



CAMBODIA

# MDG ACCELERATION FRAMEWORK

*PROMOTING WOMEN'S ECONOMIC EMPOWERMENT*



**CAMBODIA:**

**MDGs ACCELERATION FRAMEWORK REPORT**

***Promoting Women's Economic Empowerment***

May 2013

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**MAY 2013**



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# ABBREVIATIONS AND ACRONYMS

<b>ADB</b>	Asian Development Bank
<b>AECID</b>	Agencia Española de Cooperación Internacional para el Desarrollo
<b>AMK</b>	Angkor Microfinance Kampuchea
<b>AP</b>	MAF Action Plan
<b>APHEDA</b>	Australian People for Health, Education and Development Abroad
<b>APRC</b>	Asia Pacific Regional Centre
<b>BDP</b>	Bureau for Development Policy
<b>CAMFEBA</b>	Cambodian Federation of Employers and Business Associations
<b>CEDAC</b>	Centre d'Etude et de Développement Agricole Cambodgien
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CDHS</b>	Cambodia Democratic Health Survey
<b>CHEMS</b>	Cambodia Health Education Media Service
<b>CMA</b>	Cambodia Microfinance Association
<b>CMDG</b>	Cambodian Millennium Development Goal
<b>CNCW</b>	Cambodian National Council for Women
<b>CRDT</b>	The Cambodian Rural Development Team
<b>CSES</b>	Cambodia Socio-Economic Survey
<b>CSO</b>	Civil Society Organization
<b>CWEA</b>	Cambodia Women Entrepreneurs Association
<b>DAI</b>	Development Alternatives, Inc.
<b>DP</b>	Development Partner
<b>EG</b>	Expert Group
<b>EME</b>	Emerging Markets Entrepreneurs
<b>ERW</b>	Explosive Remnants of War
<b>FAO</b>	United Nations Food and Agriculture Organization
<b>FASMEC</b>	Federation of Associations for Small, Medium Enterprises Cambodia
<b>FI</b>	Financial Institution
<b>FLD</b>	Farmer Livelihood Development
<b>G-PSF</b>	Government – Private Sector Forum
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GMAG</b>	Gender Mainstreaming Action Group
<b>GMAP</b>	Gender Mainstreaming Action Plan
<b>iDE</b>	International Development Enterprises
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFC</b>	International Finance Corporation
<b>ILO</b>	International Labour Organization
<b>JICA</b>	Japan International Cooperation Agency
<b>JFPR</b>	Japan Fund for Poverty Reduction

<b>KWEA</b>	Khmer Women's Handicraft Association
<b>LMs</b>	Line Ministries
<b>LWS</b>	Lutheran World Service
<b>MAF</b>	MDG Acceleration Framework
<b>MAFF</b>	Ministry of Agriculture, Forestry and Fisheries
<b>MDGs</b>	Millennium Development Goals
<b>MEF</b>	Ministry of the Economy and Finance
<b>MFI</b>	Micro-Finance Institution
<b>MIME</b>	Ministry of Industry, Mines and Energy
<b>MoC</b>	Ministry of Commerce
<b>MoEYS</b>	Ministry of Education, Youth and Sports
<b>MoLVT</b>	Ministry of Labour and Vocational Training
<b>MoLMUPC</b>	Ministry of Land Management, Urban Planning and Construction
<b>MoP</b>	Ministry of Planning
<b>MoT</b>	Ministry of Tourism
<b>MoWA</b>	Ministry of Women's Affairs
<b>MRD</b>	Ministry of Rural Development
<b>MSE</b>	Micro-Small Enterprise
<b>MSME</b>	Micro/Small/Medium Enterprise
<b>MTR</b>	Mid-Term Review
<b>NCVT</b>	National Committee on Vocational Training
<b>NEA</b>	National Employment Agency
<b>NIS</b>	National Institute of Statistics
<b>NGO</b>	Non-Governmental Organization
<b>NR III</b>	Neary Rattanak III
<b>NSDP</b>	National Strategic Development Plan
<b>NTB</b>	National Training Board
<b>NTTI</b>	National Technical Training Institute
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PWEA</b>	Pursat Women's Handicraft Association
<b>PADEK</b>	Partnership for Development in Kampuchea
<b>PPP</b>	Public Private Partnerships
<b>PS</b>	Private Sector
<b>PTC</b>	Provincial Training Centre
<b>PYD</b>	Paz y Desarrollo
<b>RDB</b>	Rural Development Bank
<b>RGC</b>	Royal Government of Cambodia
<b>RS II</b>	Rectangular Strategy
<b>RTC</b>	Regional Training Centre
<b>SME</b>	Small and Medium Enterprise
<b>SNV</b>	Stichting Nederlandse Vrijwilligers (Foundation of Dutch Volunteers)
<b>TAF</b>	The Asia Foundation
<b>ToT</b>	Training of Trainers
<b>TVET</b>	Technical and Vocational Education Training



<b>TWG-G</b>	Technical Working Group on Gender
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UPDF</b>	Urban Poor Development Fund
<b>UNV</b>	United Nations Volunteers
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme
<b>WDC</b>	Women's Development Centre

# FOREWORD

It is our great pleasure to introduce the MDG Acceleration Framework (MAF)-Cambodia Action Plan (2013-2015) which focuses on women's economic empowerment as it is envisaged to contribute to the achievement of other Cambodian Millennium Development Goals (CMDGs) in poverty reduction, health and education. MAF-Cambodia Action Plan was an interministerial work supported by UNDP and developed between the Ministry of Women's Affairs (MOWA) with economic related line ministries, development partners such as the United Nations agencies, bilateral donors, international financial institutions, NGOs and private sector.

Cambodia has made substantial progress in achieving CMDGs in many areas, however serious challenges remain in achieving CMDG 3 (Gender Equality and Women's Empowerment). CMDG 3 progress is measured against indicators which focus on improvements in education, employment, participation in public administration and decision-making and violence against women. We know that progress on CMDG 3 contributes to accelerate progress on the other CMDGs.

MAF-Cambodia Action Plan is a practical and country-specific approach that can help Cambodia to respond more effectively to the remaining challenges of achieving CMDGs in the remaining years and to inform policy-making processes of National Strategic Development Plan (NSDP: 2014-8) and Five-Year Strategic Plan Neary Rattanak (NR: 2014-8).

MAF-Cambodia Action Plan seeks to help all the participating actors to consolidate, focus and intensify CMDG progress by identifying bottlenecks that prevent MDG progress and applying effective solutions to achieve concrete improvements in the areas which are key to achieve CMDG 3. MAF-Cambodia Action Plan does not replace the other existing nationally owned planning processes and frameworks. Rather, it draws on them and seeks to complement them by identifying actions and actors who could work together to speed up progress towards CMDG 3.

As the report shows, MAF-Cambodia Action Plan is a product of discussion and consultation processes which followed the four step methods of MAF Acceleration Framework, namely; (1) the existing interventions for women's economic empowerment were identified and prioritized; (2) bottlenecks of implementation were identified and prioritized for removal and mitigation; (3) solutions for women's economic empowerment were identified and sequenced; and (4) solutions to be planned for implementation and monitoring. Within RGC, an expert group was formed to ensure national ownership of MAF itself and steer these complex multi stakeholder processes involving internal and external stakeholders.

We take this opportunity to express our special appreciation to the Expert Group, NGOs and Development Partners who developed the MAF-Cambodia Action Plan and have been instrumental to the completion of this report and its Action Plan.

We sincerely hope that MAF-Cambodia Action Plan will be a major roadmap for women's economic empowerment which is not only an important objective, but an effective pathway to realize the other CMDGs. Thank you to all partners for your continuous support and future collaboration to the achievement of CMDGs.



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Royal Government of Cambodia



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# EXECUTIVE SUMMARY

## INTRODUCTION

Gender equality and empowerment of women are key national development objectives in Cambodia as reflected in the Government's Rectangular Strategy (RS) and the National Strategic Development Plan (NSDP). Additionally, the Neary Rattanak (NR) is a five-year strategic plan developed since 1999 by the Ministry of Women's Affairs (MoWA) as Cambodia's strategic framework and plan for gender equality. NR III 2009-2013 focuses on five pillars: i) economic empowerment of women; ii) education of women and girls, attitudes and behaviour change; iii) legal protection of women and girls; iv) health and nutrition of women and girls and HIV and AIDS prevention; and v) women in public decision-making and politics.

Against this backdrop, the MDG Acceleration Framework (MAF) constitutes a systematic means to help countries in consolidating, focusing and intensifying MDG progress through identifying bottlenecks that prevent MDG progress and applying effective solutions to achieve concrete improvement in the areas that are key for achieving a specific MDG.

In face of the importance of promoting gender equality and women's empowerment, including its importance as a prerequisite to the achievement of all the MDGs, the Royal Government of Cambodia (RGC) has chosen to redouble its efforts to accelerate progress on CMDG3 (Gender Equality and Women's Empowerment), with a special focus on women's economic empowerment.

## PROGRESS AND CHALLENGES IN ACHIEVING CMDG3

While Cambodia has made substantial progress in achieving CMDGs in many areas, serious challenges remain in achieving CMDG3 (Gender Equality and Women's Empowerment). CMDG3 progress is measured against indicators focusing on improvement in education, employment, participation in public administration and decision-making, and violence against women. Slow progress on CMDG3 contributes to slowing down progress on other CMDGs.

The Cambodian economy is narrowly based and driven by four main sectors: garment manufacturing, tourism, construction and agriculture. Eighty point four (80.4%) percent of Cambodian women aged 15 years and over participate in the Cambodian workforce; 90 percent of workers in the low paying jobs in the garment industry are women, 75 percent of female employment is in agriculture; and women constitute only 27 percent of wage employment in the formal sector. One of the specific gaps that requires bridging in CMDG3 is employment.

One of the targets under CMDG3 is to eliminate gender disparities in wage employment in all economic sectors. In addition, specific targets have been set in the agriculture, industry, and service sectors. While Cambodia appeared to be on track to close gender disparities in the agriculture and industry sectors following the severe impact of the global financial crisis in Cambodia in 2008, the targets have no guarantee of sustaining their trajectory. In addition, the progress on the female share of wage

employment in the service sector is slow and much more attention needs to be paid to this sector.

More attention also needs to be paid to women in the informal economy. The more serious challenge is to create opportunities for women workers to shift out of self-employment and unpaid family work into wage employment.

According to the Cambodia Economic Census 2011(as of 1 March 2011), among the 505,134 establishments in Cambodia, 65.1percent of the persons engaged in these establishments were women; 80 percent of the establishments have only one or two employees; and 93.8 percent of individual proprietors are not registered and do not have a legal status in Cambodia.

Gender issues have been shown to be at the root of many of the development problems that Cambodia faces. Stronger gender focus and specific gender strategies need to permeate all sector interventions. Consequently, without accelerated efforts, the CMDG3 targets will be missed by 2015.

