



ANNUAL PROJECT REPORT

United Nations Development Programme Cambodia
Project to Support the Leading the Way for Gender Equality (PSLWGE)
[31 March to 31 Dec 2017]

Project ID & Title: 00095079 - Project to Support the Leading the Way for Gender Equality

Duration: 31 March 2017 – 31 December 2019

Total Budget: USD2,043,629

Implementing Partners/Responsible parties: UNDP Direct Implementation Modality

Country Programme Outcome: 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.

Table of Contents 1

Executive Summary 3

 Progress towards project key deliverables 4

 Progress towards project/country programme (CPAP) output 8

 Progress towards country programme (CPAP) outcome 8

 Progress towards SP output 9

Capacity Development 10

Gender Marker (GEN3) 10

Lessons Learned 10

III. Project Implementation Challenges 11

 a. Updated project risks and actions 11

 b. Updated project issues and actions 12

IV. Financial status and utilization 13

I. Executive Summary

The main achievement of the PSLWGE project in 2017 was the support to MoWA for the finalization of the 'Leading the Way for Gender Equality' program's framework, the strengthening and preparation of MoWA team for the program and the consolidation of key partnerships required for its implementation. Some initial capacity development measures were provided and support was delivered for SDG 5 localization and gender mainstreaming across other SDGs.

The Capacity Development Framework for the program was developed with support from one short-term consultant and in a close coordination with MoWA staff, target line ministries, development partners and CSOs. The multi-level CD Framework includes a results matrix to monitor progresses in capacity building at four levels: individual, program, output/institutional and outcome/network levels. This results matrix will help to ensure that capacities built are provided in conjunction with organizational development measures of MoWA and that have a positive impact on the overall performance of MoWA.

Two international consultants were recruited and undertook their missions and draft reports. One consultancy was focused on evaluation of the NR4 implementation and monitoring to inform the development of next national gender policies and harmonized M&E system for those policies. Another consultancy undertook a 'rapid' gender audit of two sectors (Education & Public Behavioral Change, and Governance) to analyse government and ODA resources in place for gender. This consultancy also identified entry points for further cooperation with universities and the Royal School of Administration to promote gender-responsive curricula, among other issues.

Discussions to identify role, responsibilities and objectives of the Technical Working Group on Women, Leadership and Governance begun with key stakeholders. Promotion of women in decision making became a priority issue after commune elections in June -which resulted in one point decrease in percentage of women elected as councillors in comparison to 2012 commune elections- and less women in the National Assembly after reassignment of seats following the dissolution of CNRP.

Advice on localization of SDG 5 and gender mainstreaming across SDGs was provided to MoWA on an ongoing basis. As a result, some of the indicators and targets of SDG 5 were improved: for example, one law to address discrimination against women in key and emerging issues was included as indicator; targets for women in decision making positions were made more ambitious and in alignment with the targets of the Neary Rattanak IV, which are expected to incentivize advocacy efforts from stakeholders and CSOs; and some indicators on prevalence of violence against women were corrected. Additionally, one-day meeting with line ministries was organized to discuss and enhance gender mainstreaming within selected seven SDGs. Final localized SDGs are to be revised by a core group comprised by MoP, SNEC and MoEF, and submitted to Council of Ministers for final review and endorsement in 2018.

Further support to improve performance of line ministries' Gender Mainstreaming Action Groups was provided. Lessons learnt and best practices were addressed and discussed in a 2-day meeting with GMAGs. The key points of the discussion will be used in the formulation of the First National Gender Policy, as this policy aims at strengthening the Gender Machinery in Cambodia.

In the field of promoting public behavioural change for gender equality and strengthening external communications of MoWA, one training on writing for social media was provided to 12 young staff from the MoWA Information Dpt. and other key MoWA departments in cooperation with Deutsche Welle Akademie, one session on effective slogans/taglines was provided by Gender Specialist to MoWA, and the Media Code of Conduct for Reporting on Violence Against Women was disseminated among media university students. As a result, the contents in social media of MoWA and materials for public communications have been improved and became more diversified (with different types of contents posted/used). In addition, two Op-Eds signed by MoWA -and developed with support from PSLWGE- were published by

The Cambodia Daily¹ and The Phnom Penh Post². Other communications deliverables written by PSLWGE comprised one blog for UNDP Cambodia's website³ and one Op-Ed on violence against women for Khmer Times⁴.

