. As pointed out by Neary Rattanak IV, this will involve a shift from project-based activities to a program-based approach, and from implementation and service delivery towards a whole-of-government approach to mainstreaming gender in government policies and programs, and towards promoting social accountability for women.

II. STRATEGY

After 12 years of broad institutional support and technical assistance to gender sector through PGE I, II, and III, UNDP is well placed to respond to the emerging challenges. In particular, for this phase IV (3 years), the continuing support- UNDP and MoWA are looking to narrow the focus of their partnership to target key strategic areas under the umbrella of institutional strengthening and new emerging 2030 Agenda.

Those include:

- **Strengthening the National Machinery for Gender Equality:** Develop intra- governmental mechanisms for coordination, oversight and monitoring implementation of NRIV;
- **Policy formulation:** Finalise, approve and operationalise the National Policy for Gender Equality;
- **Capacity Development (CD):** expand the application of the CD methodology to new strategic areas which enable MoWA and the institutional gender architecture, including the use of Gender Auditing to measure change in gender mainstreaming in key sectors over time;
- **Programme Based Approach (PBA):** Establish a PBA for the new sub-group on Women, Leadership and Governance (including policy framework, partnership principles, stakeholder mapping, M&E framework); broaden the PBA modality to cover all of NRIV under the TWG/G;
- **Partnerships for Development Finance:** Strengthening MoWA's capacity for coordination and partnership management for development finance and development effectiveness.

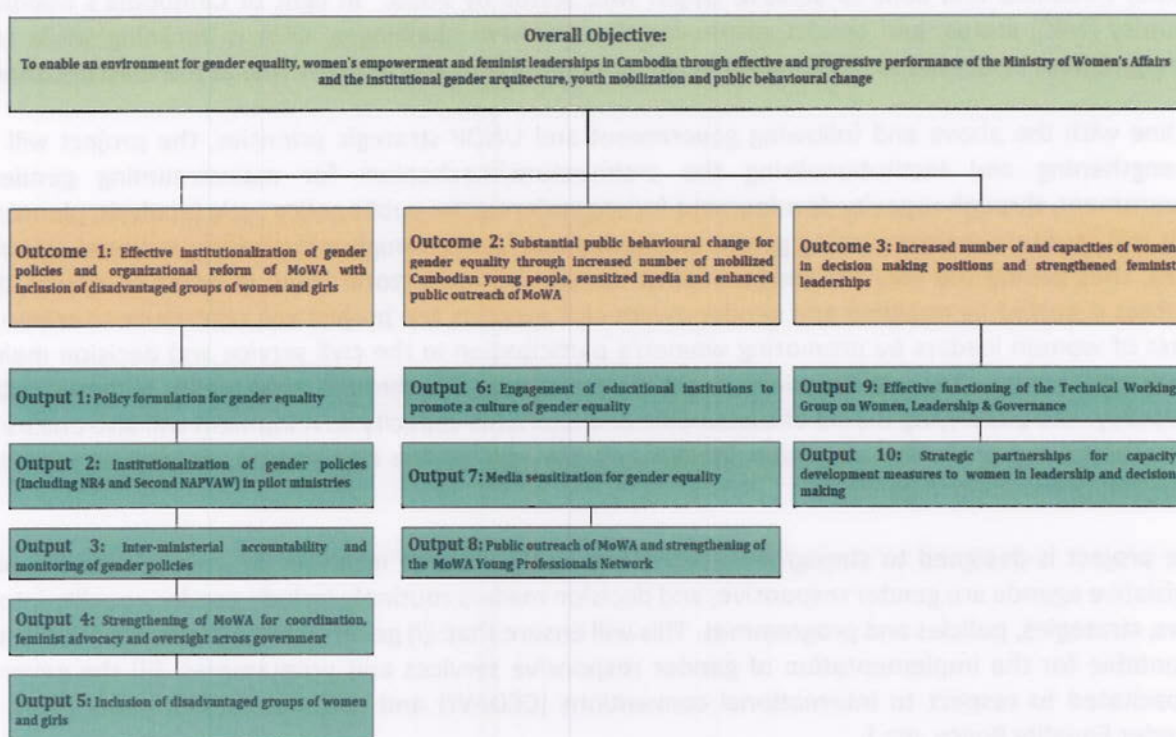
Moving ahead, UNDP is now continuing to strengthen the previous efforts through technical assistance or advisory support in implementing the national strategy on gender and mainstream SDGs across the sector and to help MoWA as well as RGCs overcoming the ODA transition in time of promoting gender equality is critical. Through the long-term institutional advisory and technical assistance to MoWA, the PGE phase IV will

provide technical support across the three outcomes of MoWA's program ***“Leading the Way for Gender Equality”*** which include:

- Outcome 1: Effective Institutionalization of gender policies and organizational reform of MoWA with inclusion of disadvantaged groups of women and girl;
- Outcome 2: Substantial Public behavioural change for gender equality through increased number of mobilized Cambodian young people, sensitization of media and public outreach of MoWA
- Outcome 3: Increased number and capacity of women in decision making positions and strengthen feminist leadership.

Framework of LWGE program which the PGE IV Gender Specialist will assist MoWA to achieve in three years period:

Figure 1: LWGE Program Framework



Source: LWGE Program Proposal/Document, MoWA

Based on the existing resource available, the major focus of this PGE IV will be the **outcome 1 “Effective Institutionalization of gender policies and organizational reform of MoWA with inclusion of disadvantaged groups of women and girls”** by continuing to undertake some major tasks as following:

- **Institutionalize and Gender Mainstreaming Strategy Implementation:** Provide advisory assistance in supporting MoWA's implementation of the overall gender mainstreaming strategy including building the long-term capacity;
- **Cambodia Gender Assessment (CGA) Updating:** the CGA updating an on-going basis to contextualize situation of women which identifies gender gaps in various sectors and review of gender equality policy initiatives in the country;
- **Support the finalization of the National Gender Policy:** Assist MoWA in formulation of the national gender policy for putting NR IV a more actions oriented as well as assist MoWA to implement and monitor the Policy;

OS

- **Official Development Assistance (ODA) for Neary Ratanak IV:** Special focus on ODA agenda in mobilizing donors support to align behind the NR IV at the ministry level;
- **Sustainable Development Goals (SDGs) Localization effort:** Oversee the support to SDG Localization by focusing on leveraging the contribution of gender to achieve the SDG 5.
- **Enhancing institutional advocacy and public outreach of MoWA:** knowledge and effective communications are indispensable to upgrade the advocacy role of MoWA in order to influence other government officials and promote social change for gender equality more successfully.

MoWA as an organisation is in transition and their technical staff require capacity development and technical assistance to support the shift from project implementation to policy advisory and institutional advocacy role. MoWA's *cadres* of young professionals provide a new window of opportunity for capacity development and introducing new innovative ways of working and improve external communications of MoWA, especially through online and social media. The country has recently crossed over to the Lower Middle Income Country (LMIC) threshold and aims to achieve Upper MIC status by 2030. In light of Cambodia's Middle-Income Country (MIC) status, and amidst continuing development challenges, ODA is declining while Loans and Foreign Direct Investments (FDI) are expected to increase and play a bigger role at the macroeconomic level.

In line with the above and following government and UNDP strategic priorities, the project will focus on strengthening and institutionalising the architecture/mechanism for mainstreaming gender across government, through capacity development for engendering the public policy cycle (analysis, planning, M&E). This will facilitate mainstreaming gender at the highest level through selected key national reforms (D&D, PAR), thus paving the way for gender mainstreaming at the sectoral level. In order to ensure the policy process is guided by qualified and gender aware civil servants the project will contribute to create a critical mass of women leaders by promoting women's participation in the civil service and decision making at all levels and shaping the enabling environment for gender equality through mass media, communications, and advocacy. The underlying theme of sustainable and equitable capacity development will also ensure a special focus on young professionals within MoWA and the rest of the civil service, as well as vulnerable and marginalized women in general.

The project is designed to strengthen governance and politics of inclusion by making sure the policy and legislative agenda are gender responsive, and decision makers routinely include gender equality into national laws, strategies, policies and programmes. This will ensure that: (i) government and decision makers are held countable for the implementation of gender responsive services and programmes; (ii) the government is capacitated to respect to international conventions (CEDAW) and national commitments (NR4, National Gender Equality Policy, etc.).

The project will help MoWA to become more influential across government as well as to empower women and create a critical mass of change makers and young people who are able to confront traditional gender norms and discrimination against women and girls.

This will lay the foundation for creating and nurturing an enabling gender responsive policy environment where: (i) government agencies routinely mainstream gender equality into their sectoral plans and strategies, and ensure that these outcomes are budgeted for and monitored; (ii) government agrees on and implements the forthcoming *National Policy for Gender Equality* which outlines the responsibility and accountability mechanism for gender mainstreaming across government; (iii) evidence based gender policy making is internalised by the government, ultimately contributing to addressing the development challenge of changing social norms and attitudes which underpin gender discrimination and prevent gender equality and women's empowerment.

NRIV lays out the transformational approach to MoWA's role from project implementation to advocacy and provision of policy analysis and advisory services using a Programme Based Approach (PBA) to address gender mainstreaming across sectoral thematic areas. MoWA is requesting Development Partners support to better

equip the national machinery with the necessary capacity to fulfil this new role. The strategy reflects the vision of MoWA with a particular focus on MoWA's long term institutional strengthening and capacity development to carry out their mandate of a strategic gender policy advisor, institutional advocate for gender and facilitator with Line Ministries at national and sub-national levels. A stronger MoWA would provide stakeholders and public with an authoritative source on gender mainstreaming and gender issues in Cambodia and would reduce the need for line ministries and development partners to support diverse small initiatives.

In line with that, the project will promote MoWA's role in providing effective gender analysis and high-level strategic policy advisory services and advocacy across the entire government, which requires a focus on long term institutional strengthening and capacity development. This involves the existence of:

- A robust and effective institutional infrastructure and mechanism for gender equality (*National Policy for Gender Equality*);
- Stronger intra governmental mechanisms for promoting gender equality, closer alignment with CNCW for the implementation of national laws, policies and CEDAW, maintaining a transparent accountability mechanism;
- Sustainable institutions by developing MoWA's capacity to advocate for gender equality and provide technical support across government for gender mainstreaming in Line Ministry sectoral plans;
- Gender equality as a principle and precondition of any policy decision-making of RGC.

With the support from the UNDP/SIDA PGE III project, MoWA has initiated a Capacity Development (CD) process for both PBA and mainstreaming gender across government, in order to operationalize the CGA and the NRIV policy recommendations. The basic premise is that CD should strengthen MoWA's role as a catalyst for gender equality by mainstreaming the policy recommendations from the CGA/NRIV into the relevant Line Ministries' (LM) own sectoral plans and budgets.

This project is building on the lessons learned from the Mid-Term Review (key recommendations):

- Narrowing and lifting the focus of the project on policy formulation and implementation
- Exiting the project from sector specific / micro level support (i.e. to WDCs, GBV at the community level, etc.)
- Strengthening the Capacity Development methodology to address institutional and government-wide capacities for gender mainstreaming
- Strengthening MoWA's capacity in terms of gender policy analysis and advocacy, MoWA's role as catalyst, coordination body, and provider of gender advisor services across government, and MoWA's ability to mobilize the public and especially young people for promoting gender equality.
- Leveraging UNDP's role as the co-facilitator of the TWG-G and the TWGG-WLG to deepen the PBA agenda, and to push for more transparency and accountability in gender results across government.

