



**PROJECT DOCUMENT**

**Country: Cambodia**



*Empowered lives.  
Resilient nations.*

**Project Title:** Project to Support the Leading the Way for Gender Equality Program

**Project Number:** 95079

**Implementing Partner:** Ministry of Women's Affairs (National Implementation Modality)

**Start Date:** March 2017 **End Date:** 31 December 2020 **PAC Meeting date:** 16 Dec 2016 and 8 Feb 2018

Brief Description			
<p>The Project to Support the Leading the Way for Gender Equality Program (PSLWGEP) aims to strengthen the Cambodian Ministry of Women's Affairs (MoWA) as the leading coordinator and knowledge-based advocate for gender equality and women's empowerment in Cambodia. 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 Cambodia Gender Assessment, and overseeing the support and mainstream the SDG 5. It includes support for the advocacy and outreach work of the MoWA as well as for the promotion of women in leadership and decision-making positions, the inclusion of women and girls from vulnerable groups and the mobilization of young people and media for gender equality.</p>			
<p><b>Strategic Plan:</b> Output 2.3. Capacities of human rights institutions strengthened</p> <p><b>Contributing Outcome UNDAF:</b> 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><b>Indicative CPD Output (s):</b> <b>Output 2.2 (Gender Marker 3):</b> Mechanisms to increase percent of women in leadership and decision-making are more effective.</p>	<b>Total resources required:</b>	US\$ 2,048,629	
	<b>Total resources allocated:</b>	US\$ 2,048,629	
		<b>UNDP TRAC:</b>	US\$ 945,522.80
		<b>Donor (Sida):</b>	US\$ 1,103,106
	<b>In-kind contributions from Government:</b>	Staff and office space	
<b>Unfunded:</b>	US\$ 0.00		

Agreed by (signatures):

Ministry of Women's Affairs of Cambodia	UNDP
<p>Signature: </p> <p>H.E. Dr. Ing Kantha Phavi, Minister</p>	<p>Signature: </p> <p>Mr. Nick Beresford, Country Director</p>
Date: 22.2.18	Date: 22.2.18



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## 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	De-concentration & 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
NR	Neary Rattanak
ODA	Official Development Assistance
PAR	Public Administration Reform
PBA	Program Based Approach
PFMRP	Public Financial Management Reform Program
PSLWGEP	Project to Support the Leading the Way for Gender Equality 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 last years, the Royal Government of Cambodia (RGC) has carried out gender mainstreaming in policies, plans and programs. As highlighted in the Rectangular Strategy III for Growth, Employment, Equity and Efficiency and National Strategic Development Plan (NSDP) 2014–2018, gender remains a priority for the government, and in particular in the following areas: 1) Women’s Economic Empowerment; 2) Legal Protection for Women and Girls; 3) Women’s Participation in Decision Making in the Public Sector and Politics; and 4) Mainstreaming gender across all key sectoral programs and policies.

The Ministry of Women’s Affairs (MoWA) is the leading government institution for gender equality in Cambodia and has been in charge of coordinating the development, implementation and monitoring of four National Strategic Plans for Gender Equality and Women’s Empowerment (Nearby Rattanak I, II, III and IV), three Cambodia Gender Assessments (CGAs) (in 2004, 2008, and 2014), and two National Action Plans to End Violence against Women (first and second NAPVAWs).

MoWA, with support from UNDP and other partners, has guided and led the establishment of key inter-ministerial and multi-stakeholders mechanisms for gender mainstreaming across government, such as the Technical Working Group on Gender (TWG-G) and its three subgroups (on Women, Leadership & Governance (TWG-WLG); on Gender-Based Violence (TWG-GBV); and on Women’s Economic Empowerment (TWG-WEE). Another key high-level government mechanism is the Cambodian National Council for Women (CNCW), which aims to ensure implementation and monitoring of the CEDAW concluding observations and fulfil reporting requirements of the Royal Government of Cambodia with the CEDAW.

Since 2005, MoWA has also supported and facilitated the establishment and follow-up of Gender Mainstreaming Action Groups (GMAGs) in all line ministries, with support from UNDP and other partners. 24 ministries and institutions, out of 28, have their own Gender Mainstreaming Action Plan (GMAP). Among these, 8 ministries are reviewing and updating their plans, and 22 ministries and institutions have received funds from national budget and development partners for implementing their GMAPs.

However, the above policy and institutional efforts have not been sufficient or effective enough and, as a result, gender inequalities at the outcome level are still prominent in Cambodia, especially in politics and decision making, in upper levels of education and in formal economy. In addition, the current socio-economic context demands a higher level of ownership, autonomy and effectiveness of Cambodian institutions, including MoWA, due to the fact that Cambodia is shifting towards a middle-income country and that investments of international development are decreasing.

Moreover, Gender as a sector is already seriously under-resourced: ODA for Gender as a principal sector only 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).

### **Women in politics and decision making**

Cambodian women remain under-represented in politics, the public sector and the judiciary at national and sub-national levels. Within the civil service, women are concentrated in social affairs sectors and at lower levels of responsibility, while in public leadership at sub-national level they are also more likely to hold deputy positions. Some key figures as follows:

- Cambodian women hold 14.75 percent, or nine out of a total of 61 seats in the Senate. Since its establishment in 1999, the percentage was increased from 13 percent to 21 percent. However, with the shift to indirect election of the Senate by commune councillors in 2006, the proportion of women in the Senate declined to 15 percent (CGA 2008, page 4).
- 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 40 percent in 2017, 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.

Some of the structural challenges to promoting women in leadership include the absence of ambitious egalitarian quotas to foster their participation in public decision-making. There are no specific quotas or affirmative action mechanisms in candidate selection, and female candidates tend to be placed low on party lists. Other reasons include women's family and domestic duties, lack of women's self-confidence, and gender-based discrimination perpetrated by the society.

### **Gender relations in Cambodia**

Social attitudes in Cambodia favour men in the public and private spheres, which negatively impact on women. Traditional gender norms for masculinity that state that men should be strong leaders and protectors still prevail. A UN survey with 2,000 Cambodian men and 600 Cambodian women found that 62.6 percent of males and 57.1 percent of females agree that men should have the final say in all family matters, while 82.4 percent of males and 92.7 percent of females believed that a woman's most important role is to take care of her home and cook for her family, and almost 100 percent of both males and females thought that men need to be tough and that women should obey their husbands (UNDP, UNFPA, UN Women and UNV 2013).

On the other hand, women tend to undermine their own capacity because of traditional social norms. For example, over 50 percent of women surveyed in the 2014 Cambodian Demographic Health Survey believed that husbands are justified in beating their wives when they burn the food, argue with them, go out without telling them, neglect the children, refuse to have sexual intercourse with them and/or ask them to use a condom.

### **Youth and communications**

The youth comprise a promising and strategic target group to foster gender-equitable behaviours and expanding critical thinking against sexism and androcentrism in society. Cambodia has a young and a growing urban population. The median age in Cambodia is 24.5 years (CIPS 2013). 43 percent of the population in Cambodia are 19 years old or younger (CDHS 2014), while 24.4 percent are between 20 and 34 years old. 29 percent of Cambodians live in urban areas (CSES 2014).

Use of mobile devices and social media is remarkable in Cambodia, especially among urban youth. There are 4,100,000 Internet users in Cambodia (IWS June 2016), which comprise 25.7 percent of the total population, and 3,400,000 users of Facebook. 65 percent of youth in urban areas have internet access (BBC Media Action Research 2014). Thus, external communications and public behavioural change campaigns targeting youth through social media and new technologies are of particular importance.

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## II. STRATEGY

The 'Leading the Way for Gender Equality' (LWGE) Program is an innovative and ground-breaking initiative of MoWA formulated by MoWA with support from UNDP and Sida. After 12 years of lessons learnt from the broad institutional support and technical assistance to gender sector through PGE I, II, and III, UNDP is well positioned to supporting MoWA as the Gender Machinery to realize this forward-looking program through the Project to Support the LWGE Program (PSLWGEP). The National Implementation Modality of the PSLWGEP will be adjusted based on best practices from other NIM projects and on MoWA's experiences in order to ensure truly ownership and capacity building of MoWA. Replacement and capacity substitution of MoWA staff will be avoided. This will also require that MoWA institutionalizes more professional standards and more effective management practices.

The organizational reform of MoWA is a critical area of focus to improve and upgrade performance of MoWA and the gender architecture in Cambodia. The Project to Support the LWGE Program (PSLWGEP) is meant to strengthen MoWA as the Gender Machinery to institutionalize an effective Program-Based Approach framework for gender equality in Cambodia, with real ownership of Cambodian institutions and achievement of tangible results in favour of Cambodian women.

Higher advisory capacities and strengthened partnerships between MoWA and other government stakeholders are crucial to facilitate that MoWA becomes a leading coordinator and knowledge-based institutional advocate for gender equality and women's empowerment in Cambodia. There is a need to jointly agree between MoWA and line ministries on approach to gender mainstreaming within each line ministry, and agree on steps to be taken and how to ensure appropriate high-level support within line ministries in order to have gender equality considered in each line ministry's own operational work planning and budgeting rather than being viewed as an 'add on'. The PSLWGEP aims to constructively support MoWA to forge such partnerships in a step-wise fashion. The pilot line ministries have been approached to explore and confirm their interest in working with MoWA to strengthen gender equality mainstreaming within (MoEYS, MoCS, and MoInf).

Focus is to be on *deepening* capacity - jointly in MoWA and in each participating pilot line ministry - to undertake gender analysis and to mainstream operational work plans and budgets in line ministries. Within line ministries the GMAGs constitute the initial (but not exclusive) entry point for strengthening such capacity; in MoWA staff from various departments must be brought together to strengthen MoWA internal coordination. Strong efforts will be made to involve young professionals in gender analysis and mainstreaming measures which is expected to further contribute to the organizational sustainability. The integration of gender policies into reporting and monitoring of the high-level inter-ministerial CNCW is important in enhancing inter-ministerial sustainability.

To achieve the intended strengthened inter-ministerial cooperation for improved gender analysis and mainstreaming, a series of joint work sessions will be arranged. Joint work sessions are required between MoWA and GMAGs and/or other key stakeholders from each of the pilot line ministries (MoEYS, MoCS and MoInf). In addition, MoWA internal work sessions will be required to foster required cross-departmental technical harmonization/cooperation. The work sessions will be technically supported and facilitated by national technical advisers and/or international technical adviser as required, applying the methodology for gender analysis and mainstreaming that will be developed at the outset of PSLWGEP.

It is expected that through the joint work between MoWA and the pilot line ministries, a critical mass of knowledge will be established within MoWA - in addition to within pilot line ministries. MoWA expects to thereafter take a next step to broaden partnerships for gender mainstreaming to include additional line ministries.

Strong focus will be on supporting the *practical application of existing policies and strategies*. To achieve sustainable transfer of knowledge a work process with focus on *coaching and mentoring* shall be applied in the PSLWGEP (in addition to training sessions). An effective work process through which technical knowledge and capacity is transferred requires will and efforts from the 'supporting' side as well as from the 'receiving' side. To this end, the LWGE Management Team will take on responsibility to ensure that adequate key staff members are

available as agreed, while it is expected that technical advisers (international as well as national; and long-term as well as shorter-term) will provide technical support through continuous working together with (thus coaching and mentoring) staff appointed in MoWA and participating line ministries. Required work style shall be explicitly included in ToRs. Mentoring and coaching in turn require a daily presence in MoWA. Technical advisers' and MoWA staff will put in practice a collaborative work style, and performance assessments of technical advisers and MoWA staff will include an assessment of this collaborative work style.