TOR for short-term consultancy for inclusion of disadvantaged groups of women and girls were developed in consultation with MoWA. This consultancy is meant to help to strengthen organizational development of MoWA for integration of 5 vulnerable groups of women and girls (women and girls with disabilities, elderly women, females from LGBT community, Muslim and indigenous women and girls) and to identify entry points for their inclusion within the pilot ministries' portfolios.

Several consultative meetings with key constituencies and stakeholders of the Project to Support the LWGE Program were undertaken, namely with universities, pilot ministries, development partners and CSOs. Their inputs were integrated in the finalization of LWGE program proposal and adjusted PSLWGE ProDoc.

The framework of the LWGE program was finalized with support from PSLWGE. In addition, ProDoc of PSLWGE project was adjusted in close consultation with the Embassy of Sweden and MoWA. The project was then titled as currently called *Project to Support the LWGE Program* (previously name as Partnership for Gender Equality Phase IV - PGEIV) and be co-funded by UNDP and the Swedish Government.

¹ <https://www.cambodiadaily.com/opinion/letter-editor-womens-ministry-condemns-rape-comment-133904/>

² <http://www.phnompenhpost.com/opinion/stopping-violence-against-women-our-top-priority>

³ http://www.kh.undp.org/content/cambodia/en/home/ourperspective/a_new_pilot_approach_for_gender_equality_in_Cambodia.html

⁴ <http://www.khmertimeskh.com/93198/>

II. Progress Updates

Progress towards project key deliverables

KEY DELIVERABLES 1: Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight			
Output Indicators	Baseline	Target	Current Status
Indicator 1.1: Proportion of women in decision-making in the civil service from deputy chief of office to Director General is increased 3%	19% (2012)	Y1: 1% Y2: 1% Y3: 1% Total at final: 22%	N/A [NOTE: This indicator shall be reviewed as there is an attribution gap issue because increase in number of women in civil service cannot be attributed to PSLWGE project.]
Indicator 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	0 (2015)	Y1: 1 Y2: 1 Y3: 1 Total at final: 3	In progress. A short-term consultancy was undertaken in last quarter of 2017 to identify measures of the GMAGs and ministerial portfolios of 5 ministries/institutions to be supported by the LWGE program. Final report of consultancy to be delivered in January 2018.
Indicator 1.3: First National Gender Policy is developed and launched	0 (2016)	1	In progress. Finalization of First National Gender Policy is planned to start by beginning of 2018, after final report of Neary Rattanak IV evaluation is received. Launching of policy would be by second half of 2018 or beginning of 2019, after national elections.
Indicator 1.4: Country Gender Assessment is updated	0	Y1: 0 Y2: 1 Y3: 0 Total at final: 1	No tangible progress on this indicator so far. Discussions with MoWA and Sida addressed the new focus of the next CGA, which will most likely be developed by a Cambodian research institute or a Cambodian university or a consortium of universities under leadership of MoWA. Focus of CGA would not only be in providing relevant quantitative and qualitative data on the status of women and gender equality in each sector, but also in presenting success stories and depicting some women beneficiaries in each sector