The project also reflects lessons learned from the success and achievements of PGE III including:

- Ongoing update Cambodia Gender Assessment:
 - Evidence based policy formulation;

- Transition from project to programme based;
- Moving into policy analysis and advisory services.
- Restructuring TWG-G: using the Programme Based Approach (PBA);
- Developing a methodology for:
 - Capacity Development for Gender Mainstreaming (operationalizing CGA/NR4 policy recommendations);
 - The PBA framework which was initially applied to the TWG-G subgroups on Women Economic Empowerment (WEE), Gender Based Violence (GBV);
 - CD for Gender Auditing (GA) (forthcoming);
 - Transparent and accountable planning and DP resource mobilization.
- Scaling up from initial PGEIII objectives:
 - Capacity Development was extended from gender mainstreaming to Gender Auditing, a Training of Trainers for Gender and Economic Policy Management Initiative (GEPMI) and a local replication workshop;
 - PBA for Women Economic Empowerment/Gender Based Violence will be extended to Women Leadership and Governance, and eventually scaled up to cover all of NRIV.

The project strategy described above is not only in line with the government's national development and gender equality policies but also with the upcoming SDG 5 aiming at achieving gender equality and empower all women and girls, and the most recent CEDAW concluding observations on the combined fourth and fifth periodic reports of Cambodia released on October 2013. In particular:

- Recommendation 17, highlighting the need to continue harmonizing and strengthening the national machinery for the advancement of women and recommends an increase of the budgetary allocation for that machinery to ensure that the resources correspond to its mandate and activities.
- Recommendation 29, highlighting the need to ensure that Neary Rattanak IV provides for effective strategies, including temporary special measures, aimed at increasing the representation of women in decision-making positions, especially in politics, the judiciary and the foreign and diplomatic service.

The RGC has put in place an effort to localize SDGs into national strategies and plans in order to ensure the alignment and contribution from country level to the global goals. The 2030 agenda has encouraged the government to think and plan for a longer term vision to move country and sustain the development toward Middle-Income Country Status; Supreme National Economic Council (SNEC) was tasked to develop a Vision 2050 and 2030 is kept as a millstone for the country so that all sectors and indicators are set including gender. The specific goal for gender equality is number 5, so the project will attempt mainstreaming and making alignment to enable the government able to report achievement at national level against SDGs.

While country has reached Low-middle income country and poised to become MIC, the ODA tendency is transiting from grant to loan and the foreign direct investment role become more critical, the project aim to set out mechanism for dialogue as well as a platform for the government to generate support or mobilise alternative resource for gender promotion as a solution against financial assistance transition.

II.1. Theory of Change Flow Chart

The Theory of Change (ToC) illustrates of how and why a desired change is expected to happen through the influencing of PGE IV in promoting gender equality. It also maps out a pathway to longer-term goals that goes beyond the identification of project outputs.

The evidence of changing logic is also found in the RGC's strategy on gender which is the Neary Rattanak IV (NR IV). The NR IV as a policy instrument fosters gender mainstreaming in key government reform programs, and it highlights the focus on priority development issues on gender in Cambodia as well as incorporating the regional and international cooperation agreements and commitments including the CEDAW. Gender is mainstreamed in national reforms, such as Public Administration Reform (PAR), the Public Financial Management, Reform Program (PFMRP) and the Decentralization and De-Concentration Reform Program (D&D), as well as the 10-year National Program for Sub-National Democratic Development (NP-SNDD) and the 3-year Implementation Plan (IP3).

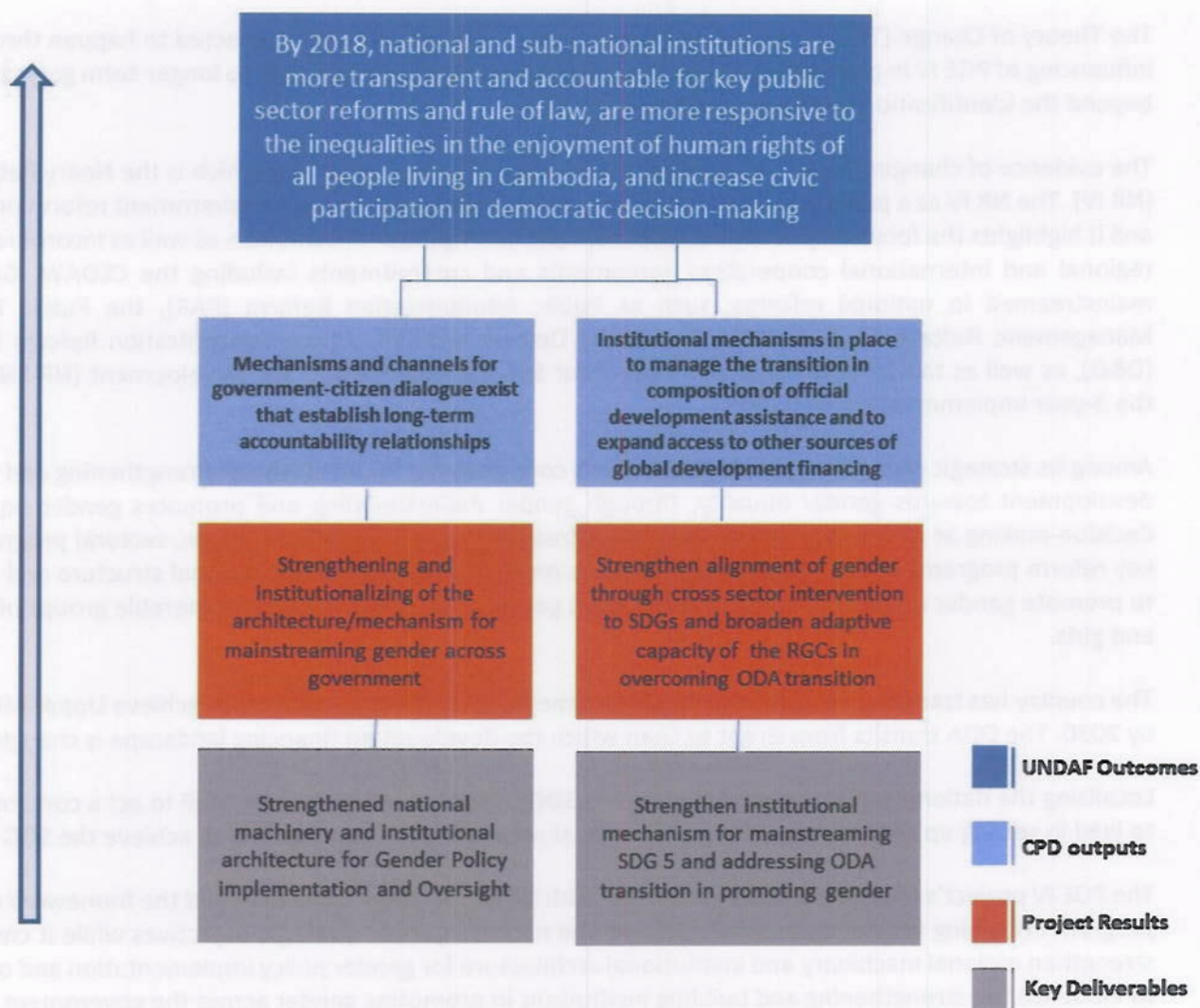
Among its strategic objectives, the NRIV includes a core program for institutional strengthening and capacity development towards gender equality, through gender mainstreaming and promotes gender equality in decision-making at all levels together with mainstreaming gender in policies, plans, sectoral programs and key reform programs of RGC. Moreover, it focuses on strengthening the institutional structure and capacity to promote gender equality through PBA and good governance, which includes vulnerable groups of women and girls.

The country has transitioned to a Low Middle Income Country (LMIC), and aims to achieve Upper MIC status by 2030. The ODA transits from Grant to Loan which the development financing landscape is changing.

Localizing the national indicators contributing the SDGs, MoWA was request by MoP to act a core institution to lead in setting up the indicators for gender aim at measuring the contributing to achieve the SDG # 5.

The PGE IV project's changing pathway is aligned with NR IV's strategic objectives and the framework of LWGE program in helping MoWA successfully achieve the national gender strategic objectives while it chooses to strengthen national machinery and institutional architecture for gender policy implementation and oversight to influence the strengthening and building institutions in promoting gender across the government in order to create the mechanisms and channels for government-citizen dialogue for the long term accountability relationships. The project is also existed to address the new generation of challenges of ODA transition and SGD5 by strengthening of institutional mechanism in mainstreaming gender to influence a better alignment of gender through cross-sector intervention of all SDGs and to broaden RGC's adaptive capacity aiming at setting the institutional mechanism to manage in composition of official development assistance and other source of global development financing access expanding. The desired intervention as well as the selected pathway of change contributes to a higher level impact identified by UNDAF outcome which aim at "By 2018, national and sub-national institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to inequalities in the enjoyment of human rights of all people living in Cambodia, and increase civic of participation in democratic decision-making"

Figure 2: Identified Changing Pathway Diagram



III. RESULTS AND PARTNERSHIPS

III.1. Expected Results

The project will provide technical and advisory support in order to contribute to achievement of the RGC's national goals on gender equality and women's empowerment by strengthening the enabling environment and institutional architecture for implementing the national five-year strategy for gender equality Neary Rattanak IV (NRIV as well as mobilizing the public and young people for promoting gender equality. This will be achieved by: (i) strengthening coordination, advocacy and capacity of the national machinery for mainstreaming gender across government; (ii) undertaking capacity development for gender responsive policy formulation and implementation; (iii) establishing systems for social accountability for gender equality; (iv) strengthen mechanism to link gender and SDG 5 and overcoming ODA transition ; (v) integrating gender in key governance reforms such as the Sub-National Democratic Development Reform Program (SNDD-RP) and the Public Administration Reform (PAR). The project will build on the results of the previous and ongoing UNDP and development partners' support to gender equality and particularly on MoWA's capacity development carried out to operationalising NRIV through PBA.

The overall objective of this project is to provide and coordinate broad-based support to MoWA by working across the three key spheres of: institutions, policies and partnerships. Through more strategic advocacy and capacity development the project will support MoWA to stimulate demand and supply for gender responsive good governance, to create a transparent mechanism for accountability across government, to create an effective institutional mechanism, to mainstream gender in the process of SDGs, and to set up a platform for improve RGC's capacity against the ODA transition. Ultimately the project aims at ensuring that MoWA will take the lead in coordination, technical advisory services, advocacy and oversight for gender equality through planning and budgeting; by reaching out across government, with a focus on upstream policy analysis & formulation.

The Project as well as Technical Assistance aim at supporting MoWA to achieve three Key Deliverables as following:

III.1a. Key Deliverable 1: Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight

Activity 1.1 Updating the Cambodia Gender Assessment and Supporting the formulation of National Gender Policy

This activity will focus on ongoing updating Cambodia Gender Assessment (CGA) to ensure up to date gender situation and policy requirement in order to address gender across national agencies, and the advisory support will help MoWA to finalize the first National Gender Policy. Gender context will be updated and brought into discussion via the platform of Technical Working Group on Gender (TWG-G). This will serve the emerging and most in need policy formulation to address gender equality.

Activity 1.2 Support the Consolidation of the TWG-G and other key inter-ministerial mechanisms for gender

This activity will focus on assisting MoWA for consolidation of three key inter-ministerial mechanisms for gender equality and gender mainstreaming in Cambodia, namely the Cambodian National Council for Women (CNCW), the Technical Working Group on Gender (TWG-G) and the Sub-Technical Working Group on Women, Leadership and Governance (TWGG-WL&G). The successful of exercise will improve efficiency and effectiveness of the national mechanism in response to the needs.

Activity 1.3 Capacity Development for GMAGs in key Line Ministries and implementation of institutionalization methodology

The gender specialist will play a role to advise and coordinate as require for developing bilateral agreement between MoWA and 03 (minimum) selected line ministries to deepen their capacity of the Gender Mainstreaming Action Groups which will directly contribute to developing a methodology for gender mainstreaming (operationalizing CGA/NRIV policy recommendations) extending the methodology to other sectors such as across MoWA Line Departments, organize Capacity Development and advocacy sessions for GMAGs in Line Ministries related to key thematic areas, etc. The aim will be to ensure that the line ministries integrate the relevant CGA/NRIV policy recommendations into their strategic and/or annual operational plans, which are then costed and budgeted for under the Budget Strategic Plan (BSP).