**STRATEGIC INTERVENTIONS**

Following the initial review of available data, bilateral meetings with officials from line ministries (LMs), Development Partners (DPs), Non-Governmental Organizations (NGOs), and the MAF Consultation Workshop, an analysis was conducted based on which interventions would have the potential to accelerate progress on CMDG3. The following 3 key interventions were prioritized:

- 1. Provision of training for jobs for women that are consistent with market demands:
  - Enhance and strengthen the institutional capacity of Women’s Development Centres (WDCs)
  - Strengthen and expand the role of vocational training centres and programmes offered by other line ministries (LMs)
- 2. Promoting the enhancement of Micro/Small/Medium Enterprises (MSMEs) led by women to ensure that women have the capacity to lead and grow their enterprises and move from the formal to the informal sector
  - Improving the enabling environment to support women entrepreneurs
  - Enhancing women’s skills and capacity to lead and upgrade their businesses
- 3. Improving the livelihoods of rural communities, especially poor women

**BOTTLENECK ANALYSIS**

Work on the MAF in Cambodia has resulted in the identification of bottlenecks according to the priority areas of intervention. Prioritization of these bottlenecks is based mainly on their impact and feasibility of removing them through concrete solutions. Among the bottlenecks identified, the MAF process prioritized 15 bottlenecks that are hampering the effective implementation of the 3 key priority interventions to promote women’s economic empowerment:

- 1. Provision of training for jobs for women that are consistent with market demands

- Limited role and functions of WDCs
- Training skills provided do not match the local market demands and lack of trainers with the relevant cutting-edge knowledge to match such market needs
- Inadequate monitoring and follow-up system of WDCs
- Limited coordination between WDCs and other vocational training centres of the LMs, the private sector and NGOs
- Limited cooperation among LMs that currently provide or will provide vocational training programmes
- Limited focus on ensuring that women are targeted and are beneficiaries of training programmes offered by LMs

2. Promoting and enhancing MSMEs led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector

- Women's needs and concerns in business do not receive sufficient attention from policy makers and are not being sufficiently incorporated into the national policy agenda
- Women's business associations have limited capacity to raise the concerns and needs of women entrepreneurs
- Lack of trust between the private sector and the public sector
- Women have limited access to business and market information
- Limited Public Private Partnership (PPP) initiatives on women's economic empowerment
- Women lack capacity to create, run and expand their businesses
- Women have limited access to financial resources

3. Improving Livelihoods of Rural Communities, especially poor women

- Limited income generation opportunities for women in poor rural households

- Women-headed households have limited access to credit/capital to start and expand their income generation

## IDENTIFICATION OF SOLUTIONS

Through the various consultations, 18 solutions for accelerating progress on CMDG 3 were identified and prioritized based on the impact of the solution on the bottlenecks and the feasibility of the solution. These solutions, which are all identified for short- and long-term implementation, target each of the following three key interventions:

### **Provision of training for jobs for women that are consistent with market demands**

a) Enhance and strengthen the institutional capacity of WDCs

- Expand the role and the responsibilities of the WDCs
- Identification of the local market needs for training as they pertain to women
- Improve the capacity and the skills of trainers that are consistent with market demands
- Enhance monitoring and follow-up system of WDCs to assess the impact of the skills training
- Improve the coordination between training centres of LMs and the WDCs
- Promote public-private partnerships to provide vocational training for women

b) Strengthen and expand the role of vocational training centres and programmes offered by other LMs to address the unique needs and challenges of women; enhance partnerships with these centres and increase the participation of women in their programmes

- Expand the role of the National Training Board (NTB) Secretariat to strengthen the coordination among LMs that provide vocational training

- Coordinate with the Ministry of Tourism (MoT) to accelerate the establishment of the National Tourism Professional Institute (NTPI) and national tourism education establishments to ensure that they will address the needs and challenges faced by women in accessing admission to the Institute and the national tourism education establishments

**Promoting and enhancing MSMEs led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector**

- a) Improving the enabling environment to support women entrepreneurs
  - Integrate women's issues and challenges in business in the agenda of the Government-Private Sector Forum (G-PSF) and the NDSP 2014-2018
  - Strengthen the capacity and expand the role of women's business associations
  - Improve communications and understanding between the public and private sectors
  - Provide business development services, including the establishment of an annual women's trade fair to facilitate access to relevant market information
  - Strengthen PPP for women's economic empowerment
- b) Enhance women's skills and capacity to lead and upgrade their MSMEs
  - Strengthen the entrepreneurship capacity for women in MSMEs
  - Expand opportunities for women entrepreneurs to access credit

**Improving Livelihoods of Rural Communities, especially poor women**

- Expand income generation for poor rural women in 'off-farm' activities (i.e., handicrafts, micro business and services, food processing)

- Expand opportunities for women-headed households to access credit

**MDG ACCELERATION PLAN: BUILDING A COMPACT**

The Action Plan is one of the main outcomes of the process engaged for the acceleration of MDG3. It covers the period 2013-2015 with some solutions extending into the emerging post-2015 agenda. The financing of solutions proposed under the MAF Action Plan is still to be ascertained within the RGC's budget for 2013 and onwards. Financing for the actions approved under the MAF will also be sourced from many diverse but complementary stakeholders. These include DPs, NGOs, and private sector, and within the aid cooperation that Cambodia receives from development partners.

The successful implementation of the MAF Action Plan is based on certain principles: (i) a high level of ownership by the Royal Government of Cambodia and its development partners; (ii) commitment on the part of partners identified under the Action Plan in mobilizing the necessary technical and financing resources; (iii) a monitoring-evaluation system for the process in place; (iv) acceptance of the MAF Action Plan by all relevant stakeholders in women's economic empowerment as a reference point to enable them to more effectively target their financial and technical support in line with the three key areas of interventions identified within the MAF; and (v) repositioning of national strategies in order to take into account the priorities defined in the MAF within the framework for the acceleration of progress on gender equality and women's empowerment in Cambodia.





# INTRODUCTION

Photo: MOWA Cambodia





*In 2013, an extensive review of the progress toward the Millennium Development Goals (MDGs) will be undertaken on the eight development objectives that countries agreed to achieve by 2015.<sup>1</sup> This section provides an overview of the major recent events globally and nationally that have had a direct impact on MDG progress and describes the need for MDG acceleration to enable Cambodia to meet the MDGs by 2015.*

## COUNTRY CONTEXT

Cambodia, officially known as the Kingdom of Cambodia, is a tropical country in the southern portion of the Indochina Peninsula in Southeast Asia. It is bordered by Thailand to the northwest, Laos to the northeast, Vietnam to the east, and the Gulf of Thailand to the southwest. The country is divided into 23 provinces and one municipality. The capital and largest city is Phnom Penh, the political, economic and cultural centre of Cambodia. The country has a population of 13,395,682.<sup>2</sup> Life expectancy at birth is estimated at 60.5 years for men and 64.3 years for women,<sup>3</sup> while the adult literacy rate (age 15 and over) stands at 85.1 percent for men and 70.9% for women.<sup>4</sup> Cambodia follows a multi-party democracy with a bicameral system under the constitutional monarchy. The official language is Khmer, but other languages are spoken by ethnic minority groups. English and French as well as Mandarin Chinese are widely spoken. The official religion is Theravada Buddhism, which is practiced by 95 percent of the Cambodian

population. The remaining 5 percent follow Islam, Christianity of all kinds of denominations and animism with a variety of rituals and celebrations at different calendar times.

In 2003, the Royal Government of Cambodia (RGC) adopted the eight universally agreed MDGs. Recognizing that one major constraint on development is the continued threat posed by contamination of mines and explosive remnants of war (ERW), the RGC added demining, ERW and victim assistance as the ninth major Millennium Development Goal. Cambodia's MDGs are known as the CMDGs.<sup>5</sup>

Cambodia's National Strategic Development Plan incorporates a comprehensive approach to the country development, which includes specific targets for poverty reduction and employment generation. This planning framework is aligned with the nine CMDGs.

Although poverty has been reduced from 47 percent in 1993 to 30 percent in 2007, a third of Cambodians still live below the national poverty line (2,473 riel or US\$0.61). Eighty percent of the population is rural. Of the total poor, 92 percent live in rural areas. The inequality levels have risen dramatically. The Gini coefficient<sup>6</sup> has moved upwards from 0.35 in 1994 to 0.40 in 2004 and 0.43 in 2007. As a recent trend, inequality has increased not only between rural and urban areas, but also within rural areas. Rural inequality rose from 0.27 in 1994 to 0.33 in 2004 and climbed again to 0.36 in 2007.<sup>7</sup>

1. In the 2010 Summit outcome document, governments request the General Assembly to continue to review, on an annual basis, the progress made towards the achievement of the MDGs, including on the implementation of the Summit outcome. They also request the President of the 68th session of the General Assembly to organize a special event in 2013 to follow up on efforts made towards achieving the Goals.

2. National Institute of Statistics (NIS), Ministry of Planning (MoP), General Population Census of Cambodia 2008: National Report on Final Census Results, Phnom Penh, 2009, page ix.

3. NIS, Cambodia Demographic Health Survey (CDHS), 2010, page 2.

4. NIS, MoP, General Population Census of Cambodia, 2008: National Report on Final Census Results, Phnom Penh, 2009, page x.

5. Royal Government of Cambodia, Achieving CMDGs Update 2010, MoP, page 7

6. The Gini coefficient is a common measure of inequality: zero being perfect equality and 1 being absolute inequality.

7. World Bank (2009), Poverty Profile and Trend in Cambodia 2007.

## ADVANCING GENDER EQUALITY AND WOMEN EMPOWERMENT

With just three years remaining until the target date of CMDGs in 2015, current data from Cambodia suggests that progress on CMDGs remains mixed. While Cambodia has made substantial progress in achieving the CMDGs in many areas, serious challenges remain with regard to CMDG 1 (Extreme Poverty and Hunger) and CMDG 7 (Environmental Sustainability). Most important, challenges remain in achieving CMDG 3 (Gender Equality and Women's Empowerment). Slow progress on CMDG 3 contributes to slowing down progress on other CMDGs. According to the UNDP's MDG Breakthrough Strategy – Accelerate and Sustain MDG Progress, “investing in women and girls is shown to have strong multiple benefits for all MDGs”.

A progressive policy and legislative framework has been put in place in Cambodia to protect human rights of women and promote gender equality. A number of laws were adopted, reinforcing this guarantee, e.g., the Law on the Prevention of Domestic violence and Protection of the Victim, the Law on Suppression of Human Trafficking and Sexual Exploitation, the Election Law, the Labour Code, and the Land Law. Cambodia is a signatory of several conventions, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1992, the Beijing Declaration and Platform for Action in 1995 and the Declaration

on Elimination of Violence Against Women in the ASEAN region. The Cambodian National Council for Women (CNCW) was set up to monitor CEDAW implementation.