			so their voices, interests and needs are better reflected.
Indicator 1.5: PBA for 3 TWG-G sub-groups completed	0	Y1: 1 Y2: 1 Y3: 1 Total at final: 3	PBA for Violence Against Women is operational under the TWG-GBV. Sub-working groups on Women, Leadership and Governance (TWG-WLG) and on Women's Economic Empowerment (TWG-WEE) have not been launched to date, although discussions to define role and objective of the TWG-WLG among stakeholders took place. [NOTE: This indicator shall be reviewed as the focus of the program is on strengthening the PBA for gender equality and women in leadership and decision making through consolidation of the TWG and the TWG-WLG.]
Indicator 1.6: Gender Audit on chosen thematic area/s completed	0	Y1: 0 Y2: 2 Y3: 1 Total at final: 3	In progress. Gender analysis of two sectors (Education & Public Behavioral Change and Governance & Public Administration) was undertaken in last quarter of 2017. Final report of consultancy to be received in January 2018.
Indicator 1.7: NRIV final evaluation and report	0	Y1: 0 Y2: 1 Y3: 0 Total at final: 1	In progress. Assessment of the NRIV implementation was undertaken in last quarter of 2017. Final report will be received by January 2018.
KEY DELIVERABLES 2: Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender			
Indicator 2.1: JMI and SDGs targets Identified and agreed	0	Y1: 1 Y2: 0 Y3: 0 Total at final: 1	In progress. Ongoing advice was provided to MoWA for localization of SDG5. One-day meeting with line ministries was used to discuss and improve gender mainstreaming across 7 selected SDGs (with 52 participants: 31 females and 21 males). Final SDGs have not yet been finalized by the Ministry of Planning/RGC. Draft JMIs were updated in first quarter of 2017.
Indicator 2.2: Mechanism is in place for dialogue on ODA in gender promotion	0	Y1: 1 Y2: 0 Y3: 0 Total at final: 1	TOR for community of practice (CoP) for gender practitioners from DPs was drafted. [NOTE: this indicator shall be reviewed as it seems that TWG-G -

			which was established years ago-functions already as a mechanism for dialogue on ODA for gender]
Indicator 2.3: Monitoring mechanism for Gender and SDGs is established	0	Y1: 0 Y2: 1 Y3: 0 Total at final: 1	A harmonized monitoring system for national gender policies is to be established under the CNCW. Consultancy focused on NR4 assessment is to provide further recommendations for accomplishing this harmonization in an effective way. [NOTE: this indicator shall be reviewed as it is not clear what is meant to.]
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.			
Indicator 3.1: Number of Cambodian young people are reached by activities with educational institutions, MoWA media outlets, social media and communications campaigns	N/A	Y1: 0.5M Y2: 1.25M Y3: 1.25M Total at final: 3M	A training on social media to 12 MoWA staff (9 females and 3 males) took place, in cooperation with DW Akademie. A session on effective slogans/taglines was facilitated by PSLWGE advisor to MoWA. These resulted in a higher variety of contents developed by MoWA in social media channels and in more dynamic and effective messaging in MoWA communication materials, as for example observed in MoWA Facebook page (www.facebook.com/mowa.gov.kh). Media Code of Conduct for Reporting on Violence Against Women was disseminated among media university students in cooperation with The Asia Foundation and the Club of Journalists.
Indicator 3.2: Proposal of LWGE program is finalized	0	Y1: 1 Y2: 0 Y3: 0 Total at final: 1	Final proposal was sent by MoWA to Sida on 19 th June. Supplementary support was provided to MoWA for further adjustments of proposal after some feedback from Sida was received. ProDoc of PSLWGE was adjusted by end 2017 in close consultation with MoWA and Sida and to incorporate changes in funding modality of Sida