*Strategic tools will be developed* to help materialize and institutionalize gender equality (e.g. methodology to address gender analysis capacity requirements, methodology for participatory gender audit of line ministries, institutional advocacy strategy for MoWA, media Code of Conduct, etc.). To allow production and dissemination of new knowledge around key strategic areas to advance women's and gender equality agenda in Cambodia, *a few additional knowledge products* will be formulated (e.g. booklet on feminist thinking and history of Cambodian women, handbook on women's empowerment, etc). These deliverables will be used by key constituencies and gender practitioners (i.e. universities, youth and women's organizations) as resource tools for Training of Trainers and cascade trainings.

UNDP will make effort in sharing lessons learnt with MoWA in regards to best practices and knowledge on mainstreaming gender as well as on program and project implementation from other UNDP projects implemented through NIM modality in Cambodia. As much as possible, best practices and knowledge resources on gender equality from headquarters, Bangkok regional hub and other countries shall be facilitated by UNDP to MoWA and Cambodian partners as well. At the same time, lessons learnt from the Project to Support the LWGE program and its pioneering and pilot measures are to be shared by UNDP with other projects in Cambodia, headquarters and Bangkok regional office.

#### **Strategy for Capacity Development:**

The Project to Support the LWGE program puts emphasis on how to sustainably deepen knowledge and enhance technical capacity of MoWA staff as well as of staff from participating line ministries. MoWA has benefited from technical assistance to support capacity development for many years (including from earlier phases of Partnership for Gender Equity Project - PGE I-III). Previous technical assistance programs/projects have worked through establishing Program Management Units (PMUs) in MoWA and have taken a strong focus on supporting MoWA to successfully develop crucial gender policies and strategies (such as NRI-IV, 5-year CGA updates, first and second NAPVAW). The approach to capacity development has consequently been more on producing required outputs with strong inputs from PMU staff and less attention on establishing a work process through which technical capacity has been transferred to MoWA key staff and to the institutional level of MoWA.

The project will support the approach of the LWGE program which aims to apply a new methodology for capacity development in order to ensure real transfer of knowledge and ownership of MoWA. To this end, the capacity development framework of the program is focused on **4 levels**:

- **Individual level:** MoWA and LWGE program's staff gain new knowledge and skills. Targeted individuals are only those with the institutional mandate, ability and commitment to apply the capacities which are built.
- **Program level:** the LWGE program staff and their direct partners at MoWA acquire technical and functional competencies for achieving the program's targets successfully. This level has strong emphasis on building capacities for program's oversight, management, monitoring and financial management. It also covers the soft skills required for constructive and results-oriented team work. Output 4 is entirely focused on this aspect and also includes the formulation of a multi-level capacity development framework (key activity 4.3).
- **Institutional level:** the capacities built at individual and program levels are incorporated and institutionalized at organizational level in order to improve the overall performance of the Women's Machinery. This includes transfer of capacities to MoWA and CNCW staff in key strategic areas which are vital for effective performance of the Women's Machinery (i.e. gender analysis, advocacy, women's empowerment, feminist thinking and practice). Capacity development in this level are also supplemented by organizational development measures to ensure overall institutional improvements (i.e. establishment

of an institutional knowledge management system; and strengthening of the MoWA Technical Coordination Desk and of the MoWA Young Professionals Network). Some of the Capacity Development measures at this level are included in Output 3.B. – “MoWA’s capacity for coordination, advocacy and oversight of gender equality across government has been strengthened.”

- **Network-stakeholders:** this refers to the ToT and capacities to be transferred by MoWA and LWGE program staff and advisors to participating partners, especially members of the pilot ministries, Royal School of Administration, universities, etc.

Besides provision of trainings, permanent coaching and mentoring will be provided by the Project to Support the LWGE program’s TAs and management team to ensure that knowledge is internalized and capacities are built at and across the above 4 levels and the 3 outcomes of the program.

The multi-level capacity development framework with a monitoring and results matrix will be developed and endorsed by the Steering Committee during the first 6 months of the program. It will be formulated in an interactive process, in which MoWA/TCD will have a strong voice to influence selection of topics and measures. MoWA/TCD expects to draw on the expertise brought on-board by the international gender specialist and the two national specialists, whose expertise will be key for the implementation of the CD Framework. MoWA/TCD will facilitate, coordinate and monitor the implementation of the capacity development plan. The Steering Committee Meeting will review the progress and provide advice and directions for the implementation of this capacity development framework of the program.

In addition, the M&E system of the program will systematically evaluate (for all outputs and activities) the progress in enhancement of ownership and capacities of MoWA and less involvement of TAs over time according to the above 4 levels of capacity development. This includes: 1) increased human and financial management capacities of MoWA; 2) less and less involvement of TAs in implementation; and 3) clear phasing-out strategy for TAs. This will be explicitly evaluated in the M&E system of the program. Some expected results from the PSLWGEP, such as detailed measures with associated indicators for assessing MoWAs’ increased funding recipient ability, will be formulated only during the first 6 months’ of implementation as part of the multi-level capacity framework, but will thereafter be included or attached to the Project to Support the LWGE program’s results matrix.

## II.1. Theory of Change Flow Chart

The Theory of Change (ToC) illustrates how and why a desired change is expected to happen through the influence of the Project to Support the LWGE Program in promoting gender equality. It also maps out a pathway to longer-term goals that go beyond the identification of project outputs.

The evidence of change 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.

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

The country has transitioned to a Lower 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.



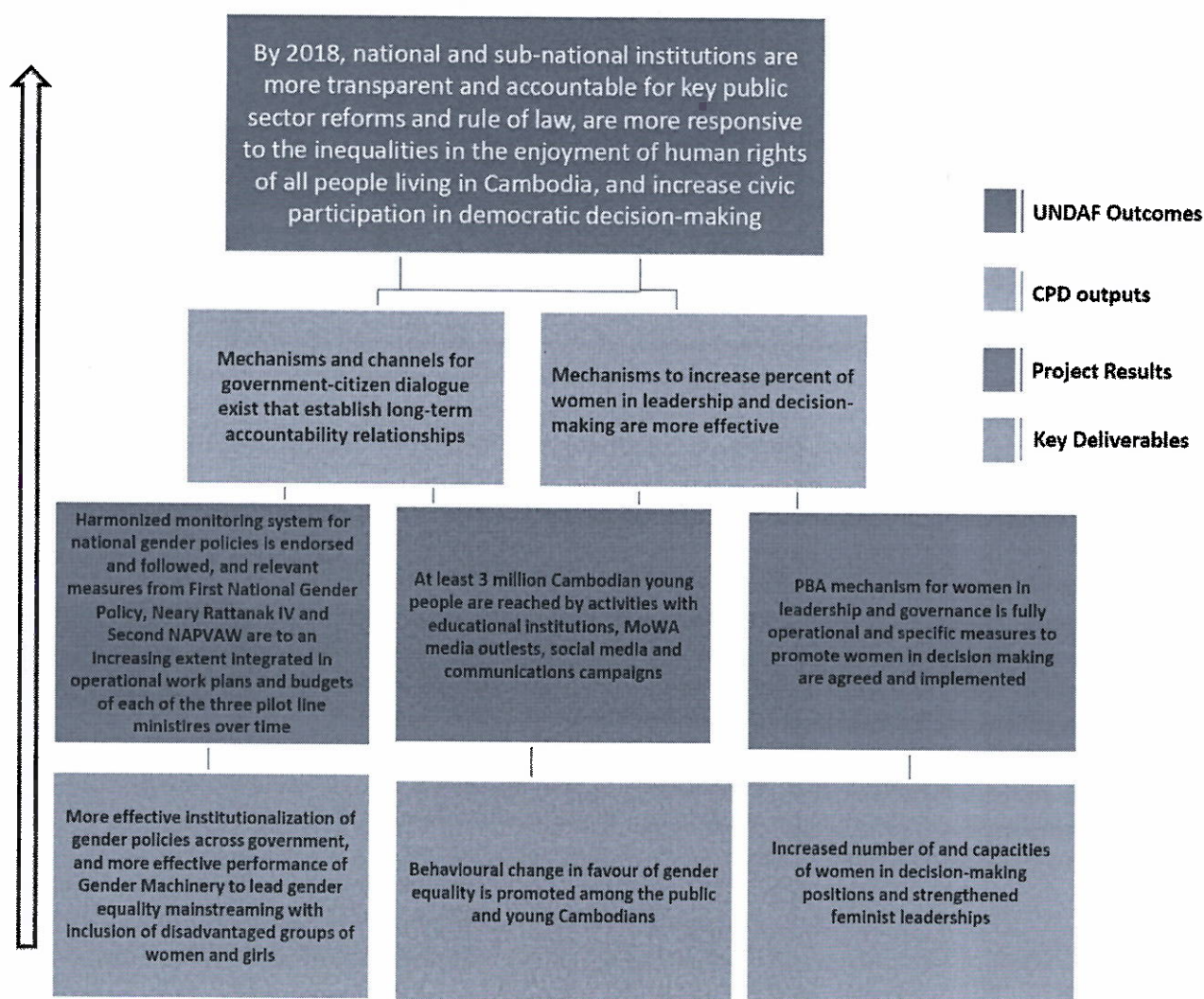
In the process of SDGs localization, MoWA was requested by the Ministry of Planning (MoP) to act as a core institution to lead in setting up gender related indicators aiming at measuring the contributing to achieve the SDG 5: Achieve Gender Equality and Empower all Women and Girls.

The Project to Support the LWGE Program's changing pathway is aligned with NR IV's strategic objectives and the framework of the project assists MoWA to successfully achieve the national gender strategic objectives. The Project chooses to strengthen national machinery and institutional architecture for gender policy implementation and oversight. At the same time, it provides technical support through MoWA to build capacity of selected sectors in mainstreaming and promoting gender equality in their sector. By so doing, it establishes mechanisms and channels for government-citizen dialogue for the long-term accountability relationships.

Gender norms are ingrained in Khmer society and in peoples' perception and behaviour. As such changing the centuries-old norms that privilege men over women requires a holistic approach that includes not only adopting and enforcing legislations or policies that uphold gender equality or punish discrimination but also changing people's behaviour. Stated elsewhere, Cambodia is youthful country with the majority born after the fall of Khmer Rouge; mobilizing young people to support gender equality and changing public behaviour through education and media are core strategies of the project to foster more gender-equitable social norms.

To address financial issues associated with the decline of ODA and to ensure sufficient financing of SDG 5, the project will support the RGC to better integrate gender through cross-sector intervention of all SDGs and to broaden RGC's adaptive capacity aiming at setting the institutional mechanism to mobilise and to manage a blended finance mechanism (ODA, domestic finance from the Government and private sources, and other sources of global and regional development financing). The desired intervention as well as the selected pathway of change contribute to a higher level impact identified by 2016-2018 UNDAF 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 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 overall objective of the Project to Support the LWGE program is to promote gender equality and feminist leaderships by strengthening MoWA and the Gender Machinery, enacting forward-looking policies, establishing strategic partnerships and mobilizing key constituencies, such as the youth.

To achieve this goal, the Project to Support the LWGE program will be focused on three key deliverables: (1) More effective integration of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls; (2) Public behavioural change in favour of gender equality is promoted among young Cambodians, and (3) Increased number of and capacities of women in decision-making positions and strengthened feminist leadership. A reformed organizational work style in MoWA with strengthened cross-departmental cooperation is required, while cooperating with participating line ministries is also required in order to ensure a joint understanding of roles and responsibilities when it comes to gender mainstreaming. There will be 10 key activities contributing to the achievement of the 3 key deliverables which are explained below.