Gender equality and the empowerment of women are key national development objectives as reflected in the Government Rectangular Strategy,<sup>8</sup> the National Strategic Development Plan (NSDP),<sup>9</sup> as well as the 10-year National Programme for Subnational Democratic Development. In addition to CMDG 3 on gender equality, there are gender-related targets set under all CMDGs except Goal 1 (poverty reduction), Goal 7 (environment) and Goal 9 (demining). Additionally the Neary Rattanak (NR)<sup>10</sup> is a five-year strategic plan developed since 1999 by MoWA and accepted by line ministries, civil society and international organizations as Cambodia's strategic framework and plan for gender equality. NR III 2009-2013 focuses on five pillars: i) economic empowerment of women; ii) education of women and girls, attitudes and behaviour change; iii) legal protection of women and girls; iv) health and nutrition of women and girls and HIV and AIDS prevention; v) women in public decision-making and politics. In 2009, an affirmative action guideline in the civil service was adopted to ensure that 30 percent to 50 percent of new recruits in the public service are women. Key reforms such as Decentralization and Public Financial Management reforms are now gender-responsive. Most recently in 2011, the Ministry of Land Management, Urban Planning and Construction (MoLMUPC) developed a gender strategy for the land sector.

8. The Government Rectangular Strategy Phase II (RS II), 2009-2013 sets out Cambodia's long-term development vision. The four growth components of RS II are (i) agricultural development, (ii) infrastructure rehabilitation and development, (iii) private sector development and employment creation, and (iv) capacity-building and human resource development.

9. The NSDP 2009-2013 is subtitled “A Strategy for Growth, Employment, Equity and Efficiency to Reach CMDGs”.

10. Meaning literally: Women as Precious Gems

## GENDER MAINSTREAMING IN CAMBODIA

Cambodia has also been recognized for its achievement in putting in place a strong base for gender mainstreaming, which would facilitate the achievement of the CMDGs. Development Partners, including UN agencies, have helped Cambodia to integrate gender issues in a number of key government policies and reform programmes and develop a unique institutional structure for mainstreaming gender in government. The Government-Development Partners Technical Working Group on Gender (TWG-G), which is chaired by MoWA and for which the United Nations Development Programme (UNDP) is the lead donor co-facilitator together with the Japan International Cooperation Agency (JICA), provides a mechanism for bringing together line ministries, NGOs, and donor agencies to address gender concerns.

MoWA was able to support all 27 ministries in establishing Gender Mainstreaming Action Groups (GMAGs) to provide a mechanism for advancing and monitoring sector-specific gender mainstreaming strategies and plans and advocating for the integration of gender-responsive measures into sector programmes and policies. As a result, 22 ministries have developed Gender Mainstreaming Action Plans (GMAPs) in their sectors and some received national budget allocation for their implementation. These include the Ministry of Labour and Vocational Training (MoLVT), Ministry of Commerce (MoC), Ministry of Industry, Mines and Energy (MIME),

Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Education, Youth and Sport (MoEYS), the Ministry of Planning (MoP) and the Ministry of the Economy and Finance (MEF), which all have a critical role to play in addressing the economic empowerment of women.

In October 2011, the Ministry of Women's Affairs (MoWA), in partnership with UNDP, organized a High-Level Dialogue on Gender Equality, centred precisely on women's economic empowerment. The meeting concluded that the economic empowerment of women has a double acceleration effect, as it contributes not only to the empowerment of women, but also to economic growth, as women represent more than half of the population.

UNDP's Asia-Pacific Human Development Report (2010) took a close look at gender equality in the region and identified the three areas that have the potential to catalyse wider change: legal rights, political voice and economic power.<sup>11</sup> The Report highlights some figures that reinforce the commitment to promoting such empowerment:

- Increased participation by women workers is estimated to have contributed significantly to global growth. Reaching a 70 percent level of women's participation in the labour market would boost GDP by 4.2 percent in India, 2.9 percent a year in Malaysia and 1.4 percent in Indonesia
- Regional data shows that lack of women's participation in the labour force corresponds to a loss of \$89 billion per year for the Asia Pacific Region.<sup>12</sup>

11. *Achieving gender equality is a precondition for overcoming poverty, hunger and disease and it is a top priority for the United Nations in Cambodia. It runs across the mandates of the 25 UN organizations in Cambodia. Gender equality along with women's empowerment is one of the five key outcomes envisioned under the United Nations Development Assistance Framework (UNDAF) for 2011-2015.*

12. UNESCAP, ADB and UNDP (2010) *Paths to 2015: MDG Priorities in the Asia and the Pacific*, Asia and Pacific MDG Report 2010/11; and UNDP (2010) *Power, Voices, and Rights: A Turning Point for Gender Equality in Asia and the Pacific*, Asia Pacific Human Development Report.

**TABLE 1. ASIA-PACIFIC'S ACHIEVEMENTS ON THE MDGS: WIDE VARIATION ACROSS COUNTRY GROUPS AND GOALS**

Goal	1	2	3	4	5	6	7
	\$1.25 per day poverty Underweight children	Primary enrolment Reaching Last grade Primary completion	Gender primary Gender secondary Gender tertiary	Under-5 mortality Infant mortality	Maternal mortality Skilled birth attendance Antenatal care (maternal/gest 1 visit)	HIV prevalence TB incidence TB prevalence	Forest cover Protected area CO2 emissions ODP substance consumption Safe drinking water Basic sanitation
Asia-Pacific	●	■	■	■	■	■	■
Excluding China and India	■	■	■	■	■	■	■
South-East Asia	■	■	■	■	■	■	■
South Asia	■	■	■	■	■	■	■
Excluding India	■	■	■	■	■	■	■
Pacific Islands	■	■	■	■	■	■	■
Excluding Papua New Guinea	■	■	■	■	■	■	■
North and Central Asia	■	■	■	■	■	■	■
Excluding Russian Federation	■	■	■	■	■	■	■
Asia-Pacific LDCs	■	■	■	■	■	■	■
Asia-Pacific Low Income	■	■	■	■	■	■	■
Asia-Pacific Middle Income	■	■	■	■	■	■	■

● Early achiever    ■ On track    ■ Slow    ■ Regressing/No progress

Source: Staff calculations based on the United Nations MDG Database and World Population Prospects 2010; UNESCO Institute of Statistics

## THE MDG ACCELERATION FRAMEWORK

Against this backdrop, as part of the global effort to accelerate progress on MDGs, UN Development Group (UNDG) has endorsed the MDG Acceleration Framework (MAF) as a practical and country-specific approach that can help countries respond more effectively to the remaining challenges of MDG achievement in the remaining years and to connect this acceleration path to the emerging post-2015 development agenda. MAF is intended to help countries in consolidating, focusing and intensifying MDG progress through identifying bottlenecks that prevent MDG progress and applying effective solutions to achieve concrete

improvement in areas that are key for achieving a specific MDG. MAF does not replace existing, nationally owned planning processes and frameworks; rather, it draws upon them and seeks to complement them by helping identify actions and actors who could work together to speed up progress towards an identified MDG.

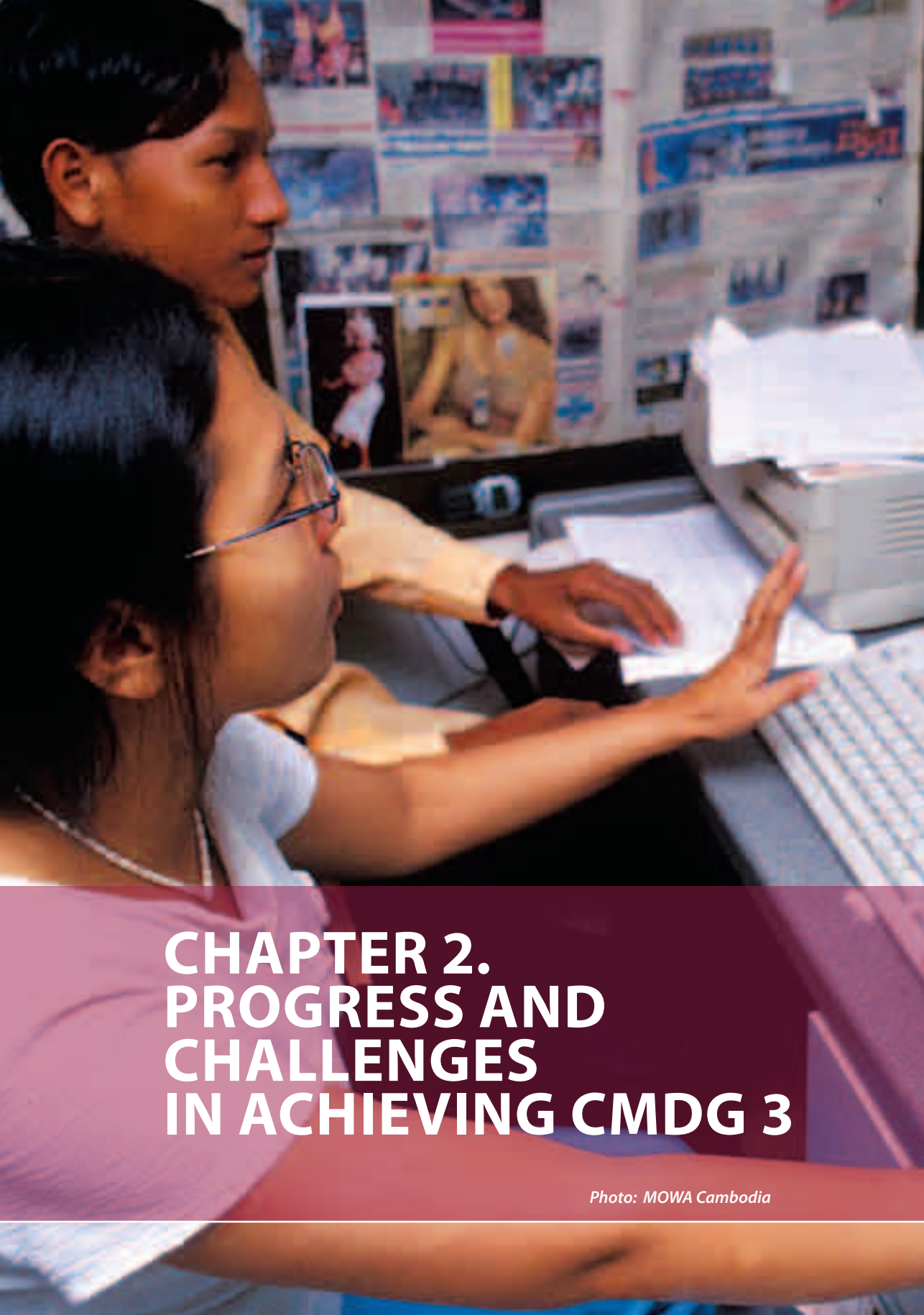
In face of the importance of promoting women's equality and women's empowerment, including its importance as a prerequisite to the achievement of all of the MDGs, the RGC has chosen to accelerate its efforts on CMDG 3 (Gender Equality and Women's Empowerment) with a special focus on women's economic empowerment.