			(being all Sida's funds now channeled to UNDP).
Indicator 3.3: Number of Multi-media campaign is developed and disseminated	0	Y1: 1 Y2: 1 Y3: 1 Total at final: 3	(Same than for above indicator 3.1)
Indicator 3.4: Number of measures to promote the rights of disadvantaged groups of women and girls take place	0	Y1: 1 Y2: 2 Y3: 2 Total at final: 5	In progress. TOR for short-term consultancy for vulnerable groups of women and girls was developed in cooperation with MoWA.
Indicator 3.5: Number of trainings in strategic areas are undertaken	0	Y1: 2 Y2: 2 Y3: 2 Total at final: 6	A training on social media to 12 MoWA staff (7 females and 5 males) took place, in cooperation with DW Akademie. A session on effective slogans/taglines was facilitated by PSLWGE advisor to MoWA. One-day session on dissemination of Media Code of Conduct for VAW reporting (with 83 participants: 50 females and 33 males), another one-day session with university students (45 participants: 33 females and 12 males) and a two-day training to youth from pilot ministries on gender equality were delivered (with 64 participants: 41 females and 23 males).
Indicator 3.6: Annual Operational Plan of LWGE program is developed and monitored	0	Y1: 1 Y2: 1 Y3: 1 Total at final: 3	Annual OP for 2017 was developed by end August in a 2-day consultative Technical Planning Workshop with 31 MoWA staff (26 females and 5 males) involved in implementation of LWGE program. Monitoring of OP has taken place on an ongoing basis.
Indicator 3.7: Advocacy strategy for MoWA is finalized	0	Y1: 0 Y2: 1 Y3: 0 Total at final: 1	No progress during reporting period. Advocacy strategy will be developed in second year (2018).
Indicator 3.8: Code of conduct for gender-sensitive reporting is developed	0	Y1: 0 Y2: 1 Y3: 0 Total at final: 1	MoWA agreed that, instead of a code of conduct for gender-sensitive reporting, the focus will be on implementing and disseminating the Media Code of Conduct for Reporting on Violence Against Women cases, launched in June 2017. A one-day dissemination event was organized with media university students.

			During reporting period, advice was provided on an ongoing basis to MoWA, and two Op-Eds were published in two newspapers (The Cambodia Daily and The Phnom Penh Post). [NOTE: this indicator shall be reviewed because of the reason explained above]
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> Delivery in line with plan	<input type="checkbox"/> delivery below plan	

Progress towards project/country programme (CPAP) output

OUTPUT 2.2: Mechanisms to increase percent of women in leadership and decision-making are more effective			
Output Indicators	Baseline	Target	Current status
<p>Indicator 2.2.1: Effectiveness of policy measures to increase the share of women leaders across the civil service</p> <p>Data source, frequency: Ministry of Women’s Affairs through Ministry of Civil Service and line ministries (annually)</p>	Not effective (2015)	Effective (2019)	No progress on this indicator during reporting period. MoWA and MoCS will establish a bilateral agreement to promote gender equality through specific activities. Gender analysis of the governance sector will be undertaken last quarter of 2017 and will help to inform about focus and identification of measures to be included in agreement. The TWG on Women, Leadership and Governance (TWG-WLG) is also expected to serve as a platform for better inter-ministerial and multi-stakeholders coordination to increase number of women in decision making. The launching of this Working Group has been postponed by MoWA until 2018.
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> delivery in line with plan	<input type="checkbox"/> delivery below plan	

Progress towards country programme (CPAP) outcome

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.

Outcome Indicators	<i>Baseline (month/year)</i>	<i>Target (month/year)</i>	<i>Current status (month/year)</i>
Level of follow up and implementation by ministries of selected recommendations by UN Human Rights mechanisms and the UN Convention on Anti-Corruption (UNCAC) implementation review mechanism	Some progress	Significant Progress (by 2018)	
<p>The project aims to increase accountability of the Royal Government of Cambodia towards Cambodian women and girls by enacting forward-looking policies that activate government public services in favour of female citizens, reducing gender inequalities, addressing social norms discriminating women, and shifting sexist behaviors and attitudes.</p> <p>Two specific focus of the project is to increase participation of women in decision making and to promote inclusion of five vulnerable groups of women and girls.</p> <p>Progress towards the above outcome has been limited during reporting period as the main focus of the project in 2017 has been on the finalization, establishment and consolidation of the framework and institutional arrangements for the 'Leading the Way for Gender Equality' program.</p>			

Progress towards SP output

SP 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			
Indicators	<i>Baseline (month/year)</i>	<i>Target (month/year)</i>	<i>Current status (month/year)</i>
<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>Data source, frequency: MoWA, in every election round (5 years)</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>Milestone (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>1,940 women commune council members (16.75%) were elected in commune elections held in June, which represents almost 100 women (or 1%) less than in 2012, when 2,038 women (or 17.78%) were elected. 21.33 percent of elected female candidates from CPP (21.48 percent in 2012) and 11.04 percent of elected female candidates from CNRP (11 percent in 2012).</p> <p>Percentage of women in National Assembly was decreased to 15 per</p>

			cent after re-assignment of seats following the dissolution of CNRP party.
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Capacity Development