## **Key Deliverable 1: More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls**

This component supports the core function of the Ministry of Women's Affairs in leading government efforts for gender equality in a program-based approach modality as well as in coordinating the gender mainstreaming efforts in Cambodia.

### **Activity 1: Policy formulation for gender equality**

This activity is to support the finalization and endorsement of the first-ever National Gender Policy in order to situate gender equality at the forefront of the government policy agenda. As a "national policy", this new policy will have a higher level of importance, superior consideration from the Council of Ministers and more ability to influence line ministries than the "national strategic plan" (Neary Rattanak IV) and "national action plan" (Second NAPVAW), both of them with lower rank according to policies' degree of government. The First National Gender Policy is a strategic opportunity to upgrade gender issue to a higher level of importance and to increase accountability of the whole government towards gender equality. The new policy will have a long-term vision and timeframe (until 2030) in alignment with the Sustainable Development Goals (SDGs). Its main focus will be less on the specific thematic areas elaborated by the existing policies but more on the consolidation of government structures and reporting mechanisms for gender equality.

The Neary Rattanak V might be formulated following the endorsement of the National Gender Policy. The formulation of Neary Rattanak V will be informed by a review of the existing Neary Rattanak IV through an assessment of its implementation progresses and challenges, taking into consideration grass-roots views regarding public needs and role of MoWA. The Neary Rattanak V will also be informed by international forefront thinking and best practices on the approach and scope for more successful gender equality.

In addition, under this activity the Cambodia Gender Assessment 5-year update for the four chapters on Gender and Education, Gender Mainstreaming, Women in Public Decision Making and Politics, and Disadvantaged Groups of Women and Girls will be supported. Key selected information and updates will be published and disseminated to media and the public. This will help MoWA to become a stronger authoritative (and more regular) source of information and knowledge about gender equality.

### **Activity 2: Institutionalization of gender policies in three pilot ministries**

'Business as usual' has been proved to have limited effectiveness in Cambodia. As part of this activity, a new methodology to institutionalize gender policies which is tailored to the Cambodian institutional context, culturally-sensitive and able to achieve tangible results will be developed and followed. This methodology will allow MoWA to install a results-based approach for gender equality in pilot ministries.

Three pilot ministries (MoEYS; MoCS; and MoInf) and their GMAGs will initially be targeted in order to implement and monitor concrete measures for gender equality, in cooperation with and with advisory support from MoWA. The developed methodology and approach is to thereafter be applied with more ministries, when resources of MoWA permit it.

### **Activity 3: Inter-ministerial accountability and harmonization of gender policies, including strengthening of MoWA for coordination, advocacy and oversight across government**

Under this activity, MoWA will lead the reform of the Technical Working Group on Gender (TWG-G) to improve coordination and effectiveness of inter-ministerial and multi-stakeholders cooperation for gender equality. The TWG-G meetings will be thoughtfully prepared to activate line ministries and facilitate decision making at the meetings and beyond. The localization of SDG5 and gender mainstreaming across other SDGs will be accomplished. Development partners will be mobilized to improve their gender mainstreaming strategies

across their target sectors and to better align with national and sectoral gender policies and programs. Strategy for increasing national budget and ODA resources for gender will be developed. CSOs will be encouraged to 'watchdog' the implementation of gender related policies and commitments in a more structured way in addition to the CEDAW shadow report.

Monitoring mechanisms and reporting of line ministries for the CNCW and the Neary Rattanak Strategy, NAPVAW and Gender Equality Policy implementation will be improved and aligned. The CNCW Annual Conference, presided over by the Prime Minister, will serve as the highest platform to evaluate ministries' performance and help to overcome bottlenecks, if needed.

The second goal of this activity is to consolidate the organizational reform of MoWA and advocacy efforts of MoWA. The established MoWA Technical Coordination Desk will become fully fledged. An institutional advocacy strategy will be developed and followed by MoWA in order to be more strategic and effective in influencing decision makers and the public. Practical knowledge will be transferred to MoWA staff in key areas (e.g. advocacy, negotiation techniques, gender analysis, women's empowerment and feminist thinking and practice) in order to help MoWA to shift its conventional approach into the innovative approaches supported by the Project to Support the LWGE program. In addition, a multi-level Capacity Development Framework will be developed and implemented to strengthen MoWA, with focus on MoWA departments and units targeted by the program.

#### **Activity 4: Strengthening capacities of MoWA for financial and program management and monitoring of the Project to Support the LWGE program.**

The strengthening of program and financial management capacity falls under this activity. Ensuring strong management and monitoring of human and financial resources for the Project to Support the LWGE program is perceived as crucial in order to enhance trust in MoWA's accountability, and to thereby enhance MoWA's capacity to become a trusted manager of ODA directly channelled to MoWA in the near future. Continued ODA for gender equality will remain important to complement expected increase of the national budget funding to gender equality.

Under this activity, Standard Operating Procedures (SOP) for the PSLWGEP will be developed and implemented to allow MoWA to improve its program and project management and financial capacities. When MoWA financial and program management capacity is assessed as having reached a standard requirement of DPs for direct channelling of funds to MoWA, a PBA financial mechanism might be established at MoWA with support from the Project to Support the LWGE program to upgrade the advisory role of women's machinery. This mechanism is expected to help to mobilize resources from Government and other sources (i.e. development partners and private sector) and therefore contribute to reduce budget deficit towards gender equality in Cambodia. The focus and scope of the PBA financial mechanism will be defined as per identified priorities building on lessons learnt from bilateral cooperation between MoWA and the three pilot ministries and as financial and program management capacities are gained by MoWA staff. It is foreseen that this mechanism will help to mobilize financial resources for processes which require a high-degree of coordination across a number of stakeholders (e.g. development of the Cambodia Gender Assessments or CGA). In addition, a sectoral focus for this PBA financial mechanism is to be determined, although it would most likely target universities and research centres, youth organizations/institutions, and women's organizations.

#### **Activity 5: Inclusion of disadvantaged groups of women and girls**

Specific attention shall be placed on ensuring that five disadvantaged groups of women and girls with deficits in Government meeting their needs are visibly incorporated in the process of mainstreaming gender equality, more specifically: females from the LGBT community, Muslim women and girls, indigenous women and girls, women and girls with disabilities, and elderly women. These groups have a cross-cutting inter-relationship as well (e.g.: elderly women may be both disabled, indigenous and Muslim). The specific targets for disadvantaged groups of women and girls under the Project to Support the LWGE program's scope will be:

- Include them in First National Gender Policy and Neary Rattanak V<sup>1</sup> in a cross cutting way
- Develop one chapter of CGA which analyses the situation of the disadvantaged groups of women and girls (and also mainstream them across other chapters)
- Include the rights and needs of disadvantaged groups of women and girls in review of school curricula and in social media campaign
- Address disadvantaged groups in the framework of the Sub-Technical Working Group on Women, Leadership & Governance
- MoWA institutional reform: integrate other disadvantaged groups at existing MoWA Working Group on Disability.

**Key Deliverable 2: Behavioural change in favour of gender equality is promoted among the public and young Cambodians**

Public behavioural change is a central pillar of gender work. Under this component, the Project to Support the LWGE Program will target young people to enhance their understanding and support to gender equality.

**Activity 6: Engagement of educational institutions to promote a culture of gender equality**

Partnerships between MoWA and Cambodian universities and educational institutions will be supported and formalized to implement specific activities for youth mobilization and increase knowledge about gender equality. 'Feminist Awakening' Labs will be organized regularly by the Project to Support the LWGE program to engage young people and change makers in critical discussions around key topics from a feminist perspective. A booklet on 'Introduction to Feminist Thinking and History of Cambodian Women' will be developed and disseminated to be used as a knowledge-based tool by educational institutions and other partners. The goal of this booklet is to provide Cambodian citizens with a historical narrative for women's emancipation in Cambodia.

A resource center (library) with feminist/gender literature will be established at MoWA to promote research and knowledge of Cambodian university students and citizens. Further research and surveys around behavioural change in gender relations are to be undertaken by universities with support from PSLWGEP. Other activities, such as youth debates, will be organized in cooperation with universities. Cooperation between MoWA and MoEYS will be strengthened to promote gender-sensitive development of school curricula, review and change contents which are discriminatory with women, and promote access of female students in upper levels of education (upper-secondary and tertiary education).

**Activity 7: Media sensitization for gender equality**

Cooperation between MoWA, MoInf, media organizations and universities' media departments will be supported and narrowed in order to disseminate and implement the Media Code of Conduct for Reporting on Violence Against Women Cases and eliminate sexist contents both in media contents and advertising. Corresponding trainings to media representatives, journalists and media students will be undertaken.

**Activity 8: Public outreach of MoWA and strengthening of the MoWA Young Professionals Network**

The focus of this activity is to increase the public visibility of MoWA and improve its public behavioural change efforts through corporate communications and communications campaigns. Two social media campaigns using multi-media products will be developed and widely disseminated. They will focus on promoting 1) women in

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<sup>1</sup> At the time of writing the Project Document, there is no definite decision on the development of the new Neary Rattanak V yet.

leadership and 2) involvement of men and boys in gender equality. Core functions in the field of corporate communications (such as media relations, production of media outlets, development of press clippings, media spokespersons, online communications) will be established and consolidated at MoWA through trainings and coaching in order to help MoWA to become more proactive with the media and get more media impacts. UNDP, through its communications unit will play a key role in cooperating with and building capacities of MoWA Information Department. Trainings in key areas (public speaking, leadership and management) will be undertaken to support the development and self-confidence of the MoWA young professionals. Networking between MoWA youth and other young people working at government will be fostered to promote further institutional change for gender equality.

### **Key Deliverable 3: Increased number of and capacities of women in decision-making positions and strengthened feminist leadership**

Under this component, a PBA coordination mechanism and multi-stakeholders cooperation will be enhanced to pursue an increase in number and capacities of women's participation in decision making, as well as to improve gender-sensitivity of male decision makers.

#### **Activity 9: Effective functioning of the Sub-Technical Working Group on Women, Leadership & Governance (TWGG-WLG)**

The TWGG-WLG will be supported to become fully operational in coordinating efforts to promote women in decision making. A joint framework for the group will be developed, implemented and monitored in consultation with its members. Information gaps on MoWA website regarding e.g. figures about women in leadership and public sector will be addressed in cooperation with NCDD and other relevant line ministries and partners.

#### **Activity 10: Strategic partnerships for capacity development measures to women and men in leadership and decision making**

Under this activity, the cooperation between MoWA and key partners will continue to deepen gender mainstreaming efforts in key government reforms as well as to build capacities of women in leadership and decision making. It will also include targeting men in decision making so they become more gender sensitive and supportive of gender equality and women's rights.

The advice and support to the National Committee for Sub-National Democratic Development (NCDD) Secretariat will continue in order to mainstream gender in local governance processes (in planning, budgeting and monitoring) under the framework of IP3-Phase III. The GMAG from the MoCS will be backstopped to mainstream gender in Public Administration Reform (PAR) while at the same time the membership of MoWA in PAR Committee will be strengthened. Cooperation with the Royal School of Administration (RSA) and NCDD will continue with the goal of delivering trainings to civil servants and improve methodology of trainings. Support will be provided to existing networks for strategic discussions and agreed actions (to the Women Leaders Network and to the Women's Caucus from the National Assembly and Senate).