RGC undertook formulation of the MAF, including the preparation of the Action Plan, under the overall leadership of MOWA using a participatory and systematic process of development and assessment that involved line ministries (LMs), development partners (DPs), non-governmental organizations (NGOs), the private sector (PS) and civil society. Initially, a desk review of available data and resources was undertaken that was followed by bilateral consultations with stakeholders. Thereafter, a two-day MAF Consultation Workshop, co-chaired by the Minister of Women's Affairs and UNDP Country Director, was held from 24-25 July 2012 with representatives from MoWA, other LMs, including the Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of the Economy and Finance (MEF), Ministry of Industry, Mines and Energy (MIME), Ministry of Rural Development (MRD), Ministry of Tourism (MoT), Ministry of Commerce (MoC), MoP, Ministry of Education, Youth and Sports (MoEYS), Ministry of Labour and Vocational Training (MoLVT), Ministry of Land Management, Urban Planning and Construction (MoLMUPC), UNDP, UN Women, International Labour Organization (ILO), International Fund for Agricultural Development (IFAD), Asian Development Bank (ADB), Agencia Española de Cooperación Internacional para el Desarrollo (AECID), Japan International Cooperation Agency (JICA), and other development partners, NGOs and the private sector. Following the Consultation Workshop, an Expert Group (EG) was constituted to continue to build on the draft MAF Action Plan that had been developed at the workshop. Consultations with stakeholders continued to be undertaken by the EG. On 7 September 2012, the EG presented the draft Action Plan to the Government-Development Partners TWG-G for their review and comments. Following up on the work of the EG and the comments of the TWG-G, a Validation Workshop was held on 19 September 2012 with all stakeholders to provide finalizing touches to the

MAF Action Plan and initiate discussions as how to best implement the Plan.

By means of the agreed MAF for CMDG 3, Cambodia has identified the factors that impede progress and has developed acceleration solutions. For each of these solutions, a set of interventions has been established and potential partners have been identified through the development of an Action Plan.

This report is structured as follows: (i) progress and challenges in achieving the CMDGs and CMDG 3 in Cambodia; (ii) priority interventions; (iii) analysis of bottlenecks in priority interventions; (iv) identification and prioritization of solutions to bottlenecks; and (v) action plan and implementation and monitoring-evaluation plan.

A photograph of two women in a room filled with media. The woman in the foreground, wearing glasses and a pink shirt, is pointing at a computer monitor. The woman behind her is looking at the same screen. The background wall is covered with numerous small photographs and posters. A printer and a keyboard are visible on the desk.

## **CHAPTER 2. PROGRESS AND CHALLENGES IN ACHIEVING CMDG 3**

*Photo: MOWA Cambodia*



*Although Cambodia has achieved progress in the past 10 years of MDG implementation, challenges remain. With less than three years remaining to the MDG deadline, Cambodia will have to accelerate its efforts – in collaboration and support by its development partners – if it is to meet CMDG 3 on Women's Equality and Empowerment.*

*This section provides an overview of the major findings of the situation analysis and provides a rationale for the selection of CMDG 3, with a focus on women's economic empowerment. This chapter reflects the outcome of a consultative process and builds upon lessons learned from the implementation of the Rectangular Strategy (RS) II; the National Strategic Development Plan (NSDP) Update (2009-2013) and Neary Rattanak (NR) III: Women as Precious Gems (2009-2013); MoWA's Five-Year Strategic Plan, and its Mid-Term Review; Achieving CMDGs Update Reports 2010 and 2011; the work of key LMs; and the work of different development partners, NGOs, CSOs, and the private sector.*

## PROGRESS STATUS OF MDGs

While Cambodia has made substantial progress in achieving the CMDGs in many areas, the progress has been mixed. The greatest progress has been achieved in CMDG 4 (Child Mortality), CMDG 5 (Maternal Health) and CMDG 6 (HIV/AIDS and Malaria, Dengue Fever and Tuberculosis), which are expected to meet and exceed their 2015 targets.<sup>13</sup> Serious challenges remain in achieving targets in several other CMDGs, notably CMDG

1 (Extreme Poverty and Hunger) and CMDG 7 (Environmental Sustainability). Most importantly, challenges remain in achieving CMDG 3 (Gender Equality and Women's Empowerment). CMDG 3 progress is measured as the reduction of gender disparities in education, employment, participation in public administration and decision-making and violence against women.<sup>14</sup> And slow progress on CMDG 3 contributes to slowing down progress on other CMDGs.

Disempowered women are likely to suffer violence, discrimination, abuse, and poor health and to experience difficulty securing an economic existence for themselves and their families. This not only leaves a society deprived from large parts of its talents and work forces, but also diminishes the chances of families and communities to get out of the trap of poverty and exacerbates Cambodia's growth agenda and its human and socio-economic development. According to the Organization for Economic Co-Operation and Development (OECD), the economic empowerment of women is a prerequisite for sustainable development, pro-poor growth and the achievement of all the MDGs. Gender equality and empowered women are catalysts for multiplying development efforts. Investments in gender equality yield the highest returns of all development efforts.<sup>15</sup>

13. Achieving CMDGs Update Report, 2010, MoP, UNDP.

14. Ibid.

15. OECD (2010), Accelerating progress towards the MDGs, through pro-poor growth: policy messages from the DAC Network on Poverty Reduction, OECD, Paris.

## CMDG3 PROGRESS STATUS

The Cambodian economy is narrowly based and driven by four main sectors: garment manufacturing, tourism, construction and agriculture. Eighty point four percent of Cambodian women aged 15 years and over participate in the Cambodian workforce;<sup>16</sup> 90 percent of workers in the low-paying jobs in the garment industry are women;<sup>17</sup>

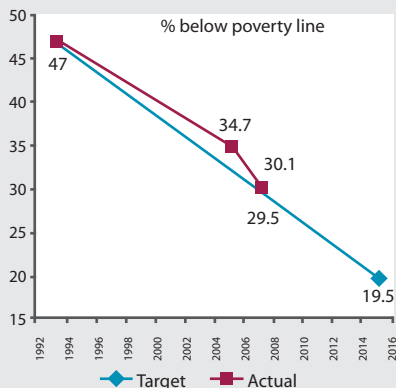
7 percent of female wage employment are in agriculture;<sup>18</sup> and women constitute 27 percent of wage employment in the formal sector.<sup>19</sup>

According to Achieving Cambodia's MDGs - Update 2011 (Update 2011), one of the specific gaps that requires bridging in CMDG 3 is employment.

**GRAPH 1:**

### CAMBODIA: GOOD PROGRESS ON NATIONAL AVERAGE BUT INEQUALITY HAS INCREASED

#### Poverty decrease was on track until 2007



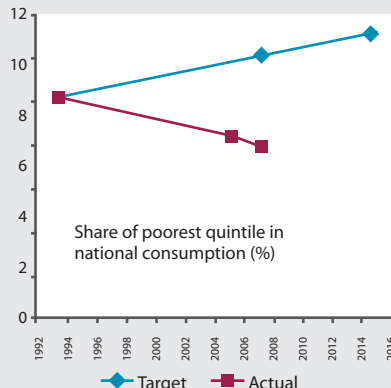
Latest Data point: 2007

Deviation from path: -2%

**On track**

But...

#### Inequality had increased



Latest Data point: 2007

Deviation from path: -35%

**Off-track**

Source: UNDP Cambodia, 2010, CMDG Current Status

16. Cambodia Socio-Economic Survey (CSES) 2009 – MoP-National Institute of Statistics (NIS), 2009.

17. Veasna Nuon, Melisa Serrano, EdliraKhafa, Women and Gender Issues in the Trade Unions in the Cambodian Garment Industry, ILO and AECID, 2011: Phnom Penh, Cambodia.

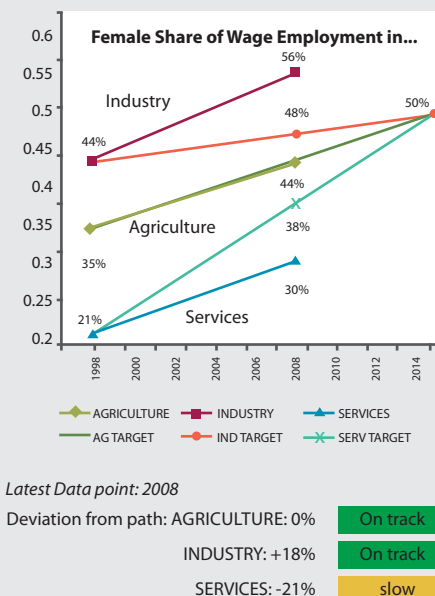
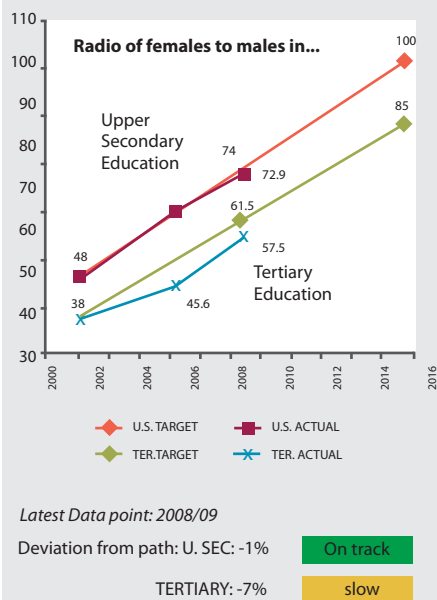
18. Royal Government of Cambodia, Achieving Cambodia's Millennium Development Goals, Update 2010, MoP.

19. CSES 2009, MoP, NIS 2009.



**GRAPH 2:**

**A SIMILAR PICTURE FOR WOMEN'S EMPOWERMENT**



Source: UNDP Cambodia, 2010, CMDG Current Status

Moreover, one of the targets under CMDG 3 is to eliminate gender disparities in wage employment in all economic sectors. In addition, specific targets have been set in agriculture (primary sector) – CMDG target 3.5; industry (secondary sector) – CMDG 3.6; and services (tertiary sector) – CMDG 3.7.

TABLE 2. CMDG 3 PROGRESS STATUS			
CMDG 3: Promote Gender Equality and Empower Women (Extract for targets 5 and 6 only)	Baseline (2004)	Current Value	2015 Target
Target 5: Reduce significantly gender disparities in upper secondary education and tertiary education			
3.3 Ratio of literate females to males 15-24 years old	87	95.7	100
3.4 Ratio of literate females to males 25-44 years old	78	85.9	100
Target 5: Reduce significantly gender disparities in upper secondary education and tertiary education			
3.5 Female share in wage employment in Agriculture	35	44	50
3.6 Female share in wage employment in Industry	44	56	50
3.7 Female share in wage employment in Services	21	30	50

Source: CMDG report 2010 – Current value reflects data of 2008

While, according to Achieving MDGs Update 2010 (Update 2010), Cambodia appeared to be on track to close gender disparities in the agriculture and industry sectors as statistics indicated substantial increases in the female share of wage employment in all sectors from 1998 to 2008, these statistics were taken prior to the global financial crisis of 2008 to 2009.

The impact of the global financial crisis was severe for Cambodia – growth decreased from 6.8 percent in 2009 to 2.6 percent in 2010.<sup>20</sup> The shock resulting from the crisis showed several structural weaknesses of the Cambodian economy and made female employment vulnerabilities visible. Even before the turndown, women were mostly employed in export-oriented industries, which suffered the first cuts with the economic downturn<sup>21</sup> along with severe deterioration of employment quality. Consequently, Targets 3.5 (Female share in wage employment in Agriculture -primary sector) and 3.6 (Female share in wage employment in

Industry -secondary sector) have no guarantee of self-sustaining their trajectory following the financial crisis.