Capacity Development is a core element of the PSLWGE project and the LWGE program. The development of a Capacity Development Framework for the LWGE program was done during reporting period, with support from a national short-term consultant recruited under PSLWGE. This framework incorporates measures for building capacities across the 3 components of the program and focused on 4 levels: individual, program, institutional and stakeholders-network levels. This framework builds on the previous capacity development assessments undertaken so far, the 3-Year Work Plan of the LWGE program and the measures initially identified in there. It will also include a monitoring and results matrix with baselines, targets and indicators to measure progresses in capacity building of MoWA staff.

Gender Marker (GEN3)

The PSLWGE project is entirely focused on promoting gender equality and the empowerment of women as principal objective. Two additional focuses are on promoting the rights of disadvantaged groups of women and girls as well as on engaging men for gender equality. Hence the gender marker GEN3 is applicable for all deliverables and activities of the project and does not require further revision.

Lessons Learned

The PSLWGE Prodoc will need to be adjusted to fully align it under the LWGE program and better outlining the expected results of PSLWGE in document. Further lessons learned, challenges and solutions can be found below under “Updated project issues and actions” section.

Environment and Social Safeguard

Not applicable during this reporting period.

South-South and Triangular Cooperation

Not applicable during this reporting period.

Innovation

Not applicable during this reporting period.

III. Project Implementation Challenges

a. Updated project risks and actions

#	Description	Type	Impact & Probability	Countermeasures / Management response	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.			No update/progress on this. Process to develop next CGA has not been initiated.
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	Emphasize 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			No update/progress on this.
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.			No update/progress. The TWG-WLG has not been launched yet.
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.			Gender analysis in two sectors was undertaken in last quarter of 2017. Final report to be received in Jan 2018.
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			Process for SDGs localization led by Ministry of Planning has been slow and unclear, so mainstreaming gender across SDGs rather complicated. One-day meeting discussion with line ministries for gender mainstreaming across 7

							selected SDGs took place.
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	Organizational	P=1 I=5	Closely engage and link up the collaboration of MoWA, Sida, UNDP.			MoWA has not been fully onboard with the program yet, due to the facts that Sida's funds have not yet been in place and that DIM modality contravenes ownership of MoWA.

b. Updated project issues and actions

The Annual Technical Planning Workshop organized by end August helped to address and define the roles and responsibilities of MoWA staff for the program, and it also helped to increase sense of ownership and engagement of MoWA.

Despite some management gaps of LWGE program team, the speed in implementation of activities gained traction after Work Plan was developed in a participatory process. Activities undertaken were mostly concentrated in last 2017 quarter.

It is foreseen that MoWA will be more on top of the program once official agreements with Sida are endorsed and when the Program Steering Committee starts functioning. Change of PSLWGE from DIM to NIM is expected to contribute to increase engagement of MoWA for the program as well. It will be helpful to learn from experiences from other NIM projects in Cambodia so MoWA understands better about the requirements and increased ownership needed.

Clear roles and responsibilities of LWGE program management team should also be laid out in their TOR approved by the Program Steering Committee.

ProDoc was adjusted and endorsed by MoWA and Sida. Close follow-up with Sida and MoWA is required to organize the first Project Steering Committee meeting.

IV. Financial status and utilization

Table 1: Contribution overview [Project start 31 March 2017 – 31 December 2017]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
ex: UNDP	940,523	346,098	594,425
ex: SIDA	1,103,106	155,670	947,436
TOTAL	2,043,629	501,768	1,541,861

Table 2: Quarterly Expenditure for PSLWGE Fund [Project start 01 October – 31 December 2017]