A handbook on "women's empowerment and feminist leaderships" will be developed and disseminated in order to promote more citizens-oriented and gender-responsive leadership approaches among decision makers as well as to help female leaders to overcome barriers and gain self and collective confidence.

Collaboration with the Committee to Promote Women in Politics and other CSOs networks and NGOs will take place for trainings to strengthen capacity of women in politics and leadership (elected) at both national and sub-national levels (with focus on Public Speaking and Leadership), and to educate male decision makers about importance of gender equality and women's empowerment.

## III.2. Partnerships

### III.2.1. Target Groups

The project aims at strengthening the national machinery's capacity to operationalise and monitor the implementation of policies and programs across government, to localise and mainstream SDG 5 throughout the SDG localisation process and monitoring, and to mobilize finance to implement gender related policies and programs, and to be 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 affects their treatment in the private and public spheres. In particular, the 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 CNCW which reports to the Prime Minister on the implementation of all gender related laws and policies will be upgraded and in charge of a stronger monitoring of gender policies across Government.

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

- MoWA and TWG-G secretariat: to strengthen capacity of inter-departmental working group established specifically to ensure PBA/CD for NR across MoWA; including to strengthen PBA modality and DP coordination to support NR implementation, to provide oversight on NR implementation on regular basis
- Cabinet and Senior Management Team: to ensure direct linkages and support to the highest level of decision making at MoWA;
- 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 support MoWA to reach and work with the following government agencies:

- GMAGs, sectoral TWGs, in (designated) Line Ministries: to develop capacity for application of methodology for mainstreaming gender and operationalising CGA/NR in key Line Ministries; GMAGs of the 3 pilot ministries of the Project to Support the LWGE program will be particularly targeted.
- Sectoral TWGs, in (designated) Line Ministries: to advocate other DPs supporting sectoral plans to support GMAG's gender mainstreaming work through their on-going programs in those ministries;
- 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 Prime Minister 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 (MoCS): to support MoWA in their role as gender advisor to MoCS in mainstreaming gender in the Public Administration Reform Program;
- 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, etc.
- Ministry of Information: to cooperate with MoWA for dissemination and implementation of the Media Code of Conduct for Reporting on Violence Against Women and other media and gender related issues;
- 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 program implementation, including Cambodian universities, Cambodian Club of Journalists, CSOs, etc.

### III.2.2. Partnerships

The Project to Support the LWGE Program will leverage and build on the current and past works undertaken to mainstream gender into policies in order to capitalise the knowledge and financial resources of its program based approach and capacity development.

The program 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 being implemented directly through MoWA, that the Project to Support the LWGE program seeks to complement and plans to work in partnership with are:

- EU: MAFF GMAG;
- SIDA: Education;
- USAID: Women in Leadership through CSOs.
- JICA: Women's Economic Empowerment, co-facilitation of the TWG-G;
- Oxfam: Women in Leadership and Governance, CSOs
- DFAT: Legal protection and EAW through GIZ and UNW; EAW program coordination;
- GIZ: decentralization and PAR reform program;
- UNW: CEDAW, MoCS, Parliament, CSOs, Eliminating Violence Against Women, co-facilitation of the TWG-G GBV;
- UNFPA: Mainstreaming gender in health; EAW
- UNICEF: Eliminating Violence against Children;
- UNDP: ACES Project (for Governance at sub-national level); Guidelines for Gender and Climate Change;
- UN ESCAP: Regional connection and network, regional resource (including GRB initiative)
- ADB: Mainstreaming gender in Climate Change programs;

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 for gender policies, 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. MoWA will coordinate and complement with DPs who are working to promote gender mainstreaming in relevant thematic areas of the program to join the LWGE framework in the PBA agenda.



### III.2.3. Knowledge Product

Beside the program 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 program will help to develop an advocacy strategy, a handbook for women's empowerment and a booklet on feminist thinking and history of Cambodian women for enhancing Gender Transformative advocacy and public outreach of MoWA.

### III.2.4. Sustainability and Scaling Up of results

By 2020 UNDP will have provided over 16 years of continuous core support to MoWA. This project 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 2020 and that MoWA staff have enough capacities to absorb and manage direct funding from DPs afterwards. This would include, among others:

- MoWA staff members involved in the Project to Support the LWGE program and from target departments (Gender Equality, Information and Education) have the capacity for gender analysis and advocacy at the policy level, and for effective management of human and financial resources;
- Pilot ministries and their GMAGs' have the capacity for sectoral policy analysis and gender mainstreaming;
- MoWA is able to mobilise and manage 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 gender machinery have the capacity to develop the next CGA/Neary Rattanak and national gender policy with minimal technical support.

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## IV. PROJECT MANAGEMENT

The project is implemented under National Implementation Modality (NIM). The Ministry of Women's Affairs is designated as the Implementing Partner. The project management unit will be based at MoWA. The project will be audited and spot checked according to the Harmonized Approach to Cash Transfer (HACT) Framework<sup>2</sup> of the UN Development Group. Country Office support to the project implementation will be provided in accordance with the Letter of Agreement Between UNDP and the Government for the Provision of Support Services (Annex 7). UNDP cost recovery policy applies for direct project support to the project.

At operational level, the Project to Support the LWGE program will be managed by a team comprised of senior and young MoWA staff. The project management team is comprised of the LWGE program coordinator (who functions as the PSLWGEP National Project Manager) and the two LWGE deputy program coordinators. Key PSLWGEP management team and core staff include:

- **Program Coordinator** of LWGE program (who functions as PSLWGEP National Project Manager)

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<sup>2</sup> <https://undg.org/wp-content/uploads/2016/09/HACT-2014-UNDG-Framework-EN.pdf>

- **Deputy Program Coordinators** will be appointed by MoWA to work with the LWGE Program Coordinator (PSLWGEP National Deputy Project Manager)
- MoWA will assign Procurement, Admin and Finance staff to work with the project. This project management team will be nominated by MoWA in official writing after the signing of Project Document.

MoWA will use MoWA Technical Coordination Desk (MoWA TCD) platform as a **Permanent Advisory Board of the project**. The Board will provide technical and coordination advisory support to the PSLWGEP. Members of the MoWA TCD as follows:

- Senior Coordination & Policy Advisor and Head of the Technical Coordination Desk
- Secretary General of the CNCW Permanent Secretariat
- Director General for Gender Equality and Economic Development
- Director General for Social Development
- Director General for Administration and Finance
- Other Minister's Cabinet advisors

### **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, therefore, represents 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 is drawn from good practices established during previous UNDP (and other Development Partners') support to MoWA and built on the innovative approach conceived by the Country Program Document. 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 at the Joint Program Steering Committee. This approach is cost effective while making maximum use of the 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 Country Office (i.e. Policy Unit, communications team) will provide synergies – in the form of effectiveness and efficiency – by building relationships between all partners involved in both of these UNDP-supported initiatives to promote complementarity in implementation and application.

## V. RESULTS FRAMEWORK

<p><b>Intended Outcome as stated in the UNDAF/Country Program Results and Resource Framework:</b>  <b>UNDAF Outcome 3:</b> 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><b>Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets:</b></p> <p>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 measured as a 3-point scale (1 = some progress to 3 = significant progress)  <b>Baseline (2015):</b> 1 = some progress  <b>Target (2018):</b> 3 = Significant progress</p> <p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>  <b>Output 2.3.</b> Capacities of human rights institutions strengthened  <b>Indicator 2.3.1.A:</b> Extent to which operational institutions have the capacity to support fulfilment of nationally and internationally ratified human rights obligations</p> <p>Baseline (2013): 2- very partially  Target: (2017): 2-Very partially  Data source, frequency: MoWA and CNCW, annually</p>	<p><b>Project title:</b> Project to Support the Leading the Way for Gender Equality Program  <b>Atlas Project Number:</b> 95079</p>	<p><b>EXPECTED OUTPUTS</b></p>	<table border="1"> <thead> <tr> <th rowspan="2">OUTPUT AND ACTIVITY INDICATORS<sup>3</sup></th> <th rowspan="2">DATA SOURCE</th> <th colspan="2">BASELINE</th> <th colspan="4">TARGETS (by frequency of data collection)</th> <th rowspan="2">DATA COLLECTION METHODS &amp; RISKS</th> </tr> <tr> <th>Value</th> <th>Year</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>FINAL TARGET</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	OUTPUT AND ACTIVITY INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL TARGET									
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		Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL TARGET																				

<sup>3</sup> 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.

<p><b>CPD Output 2.2:</b> Mechanisms to increase percent of women in leadership and decision-making are more effective</p>	<p>Effectiveness of policy measures to increase the share of women leaders across the civil service</p>	<p>MoWA MoCS</p>	<p>Not effective (1)</p>	<p>2015</p>	<p>Not effective (1)</p>	<p>Effective (3)</p>	<p>Effective (3)</p>		<p>Effectiveness of policy measures to increase the share of women leaders across the civil service measured as a 3 point scale (1 = not effective to 3 = effective) Analysis of policy measures to promote women in leadership that result in increase of women in decision making position</p>
<p><b>Key Deliverable 1:</b> More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls.</p>	<p><u>Output Indicator 1:</u> Harmonized monitoring system for national gender policies is endorsed and followed under high-level Government mechanism.</p>	<p>CNCW MoWA CoM</p>	<p>0=no</p>	<p>2017</p>	<p>0=no</p>	<p>0=no</p>	<p>1 = Yes</p>	<p>1 = Yes</p>	<p>M&amp;E system endorsed by high level mechanism (CNCW, COM). Review of CNCW annual reports (with particular focus on reporting related to three pilot ministries) This will include annual reporting by CNCW to Prime Minister with progresses and challenges from line ministries related to implementation of gender policies, CEDAW and SDG commitments.</p>
	<p><u>Output Indicator 2:</u> MoWA staff involved in the Project to Support the LWGE Program has improved capacity and increasingly lead to management of project's human and financial resources by MoWA in alignment with Standard Operating Procedures (SOP).</p>	<p>MoWA UNDP</p>	<p>To be defined</p>	<p>2017</p>				<p>Targets to be identified during first 6 months of Project along with Capacity Development Framework and Standard Operating Procedures</p>	<p>Review of quarterly technical and financial progress reports of the PSLWGE. Review of monitoring reports of Capacity Development Framework implementation prepared for the Steering Committee.</p>

	CoM	0=no	2017	0 = No	1=yes	1=yes	1=yes	1=yes	1=yes		
<p><b>Activity Indicator 1.1:</b> First National Gender Policy formally approved by CoM and made available within and outside of government structures.</p> <p><b>Activity Indicator 1.2:</b> Number of Cambodia Gender Assessment's sectors completed or updated to inform sectoral policies and action plans in addressing gender equality.</p>	MoWA	0	2017	0	4	4	4	4	1=yes	4 (4 sectors: education, gender mainstreaming, women in public decision making, and disadvantaged groups of women and girls)	<ul style="list-style-type: none"> <li>- National Gender Policy in hard and soft copies</li> <li>- Agenda of launch event</li> <li>- News article</li> <li>- Number of new or Updated CGAs approved by MoWA.</li> </ul>
<p><b>Activity Indicator 1.3:</b> Number of pilot ministries which integrate measures for gender equality/mainstreaming -as per advisory support from MoWA and informed by national gender policies- into their ministerial annual work plans and budgets (AWPBs), including inclusion of five vulnerable groups of women and girls.</p>	MoWA, MoEYS MoCS MoInf	0	2017	0	0	3	3	3	1=yes	3 (3 pilot ministries: MoEYS, MoCS and MoInf)	<p>Review of 2019-2020 AWPBs from the three pilot line ministries against gender policies to assess the level of integration/consideration of gender aspects including the consideration of the five vulnerable groups</p> <p>Formally signed and endorsed bilateral MOUs between MoWA and pilot ministries.</p>