In The Cambodian MDG Update 2010, progress toward Target 3.7, which measures the female share of wage employment in the service (tertiary) sector, was rated as slow at 30 percent against the target of 50 percent. The report specifically noted that much more attention needs to be paid to the service sector.

Women's employment in the tertiary sector is crucial for the advancement of gender equality and better opportunities for women for at least two reasons: first, no matter how limited, the public sector tends to be a better employer for women as they are likely to suffer less discrimination and abuse there than in other sectors while also benefiting from social and legal protection; second, the tertiary sector comprises many vital services, of which public administration is only one, and therefore

20. Case Study for the MDG Gap Task Force Report, ODI, May 2010.

21. Human Capital Implications of Future Economic Growth in Cambodia, UNDP Discussion Paper No. 8, 2011.

constitutes a good reservoir for women's employment. Unlike manufacturing, the sectors of education, health, information and communication added jobs through 2009 and 2010 and are likely to continue to do so.<sup>22</sup>

If progress on achieving Targets 3.5, 3.6, and 3.7 comes to a serious slowdown in the next few years leading up to the MDG deadline, they are likely to drive the CMDG 3 off track.

Both MDG Reports Update 2010 and Update 2011 emphasized that more attention also needs to be paid to women in the informal economy, a critical but vulnerable source of livelihood for women. Update 2011 noted that the more serious challenge is to create opportunities for women workers to shift out of self-employment and unpaid family work into wage employment. Data from the Census of 1998 suggest that only about 7 percent of the female workers were engaged in wage employment. This proportion rose to about 14 percent in 2008, implying that well over 80 percent of women are self-employed in unpaid family work,<sup>23</sup> most of it in the informal sector.

According to the recently released Cambodia Economic Census, 2011, as of 1 March 2011, among the 505,134 establishments in Cambodia, the number of persons engaged in the establishments is 1,676,263, being composed of 650,179 males accounting for 38.8 percent and 1,026,084 females accounting for 65.1 percent (p. IV-1-3); 80 percent of the establishments have only one or two persons engaged (p. I-12); and 93.8 percent of individual proprietors are not registered and do not have a legal status in Cambodia (p. I-13).

Update 2010 concludes that gender issues have been shown to be at the root of many of the development problems faced by Cambodia, in terms of women's ability to avail themselves of, inter alia, economic opportunities and educational opportunities in order to graduate from the informal sector to either enter into wage labour or expand and register their businesses. The Update also recommends stronger gender focus and that specific gender strategies permeate all sector interventions.

Consequently, without accelerated efforts, the CMDG 3 targets will be missed by 2015.

22. *Women and Labour Markets in Asia: Rebalancing for Gender Equality*. ILO & ADB, 2011.

23. Royal Government of Cambodia, *Achieving Cambodia's Millennium Development Goals, Update 2011*, page 17.

A photograph showing three individuals, two women and a young girl, engaged in a craft activity. They are seated at a table covered with a large sheet of pink paper. The woman on the left wears a yellow and black jacket over a pink shirt. The woman in the center wears a white long-sleeved shirt and is using pink scissors to cut the paper. The young girl on the right, wearing a pink jacket with rainbow-colored cuffs, looks directly at the camera. In the background, there is a window with vertical bars and a poster on the wall.

## CHAPTER 3. STRATEGIC INTERVENTIONS

Photo: APHEDA

*Challenges of uneven progress in countries worldwide underscore why domestic policies and effective interventions are critical to accelerating MDG progress. This section provides an overview of the major findings of the situation analysis and identifies and prioritizes the interventions that are critical to accelerating progress toward CMDG 3 targets by 2015. This section focuses on the following question: is the country fully implementing all interventions identified as relevant, evidence-based, cost-effective, and country-specific for meeting the objectives of CMDG 3 efforts?*

#### BOX 1:

#### DEFINITION OF INTERVENTIONS

Within the MDG Acceleration Framework, an intervention is defined as the delivery of a package of goods and services, and/or infrastructure to achieve development goals and targets within a set timeline. Interventions must be evidence-based and have proven impact; required interventions must be also be grounded in real needs and not be a wish list.

## MAPPING HIGH-IMPACT INTERVENTIONS

The MAF process starts by mapping out and prioritizing the required interventions that will have the greatest country-specific, near-term impact in reaching a priority MDG target.

A mapping of existing programmes that enhance women's economic empowerment in Cambodia was undertaken and, as a result thereof, a number of key interventions were profiled in the Situational Assessment Report and presented during the Consultation Workshop held in July 2012. Once interventions were identified, they were prioritized based on their likely development impact to achieve the MDG target. In general, MAF seeks to prioritize interventions that have near-term impact, but that can yield results that can be sustained in a long-term.

The Rectangular Strategy Phase II (RS II) notes that "the Royal Government considers women as the backbone of the society and economy" and promotion of women's economic empowerment is a priority action to be addressed by the RGC through implementation of the Neary Rattanak III, MoWA's five-year strategic plan.<sup>24</sup> The economic empowerment of women is one of six strategic priorities in Neary Rattanak II and III, MoWA's Five-Year Strategic Plans, and an important element in the Implementation of the Gender Equality Policy component of the Royal Government's National Strategic Development Plan (NSDP). The NDSP calls for expansion of opportunities and employment creation for women, including in the informal sector, by supporting needs assessments; facilitating partnerships to set up support mechanisms for women entrepreneurs; developing programmes on capacity and skills development and advocate for scholarships for women; advocating for and monitor mechanisms

24. National Strategic Development Plan Update 2009-2013.

for providing decent jobs to women including vulnerable, disabled and indigenous women; and establishing a consultation and information centre for women. In addition, NDSP aims to strengthen business development services and develop micro, small and medium enterprises and livelihood skills development for women; design pilot projects in communities to increase employment opportunities for women; and set up women's associations and entrepreneur networks and support access to information on microfinance services for women entrepreneurs.

## IDENTIFIED INTERVENTIONS

Based on the initial review of available data and bilateral meetings conducted with officials from LMs, DPs, NGOs, and the private sector, the following general interventions were noted by different stakeholders to promote economic empowerment for women in Cambodia:

- Expanding and improving employment opportunities for women, including the informal sector
- Establishing Women's Development Centres (WDCs) to provide basic skills training in traditional women's occupations and enhancing the capacity of WDCs to provide enhanced services to women, including the provision of business training skills and business management
- Providing technical and vocational education training
- Providing gender mainstreaming in curricula of Technical and Vocational Education (TVET) programmes
- Providing access to employment opportunities through the establishment of the National Employment Agency (NEA) and/or job centres
- Establishing skills standards in various sectors to meet the needs of industry and narrow the skills gap
- Establishing a labour market information system to match training to labour market needs
- Improving working conditions for women
- Providing skills development, capacity building and business development services for micro, small and medium enterprises (MSMEs) established for women
- Improving the business enabling environment, including ensuring the transparency of the process
- Supporting and streamlining trade-related support services to women-owned enterprises and women producer groups in Cambodia through the establishment of a 'Women's Trade Facilitation Unit'
- Incentivizing SME/Is to adopt technology to improve quality and enable standards certification
- Expanding agricultural extension services to improve rural livelihoods for women and the poor
- Reducing poverty among rural poor by improving post-harvest skills (i.e., food storage, processing and packaging technologies)
- Improving market access for the poor, especially women
- Developing market, exhibition and community production centres
- Providing business support services, including the establishment of village savings banks, networking, marketing and life skills
- Providing value/supply chain development through training from the accessing of raw materials, through to production and subsequently to sales
- Strengthening the capacity building of MoWA to make policy recommendations toward gender mainstreaming in line ministries
- Preparing Gender Mainstreaming Action Plans (GMAP) in line ministries and incorporating GMAP in sector plan

## THREE INTERVENTION AREAS TO PROMOTE WOMEN'S ECONOMIC EMPOWERMENT

During the Consultation Workshop held in July 2012, the general interventions were reviewed by the experts. The following interventions were identified across three main areas that facilitate the promotion of women economic empowerment:

### *(a) Capacity and Skills Development*

- Increase the capacity of women through job, vocational, and business training
- Increase access to employment opportunities through the establishment (enhancement) of the National Employment Agency with a special focus on women and/or creation of additional job centres with a special focus on women
- Enhance the 13 WDCs under the auspices of MoWA
- Create public private partnerships for WDCs (i.e., pilot project for WDC in Siem Reap province)
- Enhance Community Study Centres in all 24 provinces (some provinces have more than one centre) that provide literacy programmes, vocational training programmes (sewing) with special focus on women
- Enhance 28 secondary schools that are focusing on general education and vocational training, sciences and skills specific for women (food processing, sewing, etc.) and provide information for women through internet
- Enhance vocational training centres of MRD for women and men in specific skills (sewing, hairdressing, mechanic repairing)
- Maintain and increase priority budget for MoWA, WDCs and economic empowerment sectors

- Provide (increase) budget for other priority ministries (MoEYS, MLVT, MAFF) that directly affect women

### *(b) Promotion and Enhancement of MSMEs*

- Provision of SME skills development and capacity-building (train women entrepreneurs in how to approach MFIs/banks, learn about their loan policies, conditions and requirements; product design; entrepreneurial skills)
- Provide credit for women after the training (Svay Rieng, Takeo, Kampong Speu, Prey Veng, Kampong Cham)
- Provision of limited budget to support community businesses and/or business associations
- Providing business support services with coordination between LM and private sector (networking with other businesses; Market information)
- Sponsor and support study tour for women entrepreneurs so that they can exchange experiences and improve their businesses
- Develop documents on market information and set up online market information system
- Sponsor/enhance support for trade fair for women especially to expand markets for women

### *(c) Rural Livelihoods Development*

- Reduction of poverty among rural poor by improving post-harvest skills (food storage, processing and packaging)
- Improving market access for agricultural and agriculture-related products
- Provide credit for women after the training (Svay Rieng, Takeo, Kampong Speu, Prey Veng, Kampong Cham): MRD
- Provision of support for small businesses and/or small business associations for women through production of handicraft products especially for housewives



- Strengthen product quality and learn how to trademark and meet certification standards
- Create savings groups
- Create different communities/producers' associations (rice, Cambodian cheese, palm sugar and pepper) and encourage women to be the candidates to chair/lead those communities/associations
- Support/accelerate land registration for agricultural purposes
- Provide people with access to land title for 3 million titles focusing on joint titles (60 percent); women owned (15 percent to 20 percent); men owned (10 percent)
- Enhance social land concessions provided to farmers (about 1 million hectares) – 15 percent provided for small economic land concession
- Creation of farmer communities in partnership with MAFF
- Strengthen water user groups (management and maintenance of irrigation system)
- Strengthen product quality and learn how to meet trademark and certification
- Maintain and increase priority budget for MoWA
- Provide (increase) budget for other priority ministries (MoEYS, MLVT, MAFF) that directly affect women, especially during the financial crisis

## PRIORITIZED INTERVENTIONS

After grouping some of the interventions that were identified at the consultation workshop and conducting an analysis based on the impact of which interventions that would have the potential to accelerate progress on CMDG 3 and achieve Targets 3.5 (female share in wage employment in agriculture – primary sector), Target 3.6 (female share in wage employment in industry – secondary sector) and Target 3.7 (female share in wage employment in services – tertiary sector), the experts decided to prioritize the following three umbrella interventions:

*1) Provision of training for jobs for women that are consistent with market demands*

*2) Promotion of the enhancement of MSMEs led by women to ensure that women have the capacity to lead and grow their enterprises and move from the formal to the informal sector*

*3) Improvement of the livelihoods of rural communities, especially of poor women*

The following criteria were applied to assess the likely impact of the identified interventions: (i) incremental outputs and outcomes (additional impact from improved implementation on CMDG 3 targets); (ii) size of the population impacted; (iii) impact ratio (benefit per unit of expenditure); and (iv) speed of impact and ability to accelerate (length of time required to realize the interventions' impact).