The activity will also assist MoWA to set up and operationalize a user-friendly cross sectoral M&E framework for NRIV and align reporting cycles of all national gender policies.

Activity 1.4 Forster the Program Based Approach (PBA) through TWG-G coordination/platform

Following the success of the Activity 1.2, the aim is to enable the new functional mechanism or focus on Technical Working Group on Gender (TWG-G) and its sub groups to coordinate all development partners' support through the PBA modality. The current TWG-G is chaired by the Minister of Women's Affairs with UNDP and JICA as co-facilitators. Members of the TWG-G include 31 government agencies, 14 development partners and 15 civil society organizations. This activity will provide technical support to the TWG-G secretariat and the sub groups to strengthen MoWA's coordination with development partners, using the PBA methodology. This should result in alignment of international support to the NRIV, increased use of pooled funding while facilitating the transition of some routine MOWA activities to national budget through programme budgeting. Furthermore, the TWG-G mechanism will be used to reach out to other LMs and the DPs that support them and ensure that they are aligning with NRIV. This will be reinforced by additional advocacy work with Sectoral TWGs and related GMAGs. Besides, the TWG-G secretariat's capacity for managing and tracking development finance for gender equality will be strengthened.

Activity 1.5 Capacity Development for Gender Analysis, Auditing, Planning and Monitoring

The gender specialist will assist and provide advisory support to develop the capacity of the MoWA team will include deepening Gender Auditing (at the institutional and policy level) and Gender Analysis (at the development outcome level). Gender auditing skills will be used to track gender policy recommendations from NRIV and assess whether these have been fully embedded into Line Ministries' annual operational plans and budgets, and eventually whether these plans have been implemented. Gender analysis skills will be used to assess "real world" gender related outcomes (reduction of gender gaps) in these Line Ministries' sectors. The activity will also assist MoWA to set up and operationalize a common cross sectoral M&E framework for NRIV.

Activity 1.6 Strengthening MoWA's capacity for coordination, accountability & oversight across government.

The gender specialist plays role to strengthen the capacity of MoWA to ensure an effective monitoring gender mainstreaming in LMs and most relevant inter-ministerial coordination bodies/groups where applicable after a consolidation of inter-ministerial mechanism for gender, including at minimum:

- **Relevant Gender Mainstreaming Action Groups (GMAGs):** MoWA's advocacy work with line ministries to integrate gender in their sectors will be strengthened through active participation in sectoral TWGs as well as capacity development support to GMAGs. There are 27 Gender Mainstreaming Action Groups (GMAGs) in the line ministries, which aim to support mainstreaming gender in their sector plans and promote women's status within their agency. Furthermore, there are 19 Technical Working Groups for each key sector or thematic programme. The project will support MoWA to strengthen coordination within the national machinery by linking key GMAGs representatives to line ministries TWGs, TWG-G, CNCW; and by providing capacity development and technical assistance for mainstreaming CGA/NRIV policy recommendations into line Ministries sectoral plans and budgets. Furthermore, MoWA line departments will collaborate more closely with GMAGs/TWGs to monitor progress in mainstreaming and reporting outcomes in their specific sectors.
- **Cambodian National Council for Women (CNCW):** The CNCW is the highest level inter-ministerial mechanism, led by Her Majesty the Queen and the Prime Minister; members include Secretaries of State from all key line ministries and government agencies. The role of CNCW is to coordinate follow up and evaluate the implementation of national policies, laws, orders and measures relating to the promotion of women. The project will strengthen capacity, linkages and oversight functions of CNCW for monitoring implementation of NRIV and the national gender policy, and to promote social accountability for women in leadership and gender mainstreaming in Line Ministries. The CNCW will be capacitated to provide and publicise annual reports on the level of women in leadership positions and the degree to which NRIV has been integrated into operational



plans and budgets in each ministry. MoWA will develop an incentive system that rewards high performing Line Ministries at the annual CNCW conference (which is presided over by the Prime Minister.)

- **Public Service Award for Gender Responsive Governance:** Modelled on the United Nations Public Service Awards and the UNDP Gender Seal Award, MoWA will work with UNDP and UNW to develop and implement a government wide incentive system to reward and recognise high performing government agencies who meet certain gender specific criteria related to promoting women in leadership within their agency and mainstreaming and implementing gender policy recommendations from NRIV and CEDAW in their sectoral policies and plans. Each year the high performing agencies or ministries will be publicly awarded by the Prime Minister at the annual CNCW congress, highlighted in the media on International Women's Day, etc. It is anticipated that this high profile incentive system will stimulate the supply side and positively encourage and motivate stronger commitments and action for gender equality.

III.1b. Key Deliverable 2: Strengthened institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender

Activity 2.1 Consolidate an international best practices paper for addressing ODA transition in promoting gender equality

The activity will map international best practices to guide and build institutional capacity with existing fiscal space of the RGC and utilize investment from other resources to adapt to the ODA declining in promoting gender equality and empowerment that could be tailored to Cambodia. The paper will be validated from larger stakeholder consultation and resulted recommendation will serve as a tool to broaden the outreach and impact of interventions being made and to be made. The Gender Specialist of UNDP will play a technical role to consolidate and develop the paper then coordinate with MoWA in consultation and mainstream across TWG-G and lines ministries

Activity 2.2 Support mechanisms to mainstream gender into SDGs localization process

This activity will empower women and promote gender equality for accelerating sustainable development through mainstreaming into SDGs localization process to generate the participation of all stakeholders and getting inputs from them in a way of ending all forms of discrimination against women and girls. The aim is ensuring and leveraging the gender mainstreaming and contributing to achieve the SDG 5.

Activity 2.3 Strengthen TWG-G platform by expanding dialogue to sustain the public intervention and mobilise resource in addressing ODA transition.

The existing TWG-G will be strengthened to serve as well as platform for dialogue and as a mechanism to mobilise resource to facilitate the ODA transition. The Gender Specialist provides the advisory and technical support required by the MoWA programme management to manage the TWG-G. The TWG-G will rely on the budget and activities of the program of MoWA "Leading the Way for Gender Equality", as much as possible. In collaboration with the co-facilitators from the development partners, MoWA will organize broad stakeholder consultation to identify solutions and to generate alternatives in light of the changing development finance landscape.

Activity 2.4 Identify/Map Need for Capacity Development

Base on finding and recommendation of Activity 2.1, a capacity assessment will be conducted to identify or map the need to be carried or responded in developing the capacity across gender related institutions including a best practice in mainstreaming gender and SDG 5, and mobilizing the alternative resource as well as how to engage private sector to involve in the gender and development. The Gender Specialist will

take lead and decide the focus on the best practice paper to be operationalize on the priority recommendation.

Activity 2.5 Strengthen ToT based on the Capacity Development Plan

Building on the work carried out during activities 2.1. and 2.4, this activity is based on the understanding that effective leadership is critical to advancing women's rights and gender equality. That such leadership relies on the ability of women to build consensus across all spheres of government and civil society so that a collective vision for women and girls is achieved. Building leadership capacity is critical to developing women's confidence and in ensuring the sustainability of the work they do. The technical support in this activity will focus on the areas:

- Enhancing women leader's knowledge and understanding of effective leadership skills and gender equality;
- Developing women leaders' gender analysis skills, and provide them with an opportunity apply these skills into the relevant political, economic, social and cultural spheres;
- Enhancing women leader' access to and influence in public decision making fora.

The training will be conducted in a ToT modality in such a way that it can be replicated by the widest range and type of training organisations to women associations. The Gender Specialist will be a resource person and play critical role in the training delivery.

Activity 2.6 Strengthen capacity of TWG-G for managing PBA and Mainstreaming SDG5

Technical support to coordinate the capacity development for TWG-G through PBA and capacity development for operationalizing CGA/NRIV. TWG-G will draft and advocate for the implementation of the related gender responsive policies to civil service and electoral reform and will assess how effectively relevant government agencies are implementing these policies and monitoring the outcomes which SDG5 will be mainstreamed along the process. Rely on funding available of MoWA's LWGE Program if other cost requires and beyond the UNDP technical assistance.

III.1c. Key Deliverable 3: Strengthened PBA framework for gender equality "Leading the Way for Gender Equality" program and enhanced gender transformative advocacy and public outreach of MoWA

Activity 3.1 Support to MoWA for the coordination, implementation and monitoring of the LWGE program

This activity consists of the ongoing support and coaching to the MoWA, in particular in the LWGE program for managing the LWGE program and its three components successfully. This includes finalization of the proposal of the LWGE program and support to review and/or develop the TOR of all short-term consultancies of the program, if required. Additional support will be given for accomplishing quality control of program's deliverables and helping MoWA to establish and follow-up effective planning and M&E systems for the program, including reporting processes and documents.

Activity 3.2 Upgrade external communications of MoWA and media sensitization for gender equality

Substantive support will be provided by the Gender Specialist to MoWA for upgrading its external communications and public outreach, including development of 3 multi-media communications



campaigns and leveraging MoWA's media relations. The 3 campaigns will be widely disseminated via social media and be focused on promoting 1) women in leadership; 2) involvement of men and boys in gender equality; and 3) inclusion of disadvantaged groups of women and girls.

Technical assistance to MoWA and stakeholders (e.g. Ministry of Information) will be also provided in development of a Code of Conduct for gender-sensitive media reporting and eliminate sexist contents both in media contents and advertising and corresponding trainings to media representatives, journalists and media students.

Activity 3.3 Development of an advocacy strategy for MoWA

The Gender Specialist will formulate an institutional advocacy strategy to help MoWA to become more strategic and effective in influencing decision makers across government and the public. Tactics for effective lobbying and public mobilization will be detailed and explained. Strategy will further elaborate on use of evidence-based data and communications and practical exercises to help MoWA officials to gain capacities and self-confidence and be more empowered.

Activity 3.4 Supporting inclusion of disadvantaged groups of women and girls

Assistance will be provided by the Gender Specialist to MoWA and line ministries for undertaking measures of the LWGE program aiming at empowering women and girls from five disadvantaged groups (LGBT people, Muslim women and girls, indigenous women and girls, women and girls with disabilities, and elderly women). In particular:

- Facilitation of collaboration between Cambodian LGBT activists and line ministries in order to better address the discrimination against LGBT people.
- The conduct of research to improve understanding on the situation and needs of Cambodian Muslim women and girls and indigenous women and girls.
- Networking among Muslim women.
- Strengthened capacities to MoWA and other government staff for improving the inclusion of elderly women and of women and girls with disabilities.

Activity 3.5 Capacity Development in strategic areas

The Gender Specialist plays a role to strengthen the capacity of MoWA to ensure an effective monitoring gender mainstreaming in LMs and most relevant inter-ministerial coordination bodies/groups, including TWG-G, GMAGs and CNCW. In addition, hands-on knowledge will be transferred by the Gender Specialist to MoWA in key areas –such as advocacy, negotiation techniques, gender analysis, women's empowerment, feminist theory and practice, and media relations- in order to help MoWA to shift its conventional approach into a more innovative and progressive focus.

Advisory support will be given by the Gender Specialist to support the ongoing organizational reforms of MoWA, particularly the consolidation of the MoWA Technical Coordination Desk and the functioning of the MoWA Young Professionals network.