<p><b>Key Deliverable 2:</b> Behavioural change in favour of gender equality is promoted among the public and young Cambodians</p>	<p><u>Output Indicator 3:</u> Number of Cambodian people reached by activities with educational institutions, MoWA media outlets, social media and communications campaigns and positive attitudes of a number of them are observed in social media.</p>	<p>MoWA</p>	<p>0</p>	<p>2017</p>	<p>0</p>	<p>1 million</p>	<p>2 million</p>	<p>3 million</p>	<p>3 million in total</p>	<p><i>Immediate term:</i> i) Press clipping reports with media impacts and data from media audiences; ii) Snapshot with social media statistics; iii) Data/info from MoWA website's visitors counter; iv) Reports and attendance lists of activities with educational institutions <i>Medium/longer term:</i> Joint MoEYS/MoWA study/assessment to provide baseline for future monitoring of progress Surveys undertaken in social media, and analysis on social media use of youth on contents related to gender.</p>
	<p>Indicator 3a: Number of Cambodian people reached by activities with educational institutions, MoWA media outlets, social media and communications campaigns</p> <p>Indicator 3b: Positive attitude towards gender equality observed among the people reached</p>	<p>MoWA</p>	<p>None</p>	<p>2017</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>
	<p><u>Output Indicator 4:</u> Messages delivered in public by MoWA and other government officials are more forward-looking, articulated and better aligned with Neary Rattanak, National Gender Policy, and CEDAW, in accordance with institutional advocacy strategy developed for MoWA.</p>	<p>MoWA</p>	<p>Baseline TBD</p>	<p>2017</p>					<p>Sufficient prove will need to be provided by review of communication deliverables of MoWA and government officials Qualitative review of selected external communications pieces</p>	<p>Review of MoWA's and Government's public statements and communication deliverables (i.e. speeches, press releases, social media posts., etc.) Institutional advocacy strategy available.</p>

						2017	0	0	0	3	3	3	3	Regular review of press clippings and analysis by MoWA of news articles to assess gender-responsiveness in reporting.
	Output Indicator 5: Number of mass media sources which are more gender-responsive after dissemination of Media Code of Conduct for Reporting on VAW and corresponding trainings and award competition.	MoWA Molnf	0	0	0	2017	0	0	0	3	3	3	3	MoUs formally signed by bilateral partners, Review of list of lectures and reports from universities
	Activity Indicator 2.1: Number of academic institutions which implement measures to promote gender equality as per agreed MoUs and work plans developed with MoWA.	MoWA, 4 Cambodian universities	0	0	4	2017	4	4	4	4	4	4	4	Report with review of gender-discriminatory school curricula contents
	Activity Indicator 2.2: Gender-discriminatory contents of school curricula are reviewed and entry points for integration of gender equality into secondary school curricula are identified	MoWA, MoEYS	0=no	0=no	0=no	2017	0=no	0=no	0=no	1 = Yes	1 = Yes	1 = Yes	1 = Yes	TOR of resource center, list of literature/books available, list with signatures of users, info about resource center in MoWA website.
	Activity Indicator 2.3: A resource center (library) with feminist/gender literature is established at MoWA in partnership with universities to promote research and knowledge of Cambodian university students and citizens.	MoWA	0=no	0=no	0=no	2017	0=no	0=no	0=no	1 = Yes	1 = Yes	1 = Yes	1 = Yes	Booklet uploaded onto MoWA website and disseminated through social media
	Activity Indicator 2.4: Booklet on 'Introduction to Feminist Thinking and History of Cambodian Women' is developed, published and disseminated.	MoWA	0=no	0=no	0=no	2017	0=no	0=no	0=no	1 = Yes	1 = Yes	1 = Yes	1 = Yes	

<p><b>Key Deliverable 3:</b> Measures to increase number of and capacities of women in decision making positions and strengthened feminist leaderships are agreed and implemented</p>	<p><b>Activity Indicator 2.5:</b> Number of social media campaigns developed and disseminated by MoWA which get major attention from media and social media users.</p> <p><b>Activity Indicator 2.6:</b> Number of press releases which are regularly developed by MoWA and disseminated to the media for increased public outreach.</p> <p><b>Output Indicator 6:</b> PBA mechanism for women in leadership and governance is fully operational and used to agree and implement relevant measures to promote women in leadership and decision making</p> <p><b>Activity Indicator 3.1:</b> A capacity development framework for empowerment of women in leadership and decision making, and for education of male decision makers on gender equality, has been jointly developed with TWG-WLG stakeholders and implemented.</p>	<p>MoWA</p> <p>MoWA</p> <p>MoWA TWG-WLG Secretariat</p> <p>MoWA TWG-WLG Secretariat</p>	<p>0</p> <p>0</p> <p>0=no</p> <p>0=no</p>	<p>2017</p> <p>2017</p> <p>2017</p> <p>2017</p>	<p>0</p> <p>1</p> <p>0=no</p> <p>0=no</p>	<p>1</p> <p>5</p> <p>1=yes</p> <p>1=yes</p>	<p>2</p> <p>13</p> <p>1=yes</p> <p>1=yes</p>	<p>2</p> <p>25</p> <p>1=yes</p> <p>1=yes</p>	<p>2 (At least two social media campaigns)</p> <p>25 (At least 1 press release per month in last year of project)</p> <p>1=yes</p> <p>1=yes</p>	<p>Press clippings showing visibility of campaigns in media and campaign material is available on MoWA website and Facebook pages. Social media monitoring reports with relevant data. Press releases and press clippings reports with media impacts</p> <p>- Review and analysis of TWG-WLG meeting notes - Work Plans and Monitoring reports of TWG-WLG - TOR of TWG-WLG</p> <p>-Review of work plan and monitoring reports of TWG-WLG -Capacity development framework of TWG-WLG</p>
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						2017	0	3	3	3	3	3	3	3	Bilateral agreements are formally signed and corresponding work plans developed and monitored.
	Activity Indicator 3.2: Number of new partnerships between MoWA and key stakeholders established and implemented to advance the gender equality agenda and promote women in leadership and decision making (i.e. Royal School of Administration, CSOs, Women's Caucus from the National Assembly and Senate)	MoWA	0			2017	0	0	1	1	1	1	1	1	Handbook uploaded onto MoWA website and social media
	Activity Indicator 3.3: A handbook on "women's empowerment and feminist leaderships" developed and disseminated	MoWA	1=yes 0=no			2017	0	0	1	1	1	1	1	1	Handbook uploaded onto MoWA website and social media

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## VI. MONITORING AND EVALUATION

In accordance with the UNDP Program 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 program 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 Project to Support the LWGE Program will be conducted in mid-2019, and if appropriate it will suggest adjustments to the Project. A final independent evaluation will be conducted at the end of the project in 2020.

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	Slower than expected progress will be addressed by project management		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
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.	At least annually	Relevant lessons are captured by the project team 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 management decision making to improve the project.	Annually	UNDP Program Analyst, will conduct Project Quality Assurance Review on the project to identify areas of strength and weakness and use findings 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 log with mitigation measures, and any	Annually, and at the end of the project (final report)	being achieved		

	evaluation or review reports prepared over the period.					
<b>Project Review (Project Board)</b>	Annual Project Review to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	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
Mid-Term Evaluation for the Project to Support the LWGE program		2.3	3	Mid 2019	MoWA all relevant Stakeholders involved in the Project (i.e. Sida, MoEYS, MoCS, MoInf, Oxfam, and others to be determined) Target Beneficiaries Representatives	US\$ 30,000.00 Project Resources
Final Evaluation of the Project to Support the LWGE Program		2.3	3	Q 3 2020	MoWA all relevant Stakeholders involved in the Project (i.e. Sida, MoEYS, MoCS, MoInf, Oxfam and others to be determined) Target Beneficiaries Representatives	US\$ 30,000.00 Project Resources

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY <sup>4</sup>	PLANNED BUDGET			
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount (from UNDP)	Amount (from Sida)
Key Deliverable 1: More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls	1. First National Gender Policy and NR-V are finalized and CGA for four sectors updated (Education, Gender mainstreaming, Women in Public Decision making and Politics, Disadvantaged Groups of Women and Girls).		X	X		MoWA UNDP	UNDP Sida	\$51,550	US\$ 147,911.4	
	2. Proposals from GMAG/MoWA team for measures to gender mainstream AWPB for 2018-2020 are submitted annually for consideration of decision-making levels of the three pilot line ministries (based on First National Gender Policy, NR-IV, and Second NAPVAW as relevant).		X	X	X	MoWA UNDP	UNDP Sida	\$270	\$5,955	
	3. Improved inter-ministerial accountability and harmonized monitoring of gender policies, including strengthening of MoWA for coordination, advocacy and oversight across government.		X	X	X	MoWA	Sida	\$0	\$78,475	

<sup>4</sup> A Responsible Party is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the project budget.

		X	X	X	X	X	MoWA UNDP	UNDP Sida	CNCW, Training on communication			
4. MoWA's capacity for financial and program management and monitoring of the Project to support the LWGE program and PBA financial mechanism for gender equality have been strengthened.		X	X	X	X	MoWA UNDP	UNDP Sida	UNDP Sida	Procure computerized financial system, consultancy to develop capacity development framework (CDF), trainings following CDF	\$5,000	\$42,354	
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.		X	X	X	X	MoWA UNDP	UNDP Sida	UNDP Sida	Meetings for cross departmental, Printing tools for inclusion of vulnerable group.	\$0	\$18,570	
<b>Key Deliverable 2:</b> <i>Behavioural change in favour of gender equality is promoted among the public and young Cambodians</i>	6. Selected educational institutions actively engaged in promoting a culture of gender equality	X	X	X	X	MoWA UNDP	UNDP Sida	UNDP Sida	Training on communication, TV youth debate sessions, trainings to youth focal points from universities, internship program, small scale survey to be done by university students	\$41,390	\$94,125	
7. Media is sensitized about gender equality perspectives in reporting		X	X	X	X	MoWA UNDP	UNDP Sida	UNDP Sida	ToT on gender-sensitive media/ media code of conducts, monitoring media, bi-annual	\$0	\$79,070	

						meetings with media				
<p><b>Key Deliverable 3:</b> Increased number of and capacities of women in decision making positions and strengthened feminist leaderships</p>	<p>8. MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened.</p>	X	X	X	X	MoWA UNDP	UNDP Sida	Media & IEC productions, media competition initiative, maintenance social media of MoWA (update contents)	\$10,000	\$96,554
	<p>9. More effective functioning of the Technical Working Group on Women, Leadership &amp; Governance.</p>		X	X	X	MoWA UNDP	Sida	Quarterly TWGG_WLG meetings, trainings on M&E, reporting, & planning, trainings on leadership & governance.	\$0	\$35,630
	<p>10. Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered</p>		X	X	X	MoWA UNDP	Sida	Printings of handbooks for MoWA and RSA	\$0	\$14,948
<p>Project Management and Operations</p>	<p><b>UNDP Technical Assistance</b></p>	X	X	X	X	UNDP	UNDP	UNDP Gender Specialist Admin-Finance Assistant Driver	\$673,270	\$0
	<p><b>Project Assurance and M&amp;E</b></p>	X	X	X	X	UNDP	Sida UNDP	Project oversight Audit/spotcheck Field monitoring MTR Final evaluation	\$25,725	\$201,204
	<p><b>UNDP Cost Recovery</b></p>	X	X	X	X	UNDP	Sida	Recovery on UNDP support cost (ISS)	\$0	\$16,200

	<b>Equipment and maintenance</b>	X	X	X	X	X	MoWA UNDP	Sida UNDP	IT equipment, Office supplies, communication	\$50,456	\$11,016
	<b>MoWA Management and Operation Costs</b>	X	X	X	X	X	MoWA	UNDP SIDA	Team meeting, office supplies, bank charge, communication, etc	\$29,862	\$57,396
	<b>Short-term technical assistance</b>	X	X	X	X	X	MoWA UNDP	Sida UNDP	National Consultants	\$58,000	\$174,960
									<b>TOTAL</b>	<b>\$ 945,522.80</b>	<b>\$ 1,103,106</b>



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Project Board

The Project will be implemented by MoWA in line with National Implementation modality (NIM). 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 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 standards<sup>5</sup> 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 Country Director. 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 the Project Manager's tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. 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. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The Board will be comprised of:

1. **Executive:** MoWA 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 Sida) to the program. 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 program (MoWA departments, key line ministries, CNCW, CSOs). Their primary function is to ensure realization of program 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 National Project Manager. The Board will be consulted by the Project technical support team for decisions for which the National Project Manager (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 program or negotiates a solution for any problem between the program and external bodies.