### **1. Provision of training for jobs for women that are consistent with market demands**

The target group of this intervention is women who are unemployed or underemployed. In order to achieve the targets to increase the female share of wage employment in industry and services, it is important that women have the skills required by the labour market. According to the MoLVT, there is an increasing number of new entrants into the labour force: an average of 300,000 people (30 percent of whom lack a specific skill or education) have entered the labour market each year from 2003 to 2007, but only around 150,000 new jobs have been created annually.

This intervention was further broken down into the following two key sub-interventions:

#### ***1.1 Enhancing and strengthening the institutional capacity of WDCs***

Women Development Centres (WDCs) under the management of MoWA are one of the key mechanisms for expanding employment opportunities and establishing business development services for women. As part of implementing the national gender equity and women's economic empowerment initiatives, MoWA along with the support of development partners has established WDCs in 13 provinces throughout Cambodia. The first WDC was established in 1994 in Kampot and the most recent WDC was opened in 2012 in Steung Treng. WDCs provide traditional training programmes to poor and marginalized women between the ages of 20 and 30. The skills training provided are centre-based. There is a total of

138 administrative and training staff assigned at the WDCs and approximately 1,900 students complete vocational training courses each year.

Attached hereto as Annex B is a list of the current WDCs established by MoWA, their approaches, activities and donors/partners, past and present.

#### ***1.2 Strengthening and expanding the role of vocational training centres and programmes offered by other LMs to address the unique needs and challenges of women; enhancing partnerships with these centres and increasing the participation of women in their programmes***

MoWA is not the only line ministry (LM) that provides vocational training for women. Training is currently being provided by a multitude of players, including at least four other LMs: the Ministry of Agriculture (MAFF), the Ministry of Education, Youth and Sport (MoEYS), the Ministry of Labour and Vocational Training (MoLVT) and the Ministry of Rural Development (MRD). However, none of the other LMs specifically target women. Most of the LMs provide centre-based training, with the exception of MoLVT and MAFF.

At the present, there are five government ministries: the Ministry of Labour and Vocational Training (MoLVT), the Ministry of Agriculture, Forestry and Fisheries (MAFF), the Ministry of Women's Affairs (MoWA), the Ministry of Rural Development (MRD), the Ministry of Education, Youth and Sports (MoEYS) that provide skills training.

**TABLE 3. SUMMARY OF SKILLS TRAINING PROVIDED BY LINE MINISTRIES**

Ministries	Number of Training Centres	Target Group	Topics	How skills training provided
MoLVT	38	<ul style="list-style-type: none"> <li>- Students who finish secondary or high school</li> <li>- People doing agriculture business</li> </ul>	<ul style="list-style-type: none"> <li>- Services-related</li> <li>- Engineering-related</li> <li>- Agriculture-related</li> </ul>	<ul style="list-style-type: none"> <li>- Centre-based for services, engineering</li> <li>- Mobile for agriculture</li> </ul>
MoWA	13 WDCs	Poor women aged 20 to 30 years	Traditional skills: food processing, sewing, weaving	Centre-based
MRD	5	People in general	Hair dressing, sewing, fertiliser production, repairing cars/ motorbike	Centre-based
MOEYS	298 community learning centres	People in general	Electricity, repairing motorbikes/ telephone Weaving	Centre-based (but their centres are in the village)
MAFF	24 provincial departments	People doing agriculture business	Agriculture skills	<ul style="list-style-type: none"> <li>- Centre-based mostly</li> <li>- Mobile</li> </ul>

The Summary does not include the training that will be provided by the Ministry of Tourism (MoT). MoT is establishing the National Tourism Professional Institute (NTPI) and national tourism education establishments to address the anticipated growth in the tourism sector, one of the four main sectors of the Cambodian economy. In 2011, there were 2.8 million visitors to Cambodia; the forecast of visitors for 2015 and 2020 is 4.5 million and 7 million, respectively. According to the MoT's Tourism Development Strategic plan 2012-2020, in order to ensure the quality of hospitality for the arrival of 7 million tourists, the tourism sector will require an additional 500,000 tourism professionals, in which women are encouraged, as they currently represent approximately 55 percent of the labour force in the tourism sector.

This second key sub-intervention specially notes that the objective is to address the unique needs and challenges of women. This sub-intervention and other noted interventions that follow address the fact that a 'one-size-fits-all' policy approach to skills and business development is insufficient. A dual approach to addressing the equality gap is needed. It must require not only that legislation, programmes and policies that are not specifically targeted for women do not inadvertently maintain or exacerbate any equality gap (the process of Gender Impact Assessment); indeed, it must also require developing policies, programmes and legislation to be women-specific.

## ***2. Promoting and enhancing MSMEs led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the private sector***

The target groups of Key Intervention No. 2 are women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in (Micro/Small/Medium Enterprise) MSMEs.

According to the Cambodia Economic Census 2011, as of 1 March 2011, 65.1 percent of businesses were represented by women (p. III-1-3). However, 80 percent of businesses have only one or two employees; 98 percent are micro-establishments (one to nine employees) and 93.8 percent of individual proprietors are not registered and do not have a legal status in Cambodia.

According to the Global Entrepreneurship Monitor (2002), women make up a substantial proportion of those pursuing entrepreneurship. However, the process of involvement appears to differ significantly in comparison to the process that affects men. In addition, the process of involvement of women differs between rural and urban women and literate and illiterate. The report demonstrates that any national effort to be more inclusive may be greatly facilitated by a more complete understanding of the unique experience of entrepreneurial females.

The GEM studies entrepreneurship and public policy in over 100 countries. Its 2001 Global Report made six public policy recommendations.

One of their strongest recommendations was to facilitate greater levels of female participation. It specifically noted that there is no greater initiative a country can take to realize higher levels of entrepreneurial activity than to encourage more of its women to participate.

The second intervention is also broken down into two key sub-interventions:

### ***2.1 Improving the enabling environment to support women entrepreneurs***

In March 2010, MoWA in partnership with the International Finance Corporation (IFC) hosted a workshop for Cambodian businesswomen to identify issues faced by women in business. Using facilitated group discussions, the women identified legal/regulatory and administrative issues as key problems.

The Cambodia Government–Private Sector Forum (G-PSF) is a useful platform for improving the business environment and the only formal mechanism in the country for firms or individuals that want to raise business-related issues with the government in an effort to seek solutions. While the G-PSF has worked effectively and been credited with major private sector savings and other achievements, unfortunately there has been very little participation of women entrepreneurs in the eight working groups and thus in the policy dialogue.<sup>25</sup>

25. Brenda Murphy, *Report on Improving Regulations for Cambodian Women Entrepreneurs, MoWA-IFC Workshop, 31 March 2010*.

## *2.2 Enhancing women's skills and capacity to lead and upgrade their businesses*

There is no disputing the fact that many of the challenges women entrepreneurs face are the same as those faced by all start-ups, small businesses, and growth-oriented businesses. It seems, however, that women are exposed to special difficulties in the start-up and growth phases of their businesses.

The day-to-day experiences of women entrepreneurs differ from those of men due to the very fact that they are women. Their life experiences are different from those of men; they often lack business experience; and they are socially conditioned differently from men. The concerns and responsibilities of women are different from those of men due to their respective roles in society, the family and the business world. In order to successfully develop a national vision and policy, it is fundamental to first recognize that these differences do exist.

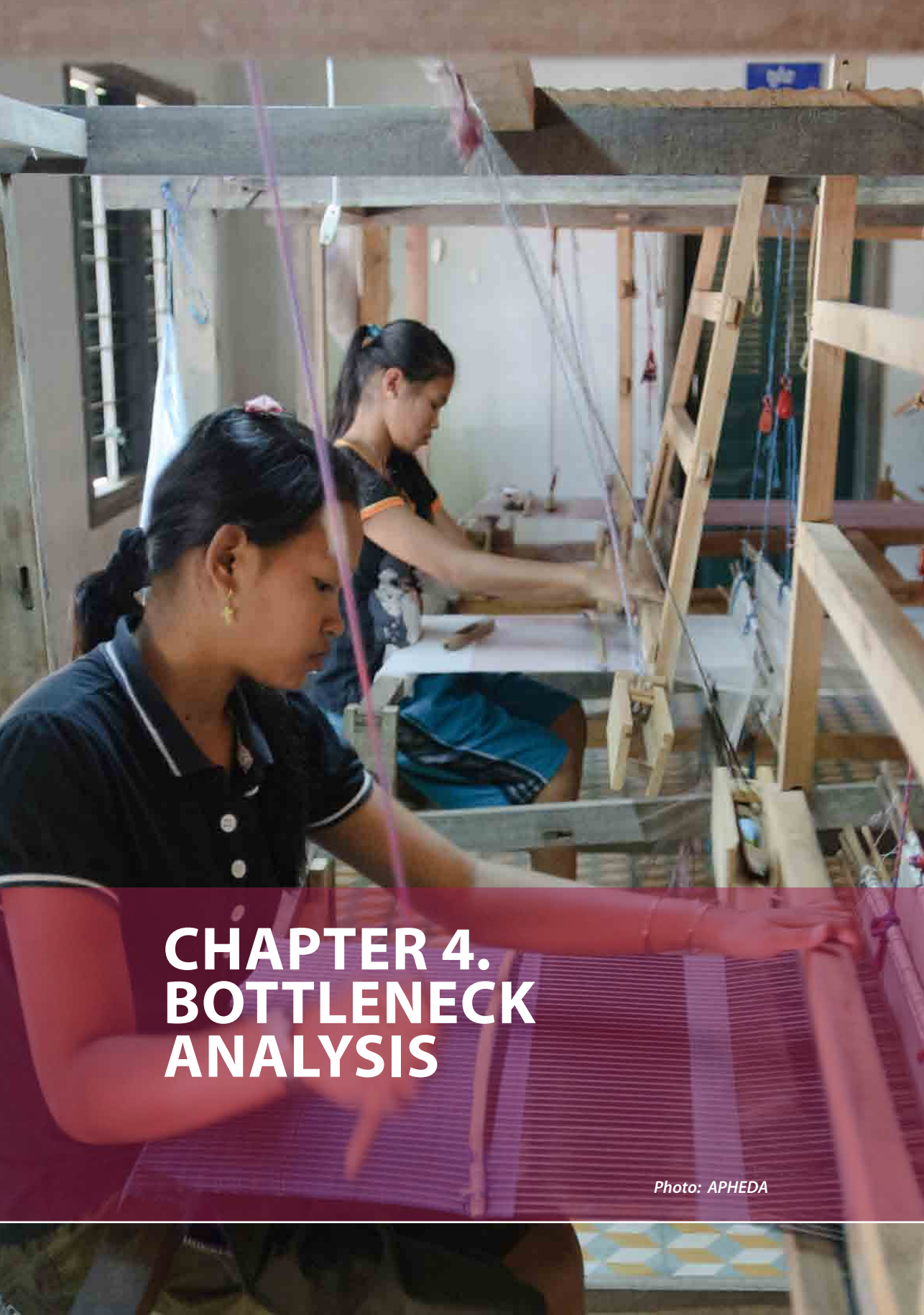
## **3. Improving livelihoods of rural communities, especially poor women**

The target group of Key Intervention No. 3 is poor women in "off-farm" activities.