III.2. Partnerships

III.2.1. Target Groups

The project aims at providing technical support to strengthen the national machinery's capacity to operationalise policies and programmes across government, SGD 5, and financing landscape for gender equality and being more effective in institutional advocacy and public outreach. The ultimate beneficiaries of the project will be poor women and girls who have been marginalised and disadvantaged by: gender gaps in development outcomes, gender bias in the delivery of legal, economic and social services, and gender discrimination which affect their treatment in the private and public spheres. In particular, project activities aim to contribute to close the gender gap these groups suffer through:

- The impact of the sectoral recommendations incorporated in Line Ministries annual budget plans and sectorial policies;
- The impact of more gender sensitive policies promoted through the increased number of gender sensitive women leaders serving in the public sectors.
- SDG 5 and resiliency of financing for gender development

The ultimate beneficiaries will be represented in the project board, by the NGO Women's Media Center (WMC). The organisation will be engaged in the design of the project and in its monitoring and evaluation contributing to evaluate whether the project interventions manage to reach the intended excluded and marginalised population. With respect to the CNCW involvement, as the committee reporting to the Prime Minister on the implementation of all gender related laws and policies, CNCW will ensure all NRIV sectoral recommendations are conceived and implemented following the CEDAW concluding observations.

The direct beneficiaries, as well as key agents of change, are the members of the national machinery for gender equality, which the project intends to reach through MoWA as the coordination hub. In particular, within MoWA the project plans to reach and work with the following units:

- PBA/Capacity Development Coordination team for NRIV implementation: to strengthen capacity of inter-departmental working group established specifically to ensure PBA/CD for NRIV across MoWA;
- Cabinet and Senior Management Team: to ensure direct linkages and support to the highest level of decision making at MoWA;
- TWG-G secretariat: to strengthen PBA modality and DP coordination to support NRIV implementation, to provide oversight on NRIV implementation on regular basis;
- CNCW secretariat: to strengthen linkages between MoWA, the national machinery (namely GMAGs) and the CNCW as the oversight body for all gender related policies;
- MoWA Young Professionals network: to mobilize and engage young and qualified staff of MoWA for a more sustainable and successful implementation of the program as well as for promotion of public behavioral change for gender equality.

Outside of MoWA but within the national machinery, the project will reach and work with the following government agencies:



- GMAGs, sectoral TWGs, in (designated) LM: to develop capacity for application of methodology for mainstreaming gender and operationalising CGA/NRIV in key Line Ministries;
- Sectoral TWGs, in (designated) LM: to advocate other DPs supporting sectoral plans to support GMAG mainstreaming work through their on-going programmes in those LMs;
- The Cambodian National Council for Women (CNCW): to establish and operationalise a high level transparent accountability mechanism for gender across government, which reports directly to the PM through the annual CNCW conference;
- Subnational Authorities (NCDD/S): to support MoWA in their role as gender advisor to NCDD/S in mainstreaming gender at the Sub-National Level;
- Ministry of Civil Service (MCS): to support MoWA in their role as gender advisor to MCS in mainstreaming gender in the Public Administration Reform Programme;
- Ministry of Planning (MoP) and Supreme National Economic Council for mainstreaming gender and SDGs at national level;
- Ministry of Education, Youth and Sports (MoEYS): to work with MoWA in engagement of young people and integration of gender equality-related contents in school curricula.
- Council for Development of Cambodia (CDC) for interacting ODA agenda and addressing mechanism
- Other organisations which emerge as key stakeholders over the courses of the project implementation, including Cambodian universities, regional bodies (ASEAN), CSOs, etc.

III.2.2. Partnerships

PGE IV will leverage and build on the current and past work undertaken to mainstream gender into policies in order to capitalise the knowledge and financial resources of its programme based approach and capacity development. In particular, the projects supporting gender mainstreaming through other government agencies or CSOs so that the complementary of the project will be:

- UNW: CNCW, MCS, Parliament, Civil Society
- EU: MAFF GMAG;
- SIDA: NCDD-S;
- USAID: Women in Leadership through CSOs.

The project interventions will complement other DP support to the field of capacity development for gender equality. Through its in-depth capacity development and PBA, the project intends to mainstream gender equality into multiple sectors and line ministries annual budget plans. In particular, the initiatives that are the moment being implemented directly through MoWA, that PGE IV seeks to complement and plans to work in partnership with are:

- JICA: Women's Economic Empowerment, co-facilitation of the TWG-G;
- DFAT: Legal protection and ERAW through GIZ and UNW; ERAW programme coordination;
- GIZ: Legal Protection, co-facilitation of the TWG-G GBV;

- UNW: Eliminating Violence Against Women, co-facilitation of the TWG-G GBV;
- UNFPA: Mainstreaming gender in health; EVAW
- UNICEF: Eliminating Violence against Children;
- UNDP: Guidelines for Gender and Climate Change;
- ADB: Mainstreaming gender in Climate Change programmes;
- SDC: Women's Economic Empowerment (TBC)

The assumptions at the basis of the project partnership strategy are that by introducing a common methodology to mainstream gender into sectors and developing and using a common M&E framework, the project will support MoWA to provide oversight and coordination over the implementation of NRIV, the National Gender Policy, and the future National Strategies for Gender Equality.

III.2.3. Knowledge Product

Beside the project evaluations and findings, the project will directly produce some key knowledge products such as Cambodia Gender Assessment and the first national gender policy which MoWA, lines ministries, and other donors will benefit from recent findings and a clear policy for addressing the development challenge around gender. Indirectly and through technical support, the project will help MoWA to develop an advocacy strategy and code of conduct for gender-sensitive reporting as the tools for enhancing Gender Transformative advocacy and public outreach of MoWA.

III.2.4. Sustainability and Scaling Up of results

By 2019 UNDP will have provided over 15 years of continuous core support to MoWA through 4 phases of the PGE. This 4th project phase will preview an exit strategy, and identify the necessary capacity development milestones to ensure that the project activities will be operational after the end of the project in 2019. This would include, among others:

- MoWA staff members have the capacity for gender analysis and advocacy at the policy level;
- Selected GMAGs' have the capacity for sectoral policy analysis and gender mainstreaming;
- PBAs for the 3 sub-groups are operational;
- Gender and SDG 5 are mainstreamed at national level;
- MoWA is able to mobilise funds from national budget and/or other DPs for on-going innovation and capacity for emerging issues regardless of ODA decline;
- MoWA and the national machinery have the capacity to develop the next CGA/Neary Rattanak and national gender policy with minimal inputs from international technical specialist.

IV. PROJECT AND RISK MANAGEMENT

The project's key risks relate to UNDP's ability to support MoWA's new role across institutional convener and gender equality policy champion and that are required to maximise project results. The risks

forecasted given the planned activities can be identified in ones listed below and also reflected in the Risk Log and RRF.

They are:

- **Risk 1:** Limited cooperation from other line ministries might delay input to CGA updating;
- **Risk 2:** The capacity development for gender mainstreaming may be hindered to some extent by GMAG's lack of access to annual work plans and budgets as they are not shared widely within each Ministry;
- **Risk 3:** In term of Gender Auditing, the lengthy process in doing formal request for cooperation with Line Ministries and lack of willingness to cooperate may inhibit this activity;
- **Risk 4:** 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;
- **Risk 5:** Delay in SDG localization and interaction in selecting indicators for gender may delay process of mainstreaming SDG5 in gender;
- **Risk 6:** Some project activities rely on Capacity of MoWA to mobilize resource for ensuring the continuation of LWGE If SIDA delays in funding the program.

Cost Efficiency and Effectiveness

The project's budget is informed by previous experience in working closely with MoWA. There are also well-established relationships and synergies with other development partners and dialogue processes, for example: the TWG-G and GMAGs. The project budget is, therefore, felt to represent a realistic assessment of costs and will offer value for money based on benefiting from and utilising the capacities, processes, systems and mechanisms that have already been established by RGC and MoWA in the past using the support of UNDP and its co-financing partners.

The strategy set out in the document is based on the Theory of Change that includes drawing from good practice established during the predecessor phase of UNDP (and Development Partners') support to MoWA and building on the innovative approach conceived by the CPD. These practices include: (i) the application of the national implementation modality that delegates much of the project's planning, implementation and financial management to MoWA; (ii) the use of the TWG-G and related consultation/discussion processes. This approach is cost effective while making maximum use of country systems and established processes to promote sustainable capacity.

The capacity assessment builds on previous capacity work to ensure that existing systems are further developed and applied so that efficient and effective use of resources is assured into the future. Finally, collaboration with the UNDP policy project will provide synergies – in the form of effectiveness and efficiency – by building relationships between all of the partners involved in both of these UNDP-supported initiatives to promote complementarity in implementation and application.

Project Management

The project will adopt a Direct Implementation Modality and will be managed directly by UNDP Cambodia country office in close coordination and partnership with MoWA. The Gender Specialist as a core resource of the project and represents the project advisory unit will be placed at MoWA's office in Phnom Penh and all activities will be planned, coordinated and monitored through coordination with a program analyst of UNDP country office. Particular attention has been paid at the formulation stage to coordinate this

project with the broader policy project of UNDP and this close collaboration will continue throughout the implementation phase.

UNDP

UNDP

* Risk 2: Limited cooperation from other stakeholders might impact on UNDP activities

* Risk 3: The capacity development in gender mainstreaming may be hindered if some of the UNDP's staff or other stakeholders are not fully engaged in the project activities

* Risk 4: In some of the gender training, the gender content is being limited, impact on cooperation with the Ministry and lack of a strategic approach to gender during the activity

* Risk 5: Gender budget for training women in leadership could be difficult to agree upon and may not be fully implemented as a result of the government's limited budget and lack of a strategic approach

* Risk 6: Delay in UNDP's budget and resources in training activities for gender may delay the project of mainstreaming gender in projects

* Risk 7: Some project activities may be delayed as a result of limited resources for ensuring the continuation of UNDP's gender activities during the program

Conclusions and Recommendations

The project's budget is influenced by previous activities in working closely with MoE. There are also well-established relationships and synergies with other development partners and ongoing processes. For example, the UNDP and MoE have a strong working relationship. The project budget is therefore not in excess of a realistic assessment of costs and will allow for a more robust and strategic approach to gender mainstreaming. The project's budget is also influenced by UNDP and MoE's commitment to gender equality and the project's impact on the country's gender equality.

The strategy set out in the document is based on the Theory of Change that includes showing how good practice established during the previous phase of UNDP's gender mainstreaming project in the Ministry and building on the Ministry's experience and knowledge. The strategy includes the project's planning, implementation and financial management to ensure the use of the UNDP and MoE's resources and expertise. The project's budget is also influenced by UNDP and MoE's commitment to gender equality and the project's impact on the country's gender equality.

The project's budget is based on previous work in gender equality and is further developed and applied to the project's activities and efforts. The project's budget is also influenced by UNDP and MoE's commitment to gender equality and the project's impact on the country's gender equality. The project's budget is also influenced by UNDP and MoE's commitment to gender equality and the project's impact on the country's gender equality.