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<sup>5</sup> 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.

## **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 independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Program Analyst under the Program and Results Cluster holds the Project Assurance role for this project by working closely with the LWGE program management team. 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 Program
- 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**

**Overall responsibilities:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.

### **Project Long-Term Technical Assistance:**

The complexity of the project activities necessitates a highly competent core technical assistance which will report to the LWGE Program Coordinator/Management Team.

The technical support team will consist of:

- 1 International Gender Specialist
- 1 National Gender Program Specialist
- 1 National Gender Mainstreaming Specialist
- 1 National Financial Management Specialist/Consultancy Firm
- 1 Project Admin and Finance Assistant
- 1 Driver

The *International Gender Specialist*, *Project Admin & Finance Assistant* and *Driver* are provided by UNDP for 3 years. The *National Gender Program Specialist* (3 years) and *National Gender Mainstreaming Specialist* (1.5 years) will be engaged/recruited by MoWA with technical support from

UNDP. The financial management specialist/consultancy firm will be provided by UNDP for a number of days spread over up to 1.5 years.

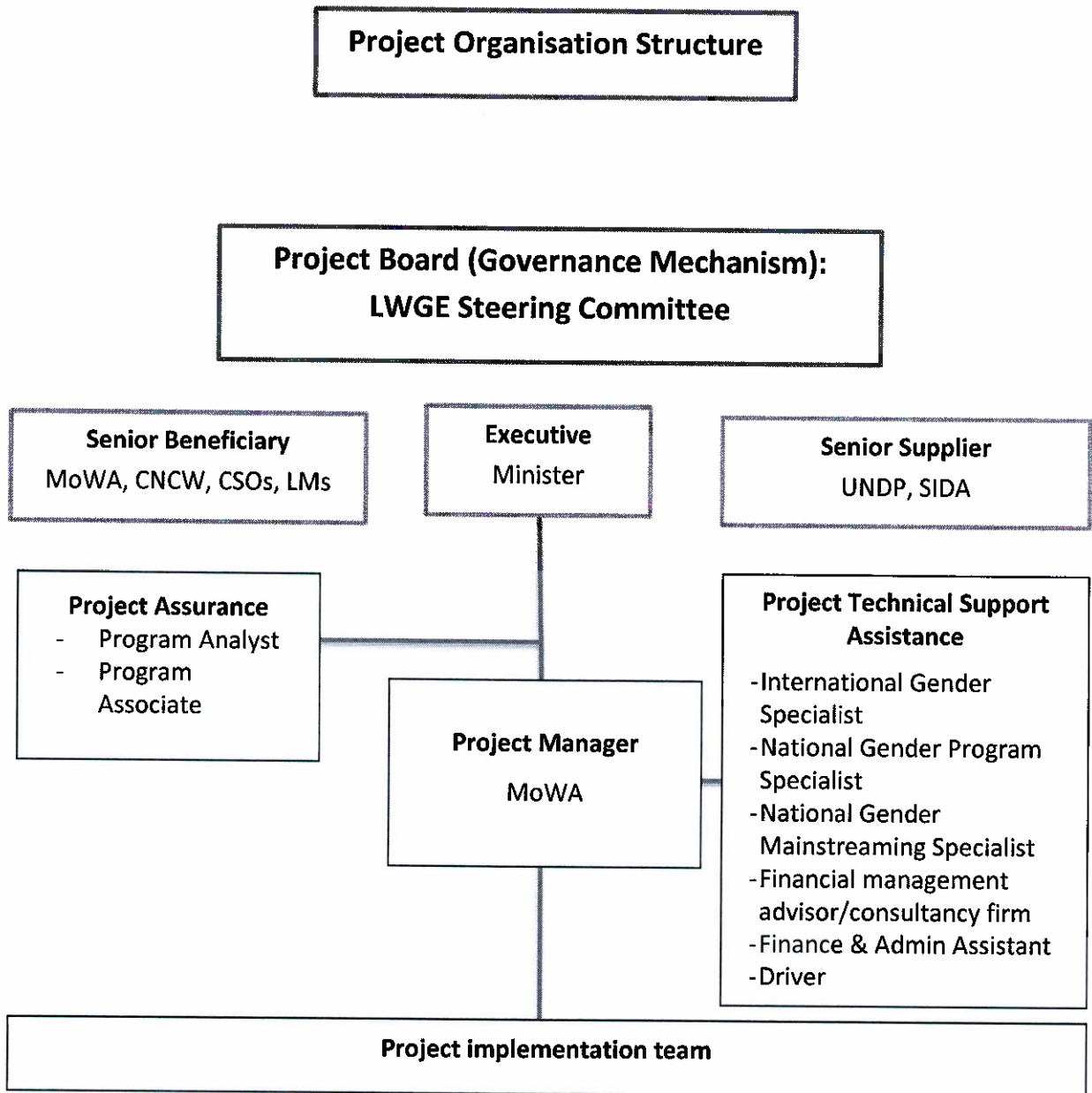
The '*International Gender Specialist*' is contracted to provide technical support to the LWGE Program Management Team and staff, and relevant MoWA officials. With the assistance from the Project Admin and Finance Assistant, s/he will be supporting the LWGE management team for planning, budgeting, and managing of project activities, liaising with the UNDP country office as deemed necessary, training and mentoring national staff, supporting recruitment and supervision of resource persons recruited by UNDP, in coordination with LWGE Coordinator and regular reporting to MoWA, UNDP, cost-sharing donor (Sida) 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 three key deliverables of the project.

The '*National Gender Program Specialist*' will be contracted for 3 years to provide regular basic support program implementation; provide comprehensive support for the development and use of the M&E system of the LWGE program; on-going capacity development, coaching and mentoring to LWGE program staff from the three components including M&E, development of a harmonized M&E system for national gender policies, SDG 5 and CEDAW concluding observations; and undertake M&E related requirements in bilateral cooperation with the three pilot ministries, the Technical Working Group on Women in Leadership and Governance and for mainstreaming disadvantaged groups of women and girls. She/he will support the LWGE program staff for gender mainstreaming functions after departure of the '*National Gender Mainstreaming Specialist*' and the various short term technical consultants, with focus on providing coaching support.

The '*National Gender Mainstreaming Specialist*' will be contracted for 1.5 years to support gender mainstreaming efforts with three pilot ministries, build capacities of MoWA and line ministries in the three sectors in a comprehensive way, undertake corresponding gender audits and support inclusion of disadvantaged groups of women and girls.

The '*National Financial Management Specialist/consultancy firm*' will be contracted for a number of days spread over up to 1.5 years in order to build capacities of MoWA staff for financial management of the Project to Support the LWGE program (output 4). The financial management support will include for instance installation of a computerized financial accounting system; training of MoWA appointed LWGE financial staff/manager to use the installed computerized financial accounting system; technical support to Program Management Team for setting up appropriate financial management templates and routines to ensure proper financial reporting of the Project to Support the LWGE program to LWGE Steering Committee.

Figure 3: Project Organization Structure



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## IX. 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 19<sup>th</sup> December 1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Women's Affairs ("Implementing Partner") in accordance with its 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. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) 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;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. 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>).
5. The Implementing Partner shall: (a) conduct project and program-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 program 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.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any program 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.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the

project or using UNDP funds. The Implementing Partner 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.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programs. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner 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 the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

12. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
  
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template [English][French][Spanish]**, including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening 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, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key positions**
6. **2018 Detailed work plan**
7. **Letter of Agreement between UNDP and the Government for the Provision of Support Services**



**Annex 1: Project QA Assessment: Design and Appraisal**

<b>PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</b>					
<b>OVERALL PROJECT</b>					
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.	
<b>DECISION</b>					
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – 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.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>					
<b>RATING CRITERIA</b>					
<b>STRATEGIC</b>					
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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 program/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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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 program/CPD’s theory of change.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>		3	2		
		1			
		<b>Evidence</b>			<p>The project ToC is designed predominantly 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><b>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):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> The project responds to one of the three areas of development work<sup>6</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>7</sup>; 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></li> <li><b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> 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></li> <li><b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> 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.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></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>	
<b>RELEVANT</b>		
<p><b>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):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> 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) <i>(all must be true to select this option)</i></li> <li><b>2:</b> 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. <i>(both must be true to select this option)</i></li> <li><b>1:</b> 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.</li> </ul> <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>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</p>	

<sup>6</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>7</sup> 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



	(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.	
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></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><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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 project establishes concrete priorities to address gender inequalities in its strategy. 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></li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>This is a gender specific project so the whole analysis is to address gender issues.</p>	
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>The project clearly informed the role of UNDP (page 15 &amp; 22-24) in the project implementation as well as identified clear gov't entities and key stakeholders that will play certain</p>	

<p>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> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p>role in the project.</p>	
<p><b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b></p>		
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p style="text-align: center;"><b>Evidence</b></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 &amp; girl's rights.</p>		
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p style="text-align: center;"><b>Evidence</b></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><b>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.]</b></p>	<p>Yes</p>	<p>No</p>
<p>SESP Not Required</p>		
<p><b>MANAGEMENT &amp; MONITORING</b></p>		
<p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p>	<p>3</p>	<p>2</p>
<p>1</p>		

<ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p><b>Evidence</b></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><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p> <p>The M&amp; E plan is in place but without costing. Data collection sources is included (pages 27-33) but not for methodologies.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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>.</li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p><b>Evidence</b></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>	

<b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks?</b> <b>(select from options 1-3 that best reflects this project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2
	1	
	<b>Evidence</b> The project has identified some potential risks but counter measurement, though not quite specific.	
<b>EFFICIENT</b>		
<b>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.</b>	Yes (3)	No (1)
<b>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?)</b>	Yes (3)	No (1)
<b>16. Is the budget justified and supported with valid estimates?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>	3	2
	1	
	<b>Evidence</b> The project budget breakdown at activity level, however, only to funded items, while, unfunded items are not estimated, hence, could not identify funding gaps.	
<b>17. Is the Country Office fully recovering the costs involved with project implementation?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including program management and development effectiveness services related to strategic country program 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.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>• <b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <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>	3	2
	1	
	<b>Evidence</b> No budget for monitoring activities but only evaluation.  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.	
<b>EFFECTIVE</b>		
<b>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects</b>	3	2