Activity	Q4 Work Plan 2017	EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1 [Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight]	52,695.92	48,966.32	3,729.60	93%
Activity 2 [Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender]	40,053.83	32,249.17	7,804.66	81%
Activity 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]	9,989.18	9,241.95	747.23	93%
Activity 4 [MoWA’s capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened]	0.00	0.00	0.00	0%
Activity 5 [Inclusion of Vulnerable Groups of Women and Girls in MoWA’s internal work and in activities of three pilot line ministries as relevant is improved]	0.00	0.00	0.00	0%
Activity 6 [Selected educational institutions actively engaged in promoting a culture of gender equality]	0.00	0.00	0.00	0%
Activity 7 [Media is sensitized about gender equality perspectives in reporting]	0.00	0.00	0.00	0%
Activity 8 [MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened]	0.00	0.00	0.00	0%

Activity 9 [More effective functioning of the Technical Working Group on Women, Leadership & Governance.]	0.00	0.00	0.00	0%
Activity 10 [Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered.]	0.00	0.00	0.00	0%
Activity 11 [Project Management and Operations.]	94,453.37	86,838.14	7,615.23	92%
GMS 8%				
Total	197,192.30	177,295.58	19,896.72	90%

Table 3: Annual expenditure by Activity (Project start 31 March 2017 – 31 December 2017)

Activity	APPROVED BUDGET	EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1 [Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight]	54,715.62	52,605.92	2,109.70	96%
Activity 2 [Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender]	40,260.08	32,455.42	7,804.66	81%
Activity 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]	25,299.23	24,547.00	752.23	97%
Activity 4 [MoWA’s capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened]	0.00	0.00	0.00	0%
Activity 5 [Inclusion of Vulnerable Groups of Women and Girls in MoWA’s internal work and in activities of three pilot line ministries as relevant is improved]	0.00	0.00	0.00	0%
Activity 6 [Selected educational institutions actively engaged in promoting a culture of gender equality]	0.00	0.00	0.00	0%
Activity 7 [Media is sensitized about gender equality perspectives in reporting]	0.00	0.00	0.00	0%
Activity 8 [MoWA public outreach on issues within its mandate is	0.00	0.00	0.00	0%

enhanced and MoWA Young Professionals Network is strengthened]				
Activity 9 [More effective functioning of the Technical Working Group on Women, Leadership & Governance.]	0.00	0.00	0.00	0%
Activity 10 [Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered.]	0.00	0.00	0.00	0%
Activity 11 [Project Management and Operations.]	225,822.69	218,830.16	6,992.53	97%
GMS 8%				
Total	346,097.62	328,438.50	17,659.12	94%

Table 4: Cumulative expenditure by Activity (in Atlas format) [Project start 31 March 2017 – 31 December 2020]

Activity	TOTAL PROJECT BUDGET 2017-2020	CUMULATIVE EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1 [Strengthened national machinery and institutional architecture for Gender Policy Implementation and Oversight]	136,339.41	52,605.92	83,733.49	39%
Activity 2 [Strengthen institutional mechanism for mainstreaming SDG 5 and addressing ODA transition in promoting gender]	59,742.36	32,455.42	27,286.94	54%
Activity 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]	689,151.35	24,547.00	664,604.35	4%
Activity 4 [MoWA’s capacity for financial and programme management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened]	69,548.38	0.00	69,548.38	0%
Activity 5 [Inclusion of Vulnerable Groups of Women and Girls in MoWA’s internal work and in activities of three pilot line ministries as relevant is improved]	23,797.80	0.00	23,797.80	0%
Activity 6 [Selected educational institutions actively engaged in promoting a culture of gender equality]	127,201.04	0.00	127,201.04	0%

Activity 7 [Media is sensitized about gender equality perspectives in reporting]	68,216.79	0.00	68,216.79	0%
Activity 8 [MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened]	135,539.75	0.00	135,539.75	0%
Activity 9 [More effective functioning of the Technical Working Group on Women, Leadership & Governance.]	25,196.40	0.00	25,196.40	0%
Activity 10 [Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered.]	19,386.22	0.00	19,386.22	0%
Activity 11 [Project Management and Operations.]	689,509.50	218,830.16	470,679.34	32%
GMS 8%				
Total	2,043,629	328,438.50	1,715,190.50	16%