Project Management

The project will adopt a team approach in which MoE and UNDP will be managed jointly by UNDP Cambodia country office in close coordination with MoE. The project is managed as a team approach of the project and coordinate the project activities with the MoE's staff in Phnom Penh and all activities will be planned, coordinated and implemented through MoE's staff in Phnom Penh and UNDP country office. Regular communication and reporting will be maintained to ensure the project's progress and to coordinate the



V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</p> <p>UNDAF Outcome 3: By 2018, national and sub-national institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to the inequalities in the enjoyment of human rights of all people living in Cambodia, and increase civic participation in democratic decision-making.</p>					
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Output 2.2: Mechanisms to increase percent of women in leadership and decision-making are more effective</p> <p>Indicator 2.2.1: Effectiveness of policy measures to increase the share of women leaders across the civil service</p> <ul style="list-style-type: none"> • Baseline (2015): Not effective (1) • Target: Effective (3) • Data source, frequency: Ministry of Women’s Affairs through Ministry of Civil Service and line ministries (annually) 					
<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions</p> <p>Indicator 2.1.1. Number of Parliaments, constitution making bodies and electoral institutions which meet minimum benchmarks (to be defined) to perform core functions effectively</p> <p>Baseline (2013): 14.7 % (Proportion of women’s Seat in the Senate), 20% (Proportion of women’s Seat in the National Assembly), 18% (Proportion of female councilors in Communes/Sangkats)</p> <p>Target: (2017): 30% (Proportion of women’s Seat in the Senate), 20% (Proportion of women’s Seat in the National Assembly), 18% (Proportion of female councilors in Communes/Sangkats)</p> <p>Data source, frequency: MoWA, in every election round (5 years)</p>					
<p>Project title: Partnership for Gender Equity IV (PGE IV)</p> <p>Atlas Project Number: 95079</p>					
EXPECTED OUTPUTS		DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS

	OUTPUT INDICATORS ¹		Value	Year	Year 1	Year 2	Year 3	FINAL	
Key Deliverable 1: <i>Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight</i>	1.1 Proportion of women in decision-making in the civil service from deputy chief of office to Director General is increased 3%	MoCS	19%	2012	1%	1%	1%	22 %	<ul style="list-style-type: none"> ▪ Data will be collected from Official figures and reports from MoCS ▪ Through UNDP technical assistance, MoWA's oversight is assumed as being more effective which contribute to increase share of women in leadership across the government.
	1.2 Number of line ministries that integrate measures from national gender policies (National Gender Policy, Neary Rattanak IV and Second NAPVAW) in their own ministerial action and budget plans	LMS	0	2015	1	1	1	3	Action and budget plans of line ministries with measures from gender policies incorporated
	1.3 First National Gender Policy is developed and launched	MoWA	0	2016	1			1	<ul style="list-style-type: none"> - National Gender Policy in hard and soft copies - Agenda of launch event - Signatures of participants at launch event in attendance list

¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.4 Country Gender Assessment is updated	MoWA, UNDP	0	2016		1		1	<p><i>Regular updating by UNDP Gender Specialist</i></p> <p>Risk: Limited cooperation from other line ministries might delay input to CGA updating</p> <p>Assumptions:</p> <p>Learn from past experience to avoid unnecessary delay by ensuring conformity to the instructions of the Council of Ministers.</p>
	1.5 PBA for 3 TWG-G sub-groups completed	MoWA, UNDP	0	2016	1	1	1	3	<p><i>Progress report of LWGE and PGE IV</i></p>
	1.6 Gender Audit on chosen thematic area/s completed	MoWA, UNDP	0	2016		2	1	3	<p><i>Progress report of PGE IV</i></p> <p>Risks:</p> <p>In term of Gender Auditing, the lengthy process for the formal request for cooperation with Line Ministries, and lack of willingness to cooperate may inhibit this activity</p> <p>Assumptions:</p> <p>Organize meetings with relevant line Ministries to explain in person the real intention of GA and its benefits for policy making and planning.</p>



	1.7 NRIV final evaluation and report	MoWA	0	2014		1		1	NR IV final evaluation to be conducted by MoWA
Key Deliverable 2: <i>Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender</i>	2.1 JMI and SDGs targets Identified and agreed	MoP, MoWA	0	2016	1			1	MoWA and UNDP (PGEIV team) work closely with Ministry of Planning to integrate indicators on women and SDGs in the RGC's SDGs localization process Risk: Delay in SDG localization and interaction in selecting indicators for gender may delay process of mainstreaming SDG5 in gender. Assumption: Organize dialogues with Ministry of Planning and SNEC in order keep engaging, providing input tracking on consultation process of SDGs localization
	2.2 Mechanism is in place for dialogue on ODA in gender promotion	MoWA, UNDP, CDC	0	2016	1			1	ToR of TWG-G is revised by extending to absorb dialogue in addressing of ODA transition. CDC will be engaged in the dialogue of TWG-G.
	2.3 Monitoring mechanism for Gender and SDGs is established	MoWA, MoP, UNDP	0	2016		1		1	- MoWA and UNDP work closely with MoP to ensure integration of gender indicator across SDGs -

Key Deliverable 3: <i>Strengthened the PBA framework for gender equality ("Leading the Way for Gender Equality" program) and enhanced Gender Transformative advocacy and public outreach of MoWA</i>	3.1 Number of Cambodian young people are reached by activities with educational institutions, MoWA media outlets, social media and communications campaigns	MoWA	N/A	2016	0.5M	1.25 M	1.25 M	3 M	<ul style="list-style-type: none"> - Press clipping reports with media impacts and data of media audiences - Snapshot with social media statistics - Data from MoWA website's visitors counter - Reports and attendance lists of activities with educational institutions
	3.2 Proposal of LWGE program is finalized	MoWA	0	2016	1			1	<p><i>The MoWA LWGE is finalized and submitted to SIDA</i></p> <p>Risk 6: Some project activities rely on Capacity of MoWA to mobilize resource for ensuring the continuation of LWGE If SIDA delays in funding the program.</p> <p>Assumption: Closely engage and link up the collaboration of MoWA, SIDA, UNDP.</p>
	3.3 Number of Multi-media campaign is developed and disseminated	MoWA	0	2016	1	1	1	3	<p><i>LWGE Project Progress Report of MoWA</i></p>

4.4 Number of measures to promote the rights of disadvantaged groups of women and girls take place	MoWA	0	2016	1	2	2	5	<ul style="list-style-type: none"> ▪ Action/work plans of line ministries with affirmative measures for disadvantaged groups of women and girls included in them ▪ Agenda/program of activities and training undertaken for inclusion of disadvantaged groups of women and girls.
4.5 Number of trainings in strategic areas are undertaken	MoWA	0	2016	2	2	2	6	<ul style="list-style-type: none"> ▪ Agenda/program and materials of trainings ▪ Lists with signatures of participants
4.6 Annual Operational Plan of LWGE program is developed and monitored	MoWA	0	2016	1	1	1	3	LWGE program team will develop the AOP of the program then monitor and report the progress throughout program period
4.7 Advocacy strategy for MoWA is finalized	MoWA	0	2016		1		1	LWGE will develop the advocacy with backstopping support of UNDP Gender Specialist
4.8 Code of conduct for gender-sensitive reporting is developed	MoWA	0	2016		1		1	LWGE will develop the Ethical Code of Conduct for gender-sensitive reporting by working with Ministry of Information

VI. MONITORING AND EVALUATION

In accordance with the UNDP Programme Operations Policies and Procedures (POPP), the project will be monitored through the following:

To the extent possible and following the Theory of Change illustrated the project will make use of both national and other systems to assess progress and attainment of the expected results. In particular, the system that could potentially be used as a source of data for monitoring are:

- NRIV Monitoring System;
- TWG-G Joint Monitoring Indicators submitted to the PM annually;
- National Monitoring Strategic Plan (NMSP) submitted to the Prime Minister by the Ministry of Planning every year;
- The UNDAF annual Monitoring Report;
- The UNDP CPD Annual Monitoring Report;
- Any other Project specific/Development Partners Monitoring System as deemed suitable by the project unit.

In light and mindful of the above, the Gender Specialist will develop a programme management and monitoring system and tools, strengthen their use, and coach and mentor relevant MoWA staff to apply these tools.

An independent mid-term review of the overall activities and achievements of the Programme will be conducted in mid-2018, and if appropriate it will suggest adjustments to the Project. Terms of Reference for this review and selection of the consultant(s) will be made in close consultation with donors and relevant stakeholders. The Programme will also be subject to UNDP Outcome evaluations, scheduled according to CPD cycle. A final independent evaluation will be conducted at the end of the project in 2019.

All planned monitoring tasks are listed in the monitoring plan in a purpose of keeping ease in tracking and implementing.



Monitoring Plan

The table below summary activities, involving partners, and related cost of the project to carry out the project monitoring:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	The Gender Specialist will assess base on quality criteria and methods required for quality management then take action against any activity which progress slower than committed plan		
Monitor and Manage Risk	Mitigate risks identified in the risk log annex X.3. of the project document	Quarterly	The Gender Specialist will monitor Risks are identified by project and actions are taken to manage risk, and the risk log is actively maintained to keep track of identified risks and actions being taken. The Program Analyst will oversight ensure the risks and responded actions conform and in time of project quality standard.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured and by the Gender Specialist and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform	Annually	UNDP Program Analyst, will conduct Project Quality Assurance Review on the project to identify areas of strength and		

	management decision making to improve the project.		weakness and use finding to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	The Gender Specialist with oversight support by CO Program Analyst will conduct and make project annual report to review annual target and work plan achievement and make correction in due course. The report will be shared with the project board for advice, adjustment, approval for the annual planning in the following year and ensure in final reporting all achievement being achieved		
Project Review (Project Board)	Annual Project Review to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year	Annually	Liaising with Gender Specialist, the CO Program Analyst will conduct annual project board meeting to review performance and request for strategic approval for the following year action	With MoWA	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
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<p>Mid-Term Evaluation for entire LWGE program of MoWA including the contribution of PGE IV</p>		<p>2.1</p>	<p>3</p>	<p>12/2018</p>	<p>MoWA all relevant Stakeholders involved in the Project Target Beneficiaries Representatives</p>	<p>US\$ 30,000.00 Project Resources</p>
<p>Project Final Evaluation</p>		<p>2.1</p>	<p>3</p>	<p>12/2019</p>	<p>MoWA all relevant Stakeholders involved in the Project Target Beneficiaries Representatives</p>	<p>US\$ 30,000.00 Project Resources</p>



VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2	Y3		Funding Source	Budget Description	Amount	
Key Deliverable 1: Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight	1.1 MoWA to take lead with technical support of Gender Specialist to update the Cambodia Gender Assessment and Supporting the formulation of National Gender Policy	x			UNDP	UNDP	Direct costs for national and subnational workshops	\$ 45,000.00	
	1.2 Support the Consolidation of the key inter-ministerial mechanisms for gender	x	x		UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist		
	1.3 Capacity Development for GMAGs in key line ministries (select those related to MoWA key thematic areas) for integrating gender into their line ministry annual plans and budgets, with support of their respective TWGs	x	x	x	UNDP	UNDP	Direct costs for 10 GMAGs meetings	\$ 25,000.00	
	1.4 Foster the Program Based Approach (BPA) through TWG-G coordination/platform		x	x	x	UNDP	UNDP	Cost of Trainers	\$ 15,000.00
			x	x	x	UNDP	UNDP	Direct costs for 6 workshops (2 per year)	\$ 15,000.00
	1.5 Capacity Development for Gender Analysis, Auditing, Planning and Monitoring			x	x	UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist	
	1.6 Strengthening MoWA's capacity for coordination, accountability & oversight across government		x	x	x	UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist	

Key Deliverable 2: Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender	2.1 Consolidate an international best practices paper for addressing ODA transition in promoting gender equality	x			UNDP	UNDP	Cost of UNDP Gender Specialist	
	2.2 Support mechanisms to mainstream gender into SDGs localization process	x			UNDP	UNDP	Cost of UNDP Gender Specialist	
	2.3. Strengthen TWG-G platform by expanding dialogue to sustain the public intervention and mobilise resource in addressing ODA transition	x	x	x	UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist	
	2.4 Identify/map need for capacity development	x			UNDP	UNDP	Cost of UNDP Gender Specialist	
	2.5 Strengthen ToT base on Capacity Development Plan	x			UNDP	UNDP	Cost of trainer to handle a ToT session	\$ 23,000.00
	2.6 Strengthen capacity of TWG-G for managing PBA and Mainstreaming SDG5 (Rely on funding available of MoWA's LWGE Program if other cost requires beyond the UNDP technical assistance)			x	x	UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program
Key Deliverable 3: Strengthened the PBA framework for gender equality ("Leading the Way for Gender Equality" program) and enhanced Gender Transformative	3.1 Support to MoWA for the coordination, implementation and monitoring of the LWGE program	x	x	x	UNDP		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	3.2 Upgrade external communications of MoWA and media sensitization for gender equality	x	x	x	UNDP	UNDP	Affiliation Cost of UNDP Gender Specialist and Availability of	

advocacy and public outreach of MoWA							MoWA's program	LWGE	
	3.3 Development of an advocacy strategy for MoWA	x	x		UNDP	UNDP	Affiliation of UNDP Specialist and Availability of MoWA's program	Cost of Gender and of LWGE	
	3.4 Supporting inclusion of disadvantaged groups of women and girls	x	x	x	UNDP	UNDP	Affiliation of UNDP Specialist and Availability of MoWA's program	Cost of Gender and of LWGE	
	3.5 Capacity Development in strategic areas	x	x	x	UNDP	UNDP	Affiliation of UNDP Specialist and Availability of MoWA's program	Cost of Gender and of LWGE	
	UNDP Technical Assistance	x	x	x	UNDP	UNDP	Salary Cost of UNDP Gender Specialist		\$672,630.00
MONITORING	x	x	x	UNDP	UNDP	Cost of Gender Specialist in performing regular project monitoring			
EVALUATION			x	x	UNDP	UNDP	Independent evaluator to conduct Mid-term and final project evaluation		\$ 60,000.00
UNDP Cost Recovery	x	x	x	UNDP	UNDP	Recovery on UNDP support cost (ISS, QA)			\$ 22,405.80

		x	x	x	UNDP	UNDP	Overhead and Staffing (Amin & Fin. Asst., driver)	\$ 62,487.00
	Project Management Cost							
	Total							\$ 940,522.80