<p><b>this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	1	
	<b>Evidence</b>	
	<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. A number of key results rely on activities funded by outside sources to be mobilized by MoWA, which could be a potential risk for achieving the intended outputs. 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><b>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?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul>	3	2
	1	
	<b>Evidence</b>	
	<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><b>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?</b></p>	Yes (3)	No (1)
<p><b>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.</b></p>	Yes (3)	No (1)
<p><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	<b>Evidence</b>	

<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a realistic work plan &amp; 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.</li> <li>• <b>2:</b> The project has a work plan &amp; budget covering the duration of the project at the output level.</li> <li>• <b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>The project has the multi-year workplan and budget plan but need adjustment if the ToC and RRF is being revised.</p>	
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<p><b>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>MoWA has been actively engaged throughout the project formulate stage</p>	
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2.5:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1.5:</b> 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.</li> <li>• <b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul>	3	2.5
	2	1.5
	1	
	<p><b>Evidence</b></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><b>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?</b></p>	Yes (3)	No (1)
<p><b>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)?</b></p>	Yes (3)	No (1)



## **Annex 2: Social and Environmental Screening Template**

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

**Annex 3: Risk Analysis**



**OFFLINE RISK LOG**

*(see Deliverable Description for the Risk Log regarding its purpose and use)*

Project Title: Project to Support the Leading the Way for Gender Equality Program						Award ID: 88397	Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Delay in the approval of National Policy on Gender due to lengthy process to get a policy document approved within the government system		Organizational	P = 4 I = 4	Learn from past experience to avoid unnecessary delay by ensuring conformity to the instructions of the Council of Ministers. Engage with line ministries properly before submission of draft policy to Council of Ministers				
2	The cooperation with and capacity development to line ministries may be hindered to some extent by weak role of most GMAGs and their lack of access to annual work plans and budgets as they are not shared widely within each Ministry		Financial Organizational	P = 4 I = 3	Build upon good practices and experiences of active and functional GMAGs (such as the one from MOEYS) to strengthen the rest of GMAGs/line ministries. Make use of high-level events presided over Prime Minister to emphasize importance of GMAGs and the need of strengthening them with enough resources.				

*Handwritten mark*

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	Some conservative senior officials within Government have resistance to addressing the needs of/supporting some disadvantaged groups, particularly females from LGBT community and Muslim women and girls.	Organizational Political	P = 4 I = 3	To raise some additional awareness on the 'critical' disadvantaged groups within Government. To increase visibility of these disadvantaged groups in the media to support their acceptance and normalization in society. To identify and engage with high-level or famous people who can act as champions for these groups				
5	Organizational development of MoWA can be unable due to persistence of project-based and business-as-usual approaches of senior MoWA officials and staff, and development partners.	Organizational	P = 4 I = 4	The Technical Coordination Desk to narrow cooperation with MoWA senior officials and approach development partners to raise awareness among them about importance of organizational reform of MoWA Use the opportunity of TWGG reform to establish innovative working methods and approaches				
6	The NIM program cannot function as expected due to MoWA staff not allocating sufficient time to work for the program and/or some financial or procurement processes being not properly managed by MoWA.	Organizational	P = 4 I = 5	To address those issues at the Steering Committee of the program so solutions can be identified and decided upon.				

*Handwritten signature/initials*

## Annex 4: Capacity Assessment of the Ministry of Women's Affairs

Program Title	Project to Support the Leading the Way for Gender Equality Program	
Name of Institution	MoWA	
Date of Assessment	2017	
INDICATOR	AREAS FOR ASSESSMENT	COMMENTS
<b>PART I. BACKGROUND INFORMATION</b>		
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 program 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.
<b>PART II. PROJECT MANAGEMENT CAPACITY</b>		
<b>2.1 Managerial Capacity</b>		
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, Deputy Director General for Gender Equality and Economic Development; is assigned as the LWGE program coordinator and will work closely with the Program Team. 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, programs and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?	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 commensurate with intended results. The risks related to

		<p>projects were identified since the formulation of the project and then being monitored and updated on regular basis through quarterly reporting mechanism.</p>
<p>4. Supervision, review, and reporting</p>	<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 program 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>
<p>5. Networking</p>	<p>What other organizations are critical for the successful functioning of this organization? 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>
<p>1. Technical knowledge and skills</p>	<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>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>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 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>

PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES		
3.1 Administrative capacity.		
<i>Ability to provide adequate logistic support and infrastructure</i>		
<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>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</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 &amp; 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 &amp; 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>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>	
3. Procurement and contracting	<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>	In term of procurement's capacities of MoWA, please refer Micro-assessment of MoWA 2015: Procurement section; p. 26-32.
<b>3.2 Financial Management Capacity</b>		
1. Financial management organization and personnel	<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?</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meets the additional requirements of the project?</p> <p>Do finance personnel have experience managing donor resources?</p>	Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 9-11.
2. Financial position	Does the organization have a sustainable	Please refer Micro-assessment of MoWA 2015: Accounting

	<p>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>	<p>policies and procedures, p. 9-11.</p>
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>	<p>Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 11-20</p>
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>	<p>Please refer Micro-assessment of MoWA 2015: Accounting policies and procedures, p. 11-20; and Reporting &amp; Monitoring, p. 22-24.</p>
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 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>	<p>Please refer to Micro-assessment of MoWA 2015: Internal and Financial Audit section, p.20-22.</p>



**Annex 5: 2017 detailed Annual Work Plan (AWP)**

KEY DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Accounting Code	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Estimated Amount (from UNDP)	Estimated Amount (from Sida)
<b>Key Deliverable 1:</b> <i>More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls</i>	<b>1. First National Gender Policy and NR-V are finalized and CGA for four sectors updated (Education, Gender mainstreaming, Women in Public Decision making and Politics, Disadvantaged Groups of Women and Girls).</b>  Finalize, seek approval from CoM, launch, and disseminate the First National Gender Policy, including production and dissemination of advocacy tools.		X	X		MoWA UNDP	71200/757 00	Consultancy/Meetings	\$0	\$24,147
	Develop framework for 5-year Cambodia Gender Assessment update to ensure systematic and consistent approach across all sectors for CGA update to be undertaken in 2018.		X	X		MoWA UNDP	71200/757 00	Consultancy/Meeting	\$0	\$46,885
	Support CGA update (2018) for four sectors: Education, Gender mainstreaming, Women in Public Decision making, and Disadvantaged Groups of Women and Girls					MoWA UNDP			\$0	\$0
	<b>2. Proposals from GMAG/MoWA team for measures to gender mainstream AWPB for 2018-2020 are submitted annually for consideration of decision-making levels of the three pilot line ministries (based on First National Gender Policy, NR-IV, and Second NAPVAW as relevant).</b>									
	Develop, endorse and implement bilateral agreements between MoWA and each pilot line ministry (MoEYS, MoCS and Molnf) to cooperate to institutionalize relevant measures from First National Gender Policy, NR4 and Second NAPVAW, and to cooperate for implementation of any other relevant PSLWGEF activity								\$0	\$0

Develop methodology on process and how to address gender analysis capacity requirements in order to integrate/mainstream relevant measures and perspectives from First National Gender Policy, NR4 and Second NAPVAW into action plans and annual and medium-term work plans and budgets of three selected pilot line ministries.																			
Review of ODA provided to the three pilot line ministries and assessment of approach/-es to gender equality and how to link with GMAGs efforts to gender mainstream operational work plans.			X					71200		Consultancy		\$0		\$0					\$7,524
Undertake capacity development measures combined with mentoring and coaching to support GMAGs and relevant officials from pilot ministries to effectively institutionalize First National Gender Policy, NR-IV and Second NAPVAW into their ministerial action plans and relevant work plans and budgets.												\$0		\$0					\$0
Undertake participatory gender audits in close cooperation with MoEYS, MoCS and MoInf (preferably with respective line ministry taking the lead).																			
<b>3. Improved inter-ministerial accountability and harmonized monitoring of gender policies, including strengthening of MoWA for coordination, advocacy and oversight across government.</b>																			
Support the consolidation of the TWGG and CNCW to effectively manage and steer the respective PBA in line with agreements (partnership principles, resource mobilization, M&E, etc.) and to localize SDG5 and include monitoring of the implementation of SDG5 into																			

TWGG PBA approach.										
Develop an institutional advocacy strategy for MoWA, with special focus to enhance public support for increasing numbers of women in leadership and to enhance support for increasing national budget allocation and ODA for gender equality										
Support for effective functioning of the MoWA's Technical Coordination Desk (TCD)										
Training courses (lump sum set aside). Topics and staff to be selected based on needs identified in the institutional capacity development framework (output 4.A 5.1)										
					X	UNDP	75700	Training	\$0	\$13,024
<b>4. MoWA's capacity for financial and program management and monitoring of the Project to Support the LWGE program and PBA financial mechanism for gender equality have been strengthened.</b>										
Support to MoWA to increase its ability and credibility to receive increased direct funding from Sida/DPs, through addressing current gaps/needs as identified in UN HACT of MoWA from 2015.										
Procure external independent expert to perform auditing twice a year of MoWA direct funding modality from Sida										
Support program management team to develop and deliver the multi-level capacity development framework for MoWA staff involved in the LWGE program (including topics and targets related to management, leadership and mentorship skills as well as monitoring).										
					X		71300	Consultancy	\$0	\$6,817

*Handwritten mark*

Develop and tailor the TOR and Operations Manual of PBA financial mechanism for gender equality in order to strengthen MoWA capacities, needs and sectoral priorities																						
Develop and implement the work plan for capacity development to MoWA staff in order to make the PBA financial mechanism operational based on capacity development needs and gaps identified by audits undertaken so far																						
Support MoWA to implement PBA financial mechanism to mobilize resources for gender equality and inform publicly (i.e. at MoWA websites, social media, newspapers, etc.). Key stakeholders are informed and guided for application procedures																						
<b>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.</b>																						
Support to MoWA to consolidate technical management and to technically harmonize the current fragmented planning, follow up and monitoring of the five identified groups of vulnerable women: - Elderly women - Women with disabilities - Indigenous women - Muslim women - LGBT people (lesbian, gay, bisexual and transgender people																						
Support MoWA to pay specific attention to ensure that the five vulnerable groups of women and girls are explicitly included when developing capacity measures to train, mentor and coach MoWA staff and GMAG's/other key staff of pilot line ministries (see output 4 above), and in mainstreaming																			X			
																			72600	Women's Day event	\$0	\$3,780

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of work plans and budgets of pilot line ministries.											
<b>Key Deliverable 2:</b> <i>Behavioural change in favour of gender equality is promoted among the public and young Cambodians</i>	<b>6. Selected educational institutions actively engaged in promoting a culture of gender equality</b>										
	Develop and sign MoU with selected universities and research centers				X	UNDP	75700	Youth workshop	\$0		\$4,212
	Establish partnership and cooperate with MoEYS to promote gender equality through the Education Sector (Secondary level) - (e.g. identifying entry points to integrate contents for gender equality in school curricula and to promote access of young women in high-schools and tertiary education, etc.)										
	MoWA to cooperate with RSA to develop manual and provide training on gender and development										
	Development of booklet on 'Introduction to Feminist Theory and History of Cambodian Women'										
	<b>7. Media is sensitized about gender equality perspectives in reporting</b>										
	Establish and implement partnership with Ministry of Information, Club of Journalists and the Department of Media and Communication of RUPP to promote gender equality through media										
	Capacity development measures for media representatives, journalists and media students										
	Capacity development measures for media representatives, journalists and media students				X		75700	Training on media	\$0		\$4,903
	<b>8. MoWA public outreach on issues within its mandate is enhanced and MoWA Young Professionals Network is strengthened.</b>										