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Board

The Project will be implemented by UNDP in cooperation with MoWA in line with UNDP's direct implementation modality (DIM). The Project Board is the main governing body of the Project. The Project Board is responsible for making by consensus management decisions when guidance is required by the Gender Specialist who will act as the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards² that shall ensure best value to money, fairness, integrity transparency and effective international competition. In the event that a consensus cannot be reached, final decision shall rest with UNDP. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

The Board will be comprised of:

1. **Executive:** UNDP as Implementing Partner represents the project ownership and chairs the Project Board.
2. **Senior Supplier:** representing the interest of the parties concerned, which provide funding and technical expertise (UNDP and Development partner/donor) to the programme. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3. **Senior beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the programme (MoWA departments, key line ministries, WMC, CNCW). Their primary function is to ensure realization of programme results from the perspective of beneficiaries.

Project reviews by the Board will be made at least annually during the running implementation of the project or as necessary when requested by the Gender Specialist. The Board will be consulted by the Project technical support team for decisions for which the Gender Specialist's tolerance (exceeding 10% variation of budget, or two-month delay in activity delivery) is exceeded. Based on the approved annual work plan, the Board may review and approve plans when required and authorize any major deviation from the agreed plans. The Board signs off the completion of each plan as well as authorizing the start of the next plan. It ensures that resources are committed and arbitrates any conflicts within the programme or negotiates a solution for any problem between the programme and external bodies.

Project Assurance

Project Assurance is the Board's responsibility which has been delegated to UNDP. The UNDP Country Office will undertake the assurance roles and support the Project Board by carrying out objective and

² UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst under the Program and Results Cluster holds the Project Assurance role for this PGE IV. This role will ensure that:

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Project Manager

UNDP is in charge of the day-to-day implementation of the project on behalf of the Executive with conditions laid down by the Board. The Gender Specialist will assume the role of Project Manager and be responsible for day-to-day operation and management, and will have the authority to run the project and for decision-making for the project. The Manager’s primary responsibility is to ensure that the project produces the results specified in the Project Document, to the required standard of quality and within the specific constraints of time and costs. The Gender Specialist will ensure that the project team undertakes activities and the delivery of results as specified in the annual work plan. Annual and quarterly reports, work plans and budgets will be prepared and presented to the LWGE Programme Coordinator and the Project Board for review and approval by the Gender Specialist with overall guidance from the Programme Analyst.

The Project will be **coordinated by the General Directorate of Gender Equality and Economic Development** and will support and closely engage other technical departments responsible for delivering results of the Project. The Project consists of two components corresponding to the two key deliverables.

In partnership with MoWA:

In partnership with the **Ministry of Women’s Affairs**, the PGE IV project will contribute to the achievement of the MoWA’s Leading the Way for Gender Equality Program so that the MoWA LWGE



Program Coordinator and relevant staff members that have a direct role in the delivery of programme activities will work closely with the UNDP Gender Specialist.

Staffing:

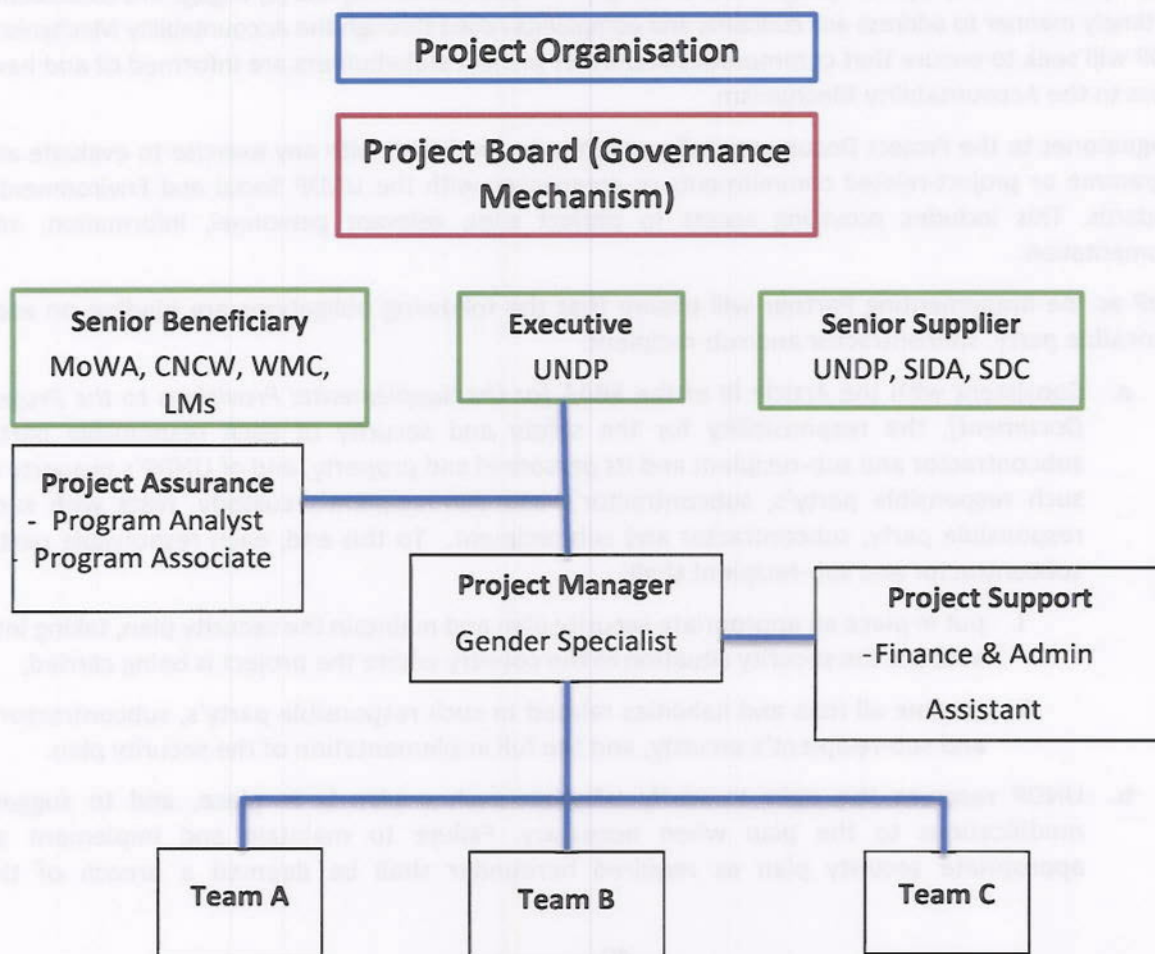
The complexity of the project activities necessitates a highly competent core Project Team which will report to the LWGE Programme Coordinator and be accountable to UNDP for the manner in which they discharge the assigned functions in the case of those members recruited through UNDP.

The Project technical support team/unit will consist of:

- 1 Gender Specialist
- 1 Project Admin and Finance Assistant
- 1 Driver

The Gender Specialist will be responsible for technically validating key deliverables single outputs and for advising the LWGE Programme Coordinator. The Gender Specialist will be responsible for the day-to-day management and running of the project. With the assistance from the Project Admin and Finance Assistant, s/he will be in charge of planning, budgeting, and managing project activities, liaising with the UNDP country office as deemed necessary, training and mentoring national staff, recruiting and supervising resource persons, and regular reporting to UNDP, Government and any cost-sharing donors on project progress and achievements. Besides the Project Advisory Team, MoWA team resource persons of LWGE program will provide support as required and selected to contribute to the two key deliverables of the project.

Figure 3: Project Organization Structure



IX. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cambodia and UNDP, signed on 19th December 1994. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures.

Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the

responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

X.1 Project QA Assessment: Design and Appraisal

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> ● APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. ● APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. ● DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> ● 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. ● 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. 			3	2
			1	
			Evidence The project ToC is designed predominantly	

<ul style="list-style-type: none"> • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>following the change pathway determined in the existing NRIV framework, where it looks quite broad and there is limited analysis/supporting evidence from other sources.</p> <p>It is recommended that the ToC should be reviewed in the first few months of implementation and make necessary adjustment to ensure clarity of change pathway and ultimate results.</p>	
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work³ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁴; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	3	2
1		
<p style="text-align: center;">Evidence</p> <p>The project directly response to UNDP's Strategic Plan Outcome 2 (Output 2.1) as indicated in the current CPD (Pro.doc page 27 CPD page 12).</p>		
RELEVANT		
	3	2
1		

³ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

⁴ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience



3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):
- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable). The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (*all must be true to select this option*)
 - **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (*both must be true to select this option*)
 - **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

*Note: Management Action must be taken for a score of 1

Evidence

The project aims to improve the status of women in general, mostly through policy works with MoWA and line ministries, with minimal direct engagement with women beneficiaries. The project document mentions poor women and girls who have been marginalized and disadvantaged are the ultimate target group, however, there is no evidence-based analysis on why these groups are selected and how the three main intervention contribute to poor women and girls. WMC has been identified to represent the interests of the target groups, there is no explanation/analysis of why WMC is the right representative (page 22). The engagement target group representative limited to design stage & M&E (though the prodoc doesn't explain how the engagement would take place) while absent project implementation.

3

2



<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project has backed by MTR done in PGEIII phase and existing international and framework (NR IV, NDSP, CEDAW, et.) however, there is no indication of best practices. List of reference is not provided through there is some reference/citation to some sources.</p>	
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project clearly informed the role of UNDP (page 15 & 22-24) in the project implementation as well as identified clear gov't entities and key stakeholders that will play certain role in the project.</p>	



SOCIAL & ENVIRONMENTAL STANDARDS

<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>Project design to upbringing of human rights focusing certain target groups on poor women and girls. However, potential adverse impacts on target group is not discussed in the project design due to the nature of the projects is to promote women & girl's rights.</p>	
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>. 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>The project is designed to tackle the institutional strengthening and capacity development of Ministry of Women Affairs on gender mainstreaming issues which is not relevant to environment sustainability.</p>	
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
	SESP Not Required	
<h2>MANAGEMENT & MONITORING</h2>		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p>	3	2
	1	

<ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p style="text-align: right;">Evidence</p> <p>Results framework shows the linkage to output level of CPD and SP. However, the activities design is not fully or doesn't support to the achieving of those outputs (part. Deliverable #1). A definition/explanation of each indicator should be elaborated in the ANNEX of the prodoc. since some indicators statement are not clear.</p> <p>It is recommended that the RRF needed to be reviewed and strengthened. One the project roll out the Policy team together with project team and MoWA need to sit down and working in detail on the whole RRF, get clarification on every individual activity. If necessary, outcome/outputs statement and indicators should be rephrased to reflect SMAT method.</p>
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p> <p>Comments: The M& E plan is in place but without costing. Data collection sources is included (pages 27-33) but not for methodologies.</p>	<p>Yes (3) No (1)</p>

<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>. 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>Individual board members have not been specified yet. The board member should be identified as soon as the project start to convene.</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>The project has identified some potential risks but counter measurement, though not quite specific.</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	Yes (3)	No (1)
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	Yes (3)	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	<p>Evidence</p> <p>The project budget breakdown at activity level, however, only to funded items,</p>	



	while, unfunded items are not estimated, hence, could not identify funding gaps.						
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	<table border="1"> <tr> <td data-bbox="1304 345 1377 393">3</td> <td data-bbox="1377 345 1546 393">2</td> </tr> <tr> <td colspan="2" data-bbox="1304 393 1546 449">1</td> </tr> <tr> <td colspan="2" data-bbox="1304 449 1546 1136"> <p>Evidence</p> <p>No budget for monitoring activities but only evaluation.</p> <p>It is recommended to allocate sufficient amount of budget for project monitoring activities. Since the project implement at the policy level so would require less budget for monitoring activity.</p> </td> </tr> </table>	3	2	1		<p>Evidence</p> <p>No budget for monitoring activities but only evaluation.</p> <p>It is recommended to allocate sufficient amount of budget for project monitoring activities. Since the project implement at the policy level so would require less budget for monitoring activity.</p>	
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<p>Evidence</p> <p>No budget for monitoring activities but only evaluation.</p> <p>It is recommended to allocate sufficient amount of budget for project monitoring activities. Since the project implement at the policy level so would require less budget for monitoring activity.</p>							
EFFECTIVE							
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td data-bbox="1304 1212 1377 1260">3</td> <td data-bbox="1377 1212 1546 1260">2</td> </tr> <tr> <td colspan="2" data-bbox="1304 1260 1546 1316">1</td> </tr> <tr> <td colspan="2" data-bbox="1304 1316 1546 2079"> <p>Evidence</p> <p>The project selects DIM as implementation modality but didn't provide justification why it is selected. However, capacity assessment has been enclosed, while HACT assessment was done by another UN agency.</p> <p>A number of key results rely on activities funded by</p> </td> </tr> </table>	3	2	1		<p>Evidence</p> <p>The project selects DIM as implementation modality but didn't provide justification why it is selected. However, capacity assessment has been enclosed, while HACT assessment was done by another UN agency.</p> <p>A number of key results rely on activities funded by</p>	
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<p>Evidence</p> <p>The project selects DIM as implementation modality but didn't provide justification why it is selected. However, capacity assessment has been enclosed, while HACT assessment was done by another UN agency.</p> <p>A number of key results rely on activities funded by</p>							



	<p>outside sources to be mobilized by MoWA, which could be a potential risk for achieving the intended outputs.</p> <p>It is recommended that the project team sit down with MoWA to identify priority activities to be implemented for the first year if MoWA resources is limited or delayed.</p>	
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	3	2
	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project addresses gender issues at policies level and the MoWA and other institutions/entities working to advance women’s rights were included in the design stage (LPAC).</p>	
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of “no”</i></p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	3	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project has the multi-year workplan and budget plan but need adjustment if</p>	



	the ToC and RRF is being revised.	
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
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	<p>Evidence</p> <p>MoWA has been actively engaged throughout the project formulate stage</p>	
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	2.5
	2	1.5
	1	
<p>Evidence</p> <p>The capacity assessment has been completed in 2015. However, further updates are needed due to there are some changes in term of design from previous draft prodoc.</p>		
<p>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	Yes (3)	No (1)
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	Yes (3)	No (1)

X.2 Social and Environmental Screening Template

This project does not require any Social and Environmental Screening Template, because the majority of its activities will not involve any work with communities and will focus on institutional strengthening and capacity development.

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X.3 Risk Analysis



OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Partnership for Gender Equity IV (PGE IV)	Award ID: 88397	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Limited cooperation from other line ministries might delay input to CGA updating		Organizational	P = 4 I = 4	Learn from past experience to avoid unnecessary delay by ensuring conformity to the instructions of the Council of Ministers.				
2	The capacity development may be hindered to some extent by GMAG's lack of access to annual work plans and budgets as they are not shared widely within each Ministry.		Financial Organizational	P = 5 I = 3	Emphasise in the invitation letter the importance of having annual work plans and budget to work on during the CD exercise. Keep following up and ask MoWA to provide additional follow up support				



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.				
4	Gender Audit: the lengthy process for the formal request for cooperation with Line Ministries, and lack of willingness to cooperate may inhibit this activity.		Organizational Political	P = 4 I = 5	Organize meetings with relevant line Ministries to explain in person the real intention of GA and its benefits for policy making and planning.				
5	Delay in SDG localization and interaction in selecting indicators for gender (SDGs) may delay process of mainstreaming SDG5 in gender		Organizational		Organize dialogues with Ministry of Planning and SNEC in order keep engaging, providing input tracking on consultation process of SDGs localization				
	Some project activities rely on Capacity_of MoWA to mobilize resource for ensuring the continuation of LWGE If SIDA delays in funding the program.		Organizational	P = 1 I = 5	Closely engage and link up the collaboration of MoWA, SIDA, UNDP.	MoWA, UNDP			

X.4 Capacity Assessment

Programme Title	Partnership for Gender Equity IV (PGEIV)	
Name of Institution	MoWA	
Date of Assessment	2015	
INDICATOR	AREAS FOR ASSESSMENT	COMMENTS
PART I. BACKGROUND INFORMATION		
1. History	Date of establishment of the organization	MoWA was established in 1993 as the Secretariat of Women's Affairs. It was upgraded to Ministry of Women's Affairs and Rehabilitation in 1998 and became Ministry of Women's Affairs in 2003.
2. Mandate and constituency	What is the current mandate or purpose of the organization? Who is the organization's primary constituency?	MoWA's responsibility is to protect the rights of Cambodian women and their families.
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	Like other Ministries, MoWA is a legal government entity which was set up by the Royal Government of Cambodia through a Royal Decree.
4. Funding	What is the organization's main source (s) of funds?	MoWA is funded mainly by the government of Cambodia, followed by funds from development partners.
5. Certification	Is the organization certified in accordance with any international standards or certification procedure?	MoWA is not required to be registered under any statute (Cited: Micro-assessment of MoWA, p.8, 2015)
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations?	No.
PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		
1. Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	The MoWA management under the leadership of the Minister has so far been committed to achieving gender equality in Cambodia. Over the years, as observed by PGE I, II, and III, their capacity has gradually improved.
2. Management experience and qualifications	Which managers in the organization would be assigned to work on the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects?	Mr. The Chhun Hak, Senior Coordination & Policy Advisor, Deputy Director General for Gender Equality and Economic Development; is assigned as the LWGE program coordinator and will liaise and work closely for the PGE IV project. He has extensive experiences in gender and MoWA particularly working with different DP-sponsored projects within MoWA and beyond.
3. Planning and budgeting	Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results?	MoWA has applied result-based management for more than one decade now. This is reflected in their Strategic Plan (Nearby Rattanak I, II, III and IV) as well as in their Annual Work Plans and costing. According to the annual internal monitoring and evaluation indicated that the UNDP supported projects have been delivered in accordance with budget plan and



	How do planners identify and accommodate risks?	commensurate with intended results. The risks related to projects were identified since the formulation of the project and then being monitored and updated on regular basis through quarterly reporting mechanism.
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans? How do they measure progress against targets?</p> <p>How does the organization document its performance, e.g., in annual or periodic reports?</p> <p>How are the organization's plans and achievements presented to stakeholders?</p> <p>Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders?</p> <p>Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?</p>	<p>MoWA usually have regular meetings to monitor progress on a weekly basis. They have quarterly and 9-month reports to check progress against the annual work plan.</p> <p>MoWA holds annual congress where they review progress and recommend ways forward and reflects on lessons learned.</p> <p>MoWA is very experienced in terms of working with donors and NGOs/CSOs. Under DP-sported projects, MoWA holds regular review meetings with their partners.</p> <p>Externally, all Ministries are evaluated/checked by the Ministry of Senate Relations and Inspections. Furthermore, all Ministries have to report to the Prime Minister on progress annually.</p>
5. Networking	<p>What other organizations are critical for the successful functioning of this organization?</p> <p>How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p>	<p>MoWA started to improve its networking many years back. It has shown growing interest in networking in recent years. It has been working with a number of key NGOs working in the fields of promoting gender equality and still maintain good relationship with them. CNCW provides a forum for high level networking within the government, while TWG-G provides external networking with DPs, NGOs/CSOs, and the private sector. The GMAG system is in place and operational, providing an embedded network across government for gender mainstreaming.</p> <p>Recently MoWA initiated an informal network with all female top leaders within the government as part of its strategy to improve communication among themselves and beyond.</p>
1. Technical knowledge and skills	<p>Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?</p> <p>Does the organization have the necessary technical infrastructure (e.g., laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p>	<p>MoWA has been managing various DP-supported projects for many years now including PGE I, II, and III. Despite some capacity constraints, MoWA has shown improvement in technical knowledge and skills in dealing with various aspects of promoting gender equality, gender mainstreaming, gender analysis and PBA. In the last few years, more and more capable and committed staff members are emerging. MoWA takes great interest in capacity building for young professionals. There has also been improvement in IT through the government's more investment in this area. MoWA shares ideas and updates though the weekly management meeting, the quarterly TWG-G meetings, and a number of other</p>

	<p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p>	<p>meetings with line Ministries and DPs. MoWA has a website/Facebook and has recently tried to improve them. MoWA's Minister and some other key officials have fairly good networks regionally (ASEAN) and globally (UN).</p>
<p>PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES</p>		
<p>3.1 Administrative capacity. <i>Ability to provide adequate logistic support and infrastructure</i></p>		
<p>1. Facilities, infrastructure and equipment</p>	<p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p>	<p>MoWA has sufficient administration facilities and infrastructure mostly in term of human resource, office spaces, meeting room, water and utility to carry out of the project required, however, additional equipment and budget may be needed.</p> <p>In term of management and maintaining the administrative and technical equipment and infrastructure, please refer Micro Assessment of MoWA 2015: Safeguard of Assets, p. 18.</p>
<p>2. Recruitment and personnel management</p>	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>If not, what is the relationship of the organization with third parties in entering into employment contracts with individuals in terms of employee – employer relationship, payment of salaries, administration of entitlements, settlement of disputes and liabilities?</p> <p>Does the organization have dedicated personnel capacity? Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures?</p> <p>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p> <p>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</p> <p>If the organization has a salary scale, how often is this salary scale revised and what would be the likely impact of these raises to the project costs?</p> <p>Does the organization have established rules to deal with dispute cases effectively?</p>	<p>MoWA have the legal authority to enter into employment contracts with individuals based on national statute and decision for civil service and approved by Ministry of Civil Service (MCS), Public Finance and Administration Reforms, as well as adapted and used CDC & NCDD SOPs, and UNDP ICF and HACT Framework in term of recruitment, personnel management, payment of salaries, administration of entitlement, settlement of disputes and liabilities.</p> <p>MoWA has the capacity to recruit outstanding individual contractors with the necessary qualifications, skills and experiences.</p> <p>MoWA can adapt and use CDC & NCDD SOPs, Public and Administration Reforms,</p> <p>MoWA can use the UNDP ICF and HACT Framework as per project requirements.</p> <p>MoWA can to carry out the recruitment of individual contractors through competition, fairness, transparency.</p> <p>MoWA has in place rules to deal with dispute cases; and policies regarding staff-welling, death, disability, discrimination, grievances, harassment, abuse cases, health insurance and pension arrangements.</p>