Undertake 2 social media campaigns and corresponding media production to promote 1) women in leadership; 2) involvement of men and boys in gender equality																					
Support MoWA public campaigns and events through social media (8 March, 16 Days of Activism against VAW, International Girls Day, etc.)																					
Strengthen MoWA capacities for effective media work (for press clippings, media outlets, MoWA media spokespersons, etc.) and online communications of MoWA and PDoWAS																					
Capacity development measures combined with continuous mentoring and coaching of MoWA Young Professionals in three key areas: public speaking, leadership and management (Note: measures, material and approach same as under output 4 above but specifically targeting a broader range of young professionals)																					
Strengthen network between MoWA Young Professionals and youth groups at three pilot line ministries to promote gender equality								X	UNDP	75700	Training to youths	\$0	\$6,037								
<b>9. More effective functioning of the Technical Working Group on Women, Leadership &amp; Governance.</b>																					
<b>Key Deliverable 3: Increased number of and capacities of women in decision making positions and strengthened feminist leaderships</b>	Technical support to the TWGG-Sub Group on Women, Leadership & Governance for its effective functioning and PBA on the sector (achieve agreements on partnership principles, resource mobilization, M&E, etc – make use of guidelines and methods applied to previous TWGG-sub groups)																				
								X		75700	Meeting	\$0	\$6,261								

Develop and implement a framework under the TW/GG-WL&G to increase capacities of women in politics and decision making																		
Support to MoWA to assess possible information gaps on MoWA website, including working with TW/GG-WL&G to identify their need for information such as data about women in leadership and public decision making																		
<b>10. Strategic partnerships are formed and capacity development measures to women in leadership and decision making are delivered</b>																		
Implement MoWA's partnership with National Committee for Sub-National Democratic Development (NCDD) for engendering local governance processes (planning, budgeting and monitoring) in decentralization and deconcentration processes through the implementation of IP3 Phase II																		
Implement MoWA's partnership with the Ministry of Civil Service in the context of National Program for Public Administrative Reform. Support MoWA and GMAG from Ministry of Civil Service to mainstream gender in Public Administration Reform																		
Support and strengthen Women Leaders Network at national level																		
Capacity development program for civil servants and female leaders in civil service at National and Sub-national levels																		
Cooperate with CSOs/NGOs to strengthen capacity of women in politics and leadership (elected) at both national and sub-national levels (focus on Public Speaking and Leadership)																		

	Develop, translate, publish and disseminate the handbook for "women's empowerment and feminist leaderships"					X												\$0	\$2,501
Project Management and Operations	UNDP Technical Assistance		X	X	X	X	UNDP	61300/61400	Gender Specialist Admin-Finance Assistant Driver	\$164,180	\$0								
	Project Assurance and M&E	X	X	X	X	X	UNDP	61100/64397/61200/74100/71200	Project Oversight Audit/spotcheck Field monitoring	\$15,225	\$0								
	UNDP Cost Recovery			X	X	X	UNDP	74596	Recovery on UNDP support cost (ISS)	\$0	\$10,198								
	Equipment and maintenance		X	X	X	X	UNDP	72200/72400/73400	IT equipment, Office supplies, communication	\$35,125	\$0								
	MoWA Management and Operation Costs			X	X	X	MoWA UNDP	75700	Team meeting, office supplies, bank charge, communication, etc	\$8,550	\$7,370								
	Short-term technical assistance						MoWA UNDP	71300	National Consultants	\$0	\$0								
<b>TOTAL</b>										<b>\$ 223,079</b>	<b>\$143,860</b>								



## **Annex 6: Terms of Reference of the LWGE Program Steering Committee**

(as approved at the First Steering Committee meeting on 8<sup>th</sup> Feb, 2018)

### **Decision**

#### **on the Establishment of the Steering Committee for the 'Leading the Way for Gender Equality' (LWGE) Program**

#### **Minister of Women's Affairs of Cambodia**

- See the Constitution of the Kingdom of Cambodia
- See Royal Decree No. NS / RKT / 0913/903, dated 24 September 2012, on the appointment of the Royal Government of Cambodia.
- See Kram No. 02 / NS / 94, dated July 20, 1994, promulgating the Law on the Organization and Functioning of the Commission: Minister
- See Royal NS / RKT / 0105/002, dated January 17, 2005 promulgating the Law on the Establishment of Ministry of Women's Affairs
- See Decree No. 13. Dated February 07: 2005 on the Organization and Functioning of the Ministry of Women's Affairs
- According to Leading the Way for Gender Equality Program Framework (2017-2020) and the need of the Ministry of Women's Affairs

### **Decision**

**Clause 1:** To establish a Steering Committee (SC) under the Ministry of Women's Affairs (MoWA) for the Leading the Way for Gender Equality (LWGE) Program (2017-2020) to oversee the implementation, monitoring and evaluation of the LWGE Program.

**Clause 2:** The SC is comprised of the following members:

- |  |                  |
|--|------------------|
| 1. Minister of Women's Affairs, MoWA   | Chair            |
| 2. Swedish Ambassador/Head of Cooperation  | Deputy Chair     |
| 3. Country Director, UNDP Cambodia   | Deputy Chair     |
| 4. Program Officer, Sida-Swedish Embassy   | Member           |
| 5. Assistant Country Director, UNDP Cambodia   | Member           |
| 6. Secretaries of State, MoWA in charge relevant sectors of LWGE framework (Finance, Information, Gender, Youth and Education) | Members          |
| 7. Secretary General, Permanent Secretariat of the Cambodia National Council for Women (CNCW)                                  | Member           |
| 8. Director General for Gender Equality and Economic Development, MoWA   | Member           |
| 9. Director General for Social Development, MoWA   | Member           |
| 10. Head of the Technical Coordination Desk, MoWA  | Member           |
| 11. Head of the LWGE Program Coordination and Management Team  | Permanent Member |

**Clause 3:** The following Observers shall participate at the SC meetings upon request of the Chair and the Deputy Chairs:

1. Representative from other line ministries involved in the LWGE Program
2. UN Women representative
3. Representatives from Civil Society Organizations
4. Representatives of relevant departments and units of MoWA
5. Program Analyst and Policy Unit member, UNDP Cambodia
6. Representatives from other relevant Development Partners and CSOs involved in implementation of the LWGE Program
7. Members of the LWGE Program Coordination and Management Team
8. Technical advisors and other MoWA staff working in the LWGE Program.

**Clause 4:** Other Development Partners providing substantive financial support to the LWGE Program shall become Deputy Chairs, Members or Observers of the SC upon approval of the Chair and the existing Deputy Chairs.

**Clause 5:** The SC will meet not less than twice a year. Members are to attend when invited by the Chair as per request of the Permanent Member.

**Clause 6:** All decisions of the SC will be taken by approval of the Chair (MoWA) in consensus with the Deputy Chairs.

**Clause 7:** Roles and responsibilities of the SC are as below:

- Providing strategic direction for the LWGE Program, based on available evidence that ensuring the LWGE Program remains aligned to the Neary Rattanak/Gender Equality Policy and international standards and commitments for gender equality and women's rights -such as the Convention for the Elimination of Discrimination Against Women (CEDAW) and the Beijing Declaration and Platform for Action and the Sustainable Development Goals (SDGs)-;
- Facilitating implementation of the LWGE Program within relevant ministries and with other development partners;
- Providing oversight of the capacity development framework of the LWGE program and ensure changes in funding channels towards increased direct support to MoWA.
- Providing inputs to the periodic assessment of the Program's performance.
- Support resource mobilization for the LWGE Program.

**Clause 8:** The SC Chair and the Deputy Chairs will jointly be responsible for:

- Overseeing the LWGE Program's budget, program coherence and strategic program development;
- Endorsing proposed consolidated LWGE Program's annual work plans, budgets and reports;
- Reviewing and endorsing audit reports, and annual technical and financial reports of the LWGE program.
- Reviewing quarterly technical and financial quarterly reports and provide feedback to LWGE program's coordination and management team and other SC members, if esteemed necessary.
- Approving studies, assessments of program effectiveness and any modification of the program logic or implementation plans when required;
- Taking necessary actions and decisions to address gaps and challenges identified in audit reports, evaluations, and in annual and quarterly technical and financial reports.

- Ensure that the program's progress reports will be integrated into MoWA progress reports, the Technical Working Group on Gender (TWG-G) and the Cambodian National Council for Women (CNCW) as appropriate;
- Facilitate discussions on lessons learnt to improve technical and financial management, implementation and monitoring of the LWGE program.

**Clause 9:** MoWA will nominate a LWGE Program Coordination and Management Team to lead the coordination and management of human and financial resources for the successful implementation and monitoring of the LWGE program.

The key roles and responsibilities of the LWGE Program Coordination and Management Team to support the SC are as follows:

- Coordinate with SC Members and SC Observers, as well as with other MoWA senior officials and staff –whenever needed-, to provide effective and timely support to the SC's Chair and Deputy Chairs for allowing their decision making.
- Draft and submit the annual technical and financial action plans and reports to the SC's members at least 2 weeks prior to the SC's meetings.
- Draft and submit the technical and financial quarterly progress reports to the SC's members timely, up to three weeks after the end of each quarter.

The List of Members and TOR with detailed roles and responsibilities of the LWGE Program Coordination and Management Team are issued in a separated circular of MoWA.

**Clause 10:** As per needs identified by the SC, the Chair of the SC will assign -when required- other or additional MoWA staff to ensure a successful implementation and monitoring of the LWGE Program.

**Clause 11:** This decision is effective from the date of signing.

Phnom Penh, 2018

**H.E. Dr. Ing Kantha Phavi**  
**Minister of Women's Affairs**  
**Royal Government of Cambodia**

## **Annex 7: Letter of Agreement for UNDP Support**

### ***STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES***

Excellency,

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
  - (a) Identification and/or recruitment of project and programme personnel;
  - (b) Identification and facilitation of training activities;
  - (c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government signed by the two parties on 19<sup>th</sup> December 1994 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.


6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



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Signed on behalf of UNDP  
Claire Van der Vaeren  
UNDP Resident Representative



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For the Government:  
H.E. Chhiong Yanara  
Minister Attached to the Prime Minister  
Secretary General, CRDB/CDC  
Date: 10 June, 2016

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**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between Ministry of Women’s Affairs, the institution designated by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project- Support to Leading the Way for Gender Equality Program

2. In accordance with the provisions of the letter of agreement signed on 10 June 2016 and the project document, the UNDP country office shall provide support services for the Leading the Way for Gender Equality Program as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and /or recruitment of Program Personnel	Year 2017-2020	Actual Cost	AP, PO
2. Identification and facilitation of training activities	Year 2017-2020	Actual Cost	AP, PO
3. Procurement of goods and services	Year 2017-2020	Actual Cost	AP, PO

4. Description of functions and responsibilities of the parties involved:

- a. Project counterpart is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services; identification of goods need for the project.
- b. UNDP Human Resources Unit is responsible for the process of recruitment of project personnel.
- c. UNDP Procurement Unit is responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.