	<p>What is the staff well-being policy of the organization, in particular dealing with discrimination, grievances, harassment and abuse cases?</p> <p>In case of dispute cases with its staff working in projects does the organization undertake full responsibility to investigate and settle such cases without infringement to UNDP?</p> <p>Is the leave policy of the organization compatible with UNDP's leave policies and is this policy likely to impede project implementation activities?</p> <p>Does the organization have personnel policies regarding death and disability?</p> <p>Does the organization have personnel policies on health insurance and pension arrangements?</p>	
<p>3. Procurement and contracting</p>	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations? Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project?</p> <p>Does the organization have written procurement procedures? Number of staff involved in procurement?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?</p> <p>Number of procurement actions and their value in the past year?</p> <p>Is there a procurement plan for either the current, or next year?</p>	<p>In term of procurement's capacities of MoWA, please refer Micro-assessment of MoWA 2015: Procurement section; p. 26-32.</p>
<p>3.2 Financial Management Capacity</p>		
<p>1. Financial management organization and personnel</p>	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit? Do finance managers and personnel have skills and experience that are appropriate to the</p>	<p>Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 9-11.</p>

	<p>requirements of the project? Is the existing financial management capacity adequate to meet the additional requirements of the project?</p> <p>Do finance personnel have experience managing donor resources?</p>	
2. Financial position	<p>Does the organization have a sustainable financial position?</p> <p>What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?</p>	Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 9-11.
3. Internal control	<p>Does the organization maintain a bank account?</p> <p>Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?</p> <p>Is there any evidence of non-compliance with financial rules and procedures?</p>	Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 11-20
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements?</p> <p>When and to whom does the organization provide its financial statements?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is there any evidence of deficiencies in accounting or financial reporting?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p>	Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 11-20; and Reporting & Monitoring, p. 22-24.
5. Audit	<p>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial</p>	Please refer to Micro-assessment of MoWA 2015: Internal and Financial Audit section, p.20-22.

	<p>audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances of non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</p>	
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X.5 The project's first year detailed Annual Work Plan (AWP)

KEY DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Accounting Code	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Estimated Amount
Key Deliverable 1: Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight	1.1. MoWA to take lead with technical support of Gender Specialist to update the Cambodia Gender Assessment and Supporting the formulation of National Gender Policy							Sub-Total	\$ 45,000.00
	Launch of National Gender Policy		x			UNDP CO and MoWA	75700	Direct cost for launching event/workshop	\$ 3,000.00
	Gender Sectoral Specialist(s) to support UNDP Gender Specialist in updating CGA by sector	x	x	x	x	UNDP CO and MoWA		Cost of 2 ICs / firm	\$ 42,000.00
	1.2 Support the Consolidation of the key inter-ministerial mechanisms for gender	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Specialist	
	1.3 Capacity Development for GMAGs in key line ministries (select those related to MoWA key thematic areas) for integrating gender into their line ministry annual plans and budgets, with support of their respective TWGs.							Sub-Total	\$ 7,500.00
	Conduct small round tables with up to 3 GMAGs in first year of project	x	x	x	x	UNDP CO, MoWA, GMAGs	75700	Direct costs for 3 GMAGs meetings	\$ 7,500.00



	1.4 Forster the Program Based Approach (BPA) through TWG-G coordination/platform							Sub-Total	\$ 10,000.00
	Develop capacity of the TWG-G secretariat for high level policy dialogue	x	x	x	x	UNDP CO and MoWA		Cost of Trainers	\$ 5,000.00
	Conduct stakeholder engagement workshop where the TWG-G Secretariat can share and mainstream gender across the projects/programs of all key gender players					UNDP CO and MoWA		Direct costs for 2 workshops	\$ 5,000.00
	1.6 Strengthening MoWA's capacity for coordination, accountability & oversight across government	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist	
Key Deliverable 2: Strengthen institutional mechanism for mainstreaming SDGs and addressing ODA transition in promoting gender	2.1 Consolidate an international best practices paper for addressing ODA transition in promoting gender equality	x	x	x	x	UNDP CO		Cost of UNDP CTA	
	2.2 Support mechanisms to mainstream gender into SDGs localization process	x	x	x	x	UNDP CO and MoWA		Cost of UNDP Gender Specilaist	
	2.3. Strengthen TWG-G platform by expanding dialogue to sustain the public intervention and mobilise resource in addressing ODA transition	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist	
	2.4 Identify/map need for capacity development			x	x	UNDP CO and MoWA		Cost of UNDP Gender Specialist	
	2.5 Strengthen ToT base on Capacity Development Plan	x	x	x	x			Sub-Total	\$ 23,000.00

	Conduct ToT on the selected priorities which are identified by the capacity development plan	x	x	x	x	UNDP CO		Cost of trainer to handle a ToT session	\$ 23,000.00
Key Deliverable 3: Strengthened the PBA framework for gender equality ("Leading the Way for Gender Equality" program) and enhanced Gender Transformative advocacy and public outreach of MoWA	3.1 Support to MoWA for the coordination, implementation and monitoring of the LWGE program	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	3.2 Upgrade external communications of MoWA and media sensitization for gender equality	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	3.3 Development of an advocacy strategy for MoWA	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	3.4 Supporting inclusion of disadvantaged groups of women and girls	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	3.5 Capacity Development in strategic areas	x	x	x	x	UNDP CO and MoWA		Affiliation Cost of UNDP Gender Specialist and Availability of MoWA's LWGE program	
	MONITORING	x	x	x	x	UNDP CO and MoWA		Cost of Gender Specialist in performing regular project monitoring	
	UNDP Technical Assistance	x	x	x	x	UNDP CO	61300	Salary Cost of UNDP Gender Specialist (P4)	\$ 224,210.00

	UNDP Recovery Cost	x	x	x	x	UNDP CO		Recovery on UNDP support cost (ISS, QA)	\$ 7,468.60
		x	x	x	x	UNDP CO	71400	Salary cost of 1 SC (SB3)-Admin & Finance Assistant	\$ 13,673.00
	Project Management Cost	x	x	x	x	UNDP CO	71400	Salary cost of 1 SC (SB1)-Driver	\$ 6,156.00
	Total								\$ 337,007.60

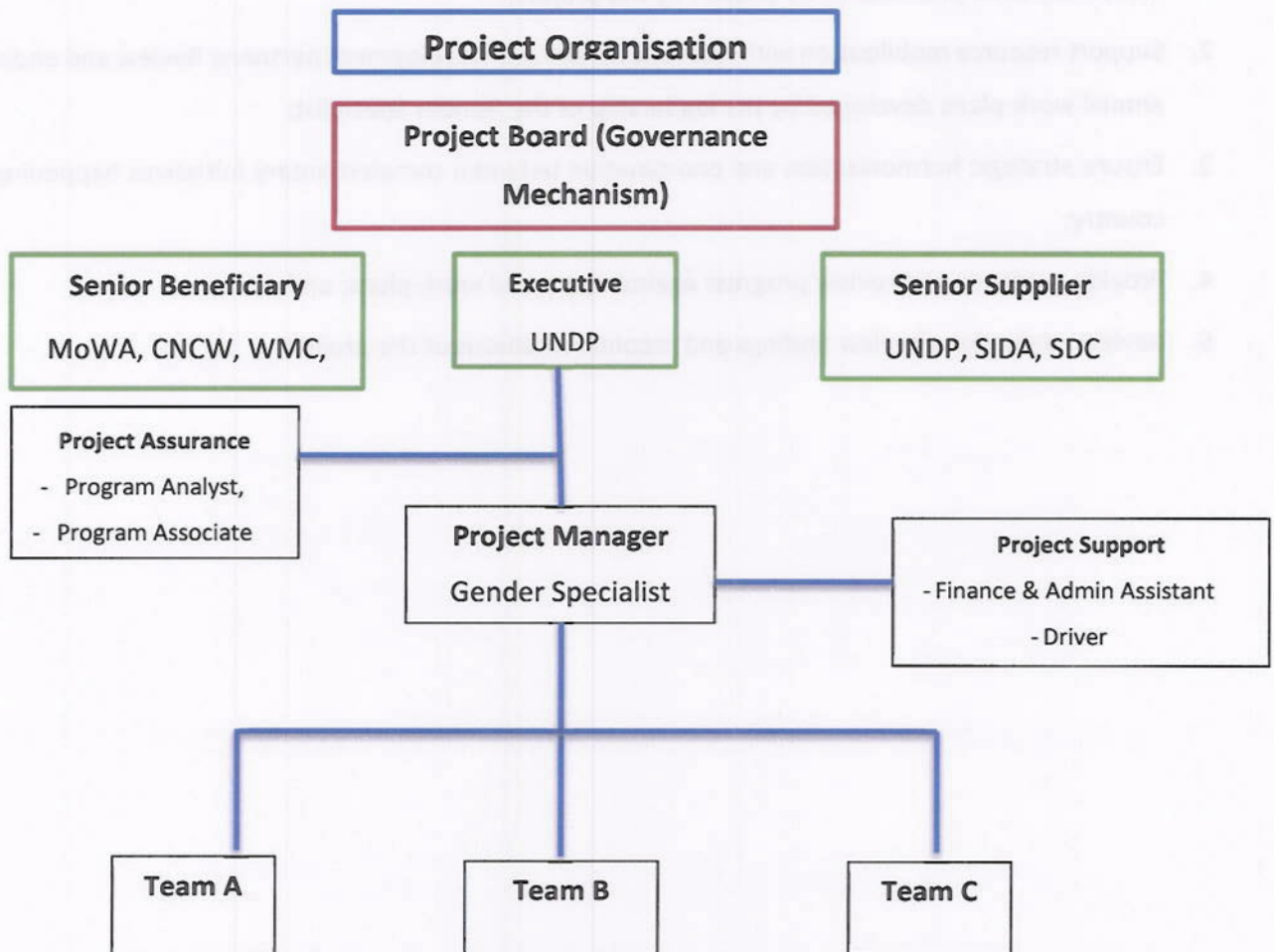
X.6 Project Board Terms of Reference and TORs of key management positions

TERMS OF REFERENCE OF THE PROJECT BOARD

PARTNERSHIP FOR GENDER EQUITY IV (PGE IV)

The **Partnership for Gender Equity IV (PGE IV) Project** will be guided by a Project Board. Other than UNDP officials and staff, the Project Board will consist of a core of permanent board members and development partners participating in their individual capacity from the Ministry of Women's affairs (MoWA), Lines ministries, , Swedish International Development Cooperation Agency (SIDA), and Swiss Agency for Development and Cooperation (SDC). Cambodian National Council for Women (CNCW), Women Media Center (WMC) will play role as Observers and the status may be extended as the situation so demands to: individual persons from the United Nations Agencies, Civil Society Organizations and other relevant stakeholders as the permanent project board members see fit.

PROJECT ORGANIZATION STRUCTURE:



The Project Board is responsible for making by consensus management decisions when guidance is required by the Executive and chair of the board. In order to ensure UNDP's ultimate accountability, the decisions of Project Board should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In the case were a consensus cannot be reached in the Project Board, the final decision shall rest with UNDP which is accountable to the Government for the correct execution The PGE IV. Project Board Meeting will take place at minimum once a year, or as necessary when raised by the Project Manager (Gender Specialist) or one of the Board members.

The Project Board may review and approve project Annual Work Plan (AWP) when required and authorises any major deviation from these agreed AWP. It is the authority that signs off the completion of each AWP as well as authorises the start of the next year. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

KEY RESPONSIBILITIES OF THE PROJECT BOARD:

1. Provide strategic guidance based on the principles, strategies and cross-cutting issues for the identification of priorities to be tackled by the project;
2. Support resource mobilization with relevant donors and development partners; Review and endorse annual work-plans developed by the leadership of the Gender Specialist;
3. Ensure strategic harmonization and coordination between complementary initiatives happening in country;
4. Provide guidance and review progress against approved work-plans; and
5. Review evaluations/review findings and recommendations of the project.