Agriculture remains the single largest source of primary employment for women and men. However, yields are very low and agricultural extension limited, and although women comprise 51 percent of the primary workforce in subsistence agriculture and 57 percent of the workforce in market-oriented agriculture, they receive only 10 percent of the agricultural extension services. Women are actively engaged in off-farm income-generating activities to supplement household income; however, there is very little understanding of or support for the development and promotion of these activities.<sup>26</sup>

26. Royal Government of Cambodia, *A Fair Share for Women: Cambodia Gender Assessment 2008, Executive Summary*, MoWA, March 2008.



A photograph of two women working on traditional wooden looms in a workshop. The woman in the foreground is wearing a dark blue polo shirt and is focused on her work. The woman in the background is wearing a black and orange shirt and blue shorts. The looms are made of light-colored wood and have many threads running through them. The workshop has a rustic feel with wooden beams and a window in the background.

# **CHAPTER 4. BOTTLENECK ANALYSIS**

*Photo: APHEDA*

*This section attempts to answer the following question: What are the bottlenecks in policy and planning, budget and financing, service delivery (supply), and service utilization (demand) that impede successful implementation of interventions that are not being fully or effectively implemented? It indicates the most prominent and recurrent bottlenecks for blocking full implementation and achieving acceleration and further progress of CMDG 3 in Cambodia.*

After the identification of the key interventions, it is necessary to identify the potential bottlenecks for each intervention, as it is also necessary to determine the potential impact and the feasibility for solving each bottleneck in order to prioritize those bottlenecks.

## **BOX 2:**

### **DEFINITION OF BOTTLENECK**

For the purposes of the MDG Acceleration Framework, 'bottlenecks' are broadly defined as proximate and removable constraints that impede the implementation of MDG-related interventions. Although application of the MAF may also reveal systemic and underlying obstacles to achieving MDG targets, the framework focuses explicitly on proximate or direct-cause constraints to implementation in order to deliver accelerated solutions.

There are two types of bottlenecks: sector-specific and cross-cutting. The MAF identifies sector specific bottlenecks across four (4) categories:

- Policy and planning
- Budget and financing
- Service delivery (supply)
- Service use (demand)

Cross-cutting bottlenecks affect multiple sectors and require an integrated response across line ministries and agencies.

## CAMBODIA SITUATION ANALYSIS

Women exiting the informal sector and entering wage employment or those looking for the creation of better businesses in the informal sector are hampered not only by their poor negotiation skills, their heavier reproductive burden and limited access to market information; in addition, the lack of gender-responsive policies capable of adequately improving women's skills and networking capacities present key constraints. According to *A Fair Share for Women: Cambodia Gender Assessment 2008*, gender disparities remain extensive, primarily because of traditional attitudes about 'appropriate' occupations for women and men.<sup>27</sup> The labour market is also a deeply gendered and discriminates even against skilled women.

Despite the proliferation of vocational training programmes for women in Cambodia, many are of low quality, reinforce gender stereotypes and lock women into traditional gender occupations (i.e., sewing and knitting as opposed to computer science). In addition, many vocational training programmes are geared towards literate women, leaving out the large percentage of women who are illiterate. Hence, there is the need for attention more focused on developing target capacity derived from needs and demands of the private sector and the market and the promotion of women business associations and their capacities to connect self-employed women to more promising national as well as global markets and to expose them to viable business ideas.

Despite a good policy framework and different solid mechanisms in place to promote women's economic empowerment, Cambodia still faces many challenges to put those policies and

strategies into action and best use the existing mechanisms for effective implementation. Different initiatives and interventions are in the early stages, scattered, unevaluated, and not well coordinated.

Initially, sector-specific bottlenecks were identified in the initial Situational Assessment Report under the implementing ministry responsible for specific interventions and the category or categories into which the sector-specific bottleneck fell. Examples of the bottlenecks were shared with participants at the Consultation Workshop. Experts and stakeholders were further asked to identify the bottlenecks that impede the successful implementation of the interventions that had been identified. They were also asked to consider whether the removal of the bottleneck would have a high impact and whether a solution was available. Measuring impact was to be based on evidence available (direct impact, spill-over impact, overall near-term impact) and determining the feasibility of solving the bottleneck required participants to identify whether there was currently something that could be done about the bottleneck. The EG continued this analysis in the preparation of the MAF Action Plan.

## PRIORITIZED BOTTLENECKS

The prioritized bottlenecks are listed under each sub-intervention and key intervention in the Summary Table of Bottlenecks to Key Priority Interventions to Achieve CMDG 3.

Bottlenecks relating to each intervention were identified, prioritized and ranked according to their impacts and the existence or non-existence of quick and effective solutions.

27. Cambodia, *A Fair Share for Women: Cambodia Gender Assessment 2008, Executive Summary, MoWA, March 2008.*



**TABLE 4. SUMMARY TABLE OF BOTTLENECKS TO KEY PRIORITY INTERVENTIONS TO ACHIEVE CMDG 3**

Key interventions	Key Sub-Interventions	Priority bottlenecks	Bottleneck category
<b>1. Provision of training for jobs for women that are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of WDCs	1.1.1 Limited role and functions of WDCs. WDCs currently focus only on the provision of training in traditional vocational skills and do not provide entrepreneurial skills training, business development services, current market information on jobs, and access to credit	Policy and Planning Budget and Financing Service Delivery (Supply) Service Use (Demand)
		1.1.2 Training skills provided do not match the local market demands and lack of trainers with the relevant cutting-edge knowledge to match such market needs as well as address the unique needs and challenges of women	Service Delivery (Supply) Service Use (Demand) Cross-Cutting
		1.1.3 Inadequate monitoring and follow-up system of WDCs to assess the impact of the skills trainings	Policy and Planning
		1.1.4 Limited coordination between WDCs and other vocational training centers of LMs, the private sector, and NGOs	Policy and Planning Cross-Cutting
	1.2.Strengthen and expand the role of vocational training centres and programmes offered by other line ministries to address the unique needs and challenges of women; enhance partnerships with these centres and increase the participation of women in their programmes	1.2.1 Limited cooperation among line ministries that currently provide or will provide vocational training/ programmes	Policy and Planning Cross-Cutting
		1.2.2 Limited focus on ensuring that women are targeted and are beneficiaries of training programmes offered by LMs	Policy and Planning Service Delivery (Supply) Service Use (Demand)
<b>2. Promoting and enhancing MSMEs led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector</b>	2.1 Improving the enabling environment to support women entrepreneurs	2.1.1 Women's needs and concerns in business do not receive sufficient attention from policy makers and are not being sufficiently incorporated into the national policy agenda	Policy and Planning Budget and Financing
		2.1.2 Women's business associations have limited capacity to raise the concerns and needs of women entrepreneurs	Policy and Planning Service Delivery (Supply)

Key interventions	Key Sub-Interventions	Priority bottlenecks	Bottleneck category
Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs		2.1.3 Lack of trust between the private sector and the public sector (lack of coordination, understanding, business information, including business registration process and requirements)	Policy and Planning Service Delivery (Supply) Service Use (Demand)
		2.1.4 Women have limited access to business and market information	Policy and Planning Service Delivery (Supply) Service Use (Demand)
		2.1.5 Limited PPP initiatives on women's economic empowerment	Policy and Planning Budget and Financing Cross-Cutting
	2.2 Enhancing women's skills and capacity to lead and upgrade their MSMEs	2.2.1 Women lack capacity to create, run and expand their businesses	Service Delivery (Supply) Service Use (Demand)
		2.2.2 Women have limited access to financial resources	Policy and Planning Budget and Financing Cross-Cutting
3. Improving livelihoods of rural communities, especially poor women  Target group: poor women in 'off-farm' activities		3.1.1 Limited income generation opportunities for women in poor rural households in the community	Policy and Planning Budget and Financing Service Delivery (Supply) Service Use (Demand)
		3.1.2 Woman-headed households have limited access to credit/capital to start and expand their income generation activities	Budget and Financing Cross-Cutting

## CROSS-CUTTING BOTTLENECKS

The initial situation assessment that was undertaken at the beginning of the MAF process—based on the review of existing data, government programmes and bilateral consultations with officials from LMs, DPs, NGOs, and the private sector uncovered the following cross-cutting bottlenecks that should be taken into consideration when identifying solutions:

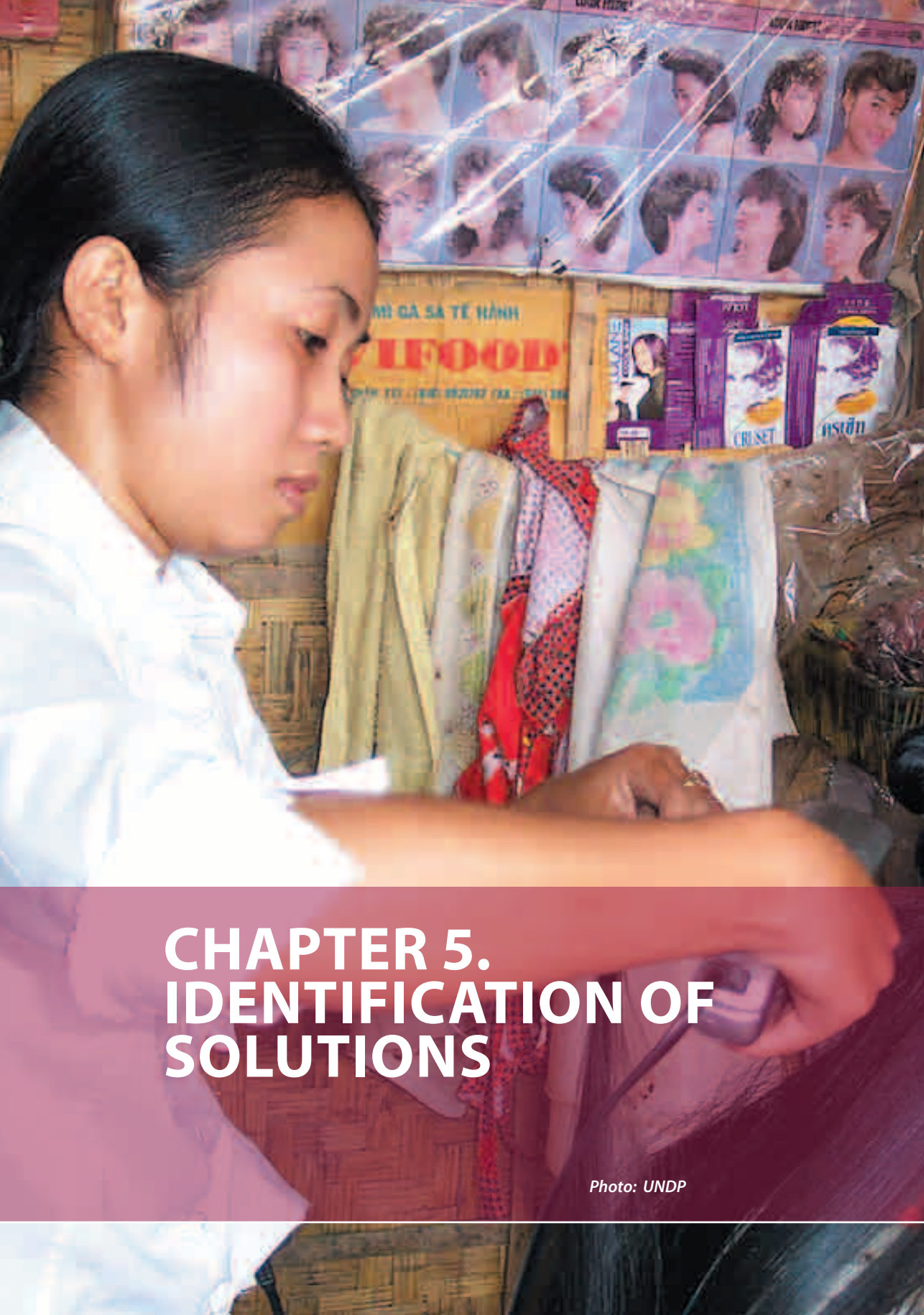
- Gender mainstreaming/gender concepts are not applied comprehensively to training programmes being delivered by the various LMs.
- Budget allocation for programmes to focus on women's economic empowerment is not sufficient.
- Project approval processes take a long time at LMs – lack of institutional capacity and institutional bottlenecks.
- Not many partners indicate interests and commitment to assist in providing programmes to focus on women's economic empowerment.
- A centralized system to pool and retrieve data on completed projects that focus on women's economic empowerment, including information on monitoring and evaluation.
- Programmes for continuing, extensive and labour-intensive support programmes and mentoring are limited.
- Internet and modern communication technology are not yet introduced within ministries comprehensively for sharing information.
- Cultural/social values/traditional attitudes limit women's role and participation in the economic sector.

- The number of gender-responsive service providers for services/programmes provided for women is limited.
- Sex-disaggregated data and gender statistics are not yet developed fully in relevant sectors.
- Public-private partnerships for programmes/ services that focus on economic empowerment are at an infancy stage.
- Line ministries begin to discover merits of working with NGOs and private sector.
- Business development services for women's economic empowerment are limited at present.
- Value/supply chain approach and involvement of the private sector in training and/or capacity building are still new for application.

In the preparation of the MAF Action Plan, the following cross-cutting bottlenecks were found across the three key interventions and sub-interventions:

- Limited access to credit for MSMEs and women in 'off-farm' activities
- Lack of private-public partnerships with WDCs, MSMEs and 'off-farm' income-generation activities
- Lack of business development services in WDCs, for MSMEs and 'off-farm' income-generation activities
- Limited collaboration among line ministries

These cross-cutting bottlenecks have the potential to affect multiple sectors and may require an integrated response across sector ministries/agencies.



## CHAPTER 5. IDENTIFICATION OF SOLUTIONS

Photo: UNDP

*This chapter focuses on identifying the proven local solutions that could be scaled up. The purpose of this chapter is to propose cost-effective solutions based on their impact (magnitude, speed, sustainability and potential adverse effect) to accelerate CMDG3 and their feasibility (governance, capacity, funding availability and additional factors) to implement the solution that would enable Cambodia to accelerate the achievement of CMDG3*

The constraints linked to the poor performance of interventions in achieving CMDG 3 have been subject to an evidence-based analysis for the purpose of identifying acceleration solutions capable of producing greater impact in the short and medium terms to benefit women. It focuses on women's economic empowerment and specifically targets the following groups: unemployed or underemployed women; women in the informal sector; potential women entrepreneurs and women entrepreneurs engaged in SMEs; and poor rural women engaged in off-farm activities. For each of the prioritized bottlenecks, several solutions were considered. Initially, the locally proven solutions that can be applied were considered. A final selection was made on the basis of the solution's impact (in terms of scope/magnitude, rapidity, sustainability and any adverse potential effects) on the bottleneck as well as the governance, capacity, technical/partnerships and financial feasibility of the solution (see details in Table 5).

With these principles in mind, 18 key solutions along with 58 specific concomitant activities were identified and prioritized on the basis of the existing national strategy documents and plans. They are all suitable for short- and long-term implementation from 2013 until 2015, with sustained results beyond 2015.

**TABLE 5. PRIORITIZATION CRITERIA FOR CHOSEN ACCELERATED SOLUTIONS**

Key Interventions	Key Sub-Interventions	Prioritized Bottlenecks	Solutions for Accelerating Progress	Impact of the Solution on the Bottleneck	Feasibility of the Solution
1.Provision of training for Jobs for Women that are consistent with market demands	1.1. Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.1. Limited role and functions of WDCs. WDCs currently focus only on the provision of training in traditional vocational skills and do not provide entrepreneurial skills training, business development services, current market information on jobs and access to credit	1.1.1.1 Expand the role and the responsibilities of the WDCs to provide a range of integrated services, including the provision of information on jobs, training programmes provided by LMs, NGOs, CSOs and the private sector, and access to credit	Extent: high impact to benefit poor women, with repercussions on other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for implementation with the Neary Rattanak (NR) in place, and several LMs being gender-responsive; but inter-ministerial collaboration needs to be strengthened Capability: good capability for planning and implementation due to the number of partners involved Availability of funds: Yes, partly through RGC (MoWA), DPs, PS
		1.1.2. Training skills provided do not match the local market demands and lack of trainers with the relevant cutting-edge knowledge to match such market needs and to address the unique needs and challenges of women	1.1.2.1. Identification of the local market needs for training as they pertain to women and in particular low-skilled and vulnerable female populations	Extent: high positive impact on low-skilled and vulnerable female populations, with repercussions on other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA in partnership with MoLVT, but political willpower may need to be asserted Capability: good capability for planning and implementation, Availability of funds: probable, sources to be determined
			1.1.2.2 Improve the capacity and skills of trainers that are consistent with market demands and that are skilled in addressing the unique needs and challenges of women	Extent: high positive impact on women, with repercussions on the other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA and probable intervention of MoLVT, DPs, and private sector Capability: good capability for planning and implementation Availability of funds: probable; sources to be determined
		1.1.3 Inadequate monitoring and follow-up system of WDCs to assess the impact of the skills training	1.1.3.1 Enhance monitoring and follow-up system of WDCs to assess the impact of the skills trainings	Extent: high impact Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA Capability: good capability for planning and implementation due to the number of partners involved Availability of funds: probable; sources to be determined
		1.1.4 Limited coordination between WDCs and other vocational training centres of the LMs, the private sector and NGOs	1.1.4.1 Improve the coordination between training centres of LMs and the WDCs to share information, and to increase efficiency, effectiveness, and quality of training by reducing overlaps and exchanging good practices and lessons learned	Extent: high positive impact with repercussions on other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination but political willpower needs asserting Capability: a few concerns; needs to strengthen inter-ministerial coordination Availability of funds: probable; sources to be determined
			1.1.4.2 Promote public-private sector partnerships to provide vocational training for women	Extent: high impact to benefit women, with repercussions on the other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: High potential with the Government-Private Sector Forum (G-PSF) playing an important role in improving the country's business environment by improving transparency, accountability, and enforcement of laws and regulations. Capability: a few concerns and political willpower needs asserting Availability of funds: probable; sources to be determined



Key Interventions	Key Sub-Interventions	Prioritized Bottlenecks	Solutions for Accelerating Progress	Impact of the Solution on the Bottleneck	Feasibility of the Solution
	1.2 Strengthen and expand the role of vocational training centres and programmes offered by other LMs to address the unique needs and challenges of women; enhance partnerships with these centres and increase the participation of women in their programmes	1.2.1 Limited cooperation among LMs that currently provide or will provide vocational training programmes	1.2.1.1 Expand the role of the National Training Board (NTB) Secretariat to strengthen the coordination among LMs that provide vocational training in order to address the unique needs and challenges faced by women in accessing vocational training skills	Extent: high positive impact on women, with repercussions on the other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoLVT, but political willpower needs asserting Capability: a few concerns Availability of funds: probable; sources to be determined
			1.2.1.2 Coordinate with the MoT to accelerate the establishment of the National Tourism Professional Institute and national tourism education establishments to ensure that they will address the needs and challenges faced by women in accessing admission to the Institute and to the national tourism education establishments	Extent: high positive impact on women with repercussions on other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoT, but political willpower needs asserting Capability: good capability for planning and implementation Availability of funds: probable; sources to be determined to include DPs and PS
		1.2.2 Limited focus on ensuring that women are targeted and are beneficiaries of training programmes offered by LMs	1.2.2.1 Integrate gender-specific perspectives at the design stage of vocational training, policy and programming	Extent: high positive impact on women with repercussions on the other MDGs Rapidly: medium-term impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA but political willpower needs asserting Capacity: a few concerns Availability of funds: probable; sources to be determined
2. Promoting and enhancing MSMEs led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector	2.1 Improving the enabling environment to support women entrepreneurs	2.1.1 Women's needs and concerns in business do not receive sufficient attention from policy makers and are not being sufficiently incorporated into the national policy agenda	2.1.1.1 Integrate women's issues and challenges in business into the agenda of the Government Private-Sector Forum and the NDSP 2014-2018	Extent: high impact to benefit women, especially women in the informal sector Rapidly: immediate impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA but political willpower needs asserting Capacity: good capability for planning and implementation Availability of funds: probable; sources to be determined
		2.1.2 Women's business associations have limited capacity to raise the concerns and needs of women entrepreneurs	2.1.2.1 Strengthen the capacity and expand the role of women's business associations (including CWEA) to identify the common challenges and needs of women entrepreneurs in MSMEs and advocate with other stakeholders to address these challenges	Extent: high impact to benefit women, especially women in the informal sector Rapidly: immediate impact Sustainability: medium and long terms	Governance: high potential for coordination by MoWA and probable intervention of NGOs and PS Capability: good capability for planning and implementation Availability of funds: probable; sources to be determined
		2.1.3 Lack of trust between the private sector and the public sector (lack of coordination, understanding, business information, including business registration process and requirements)	2.1.3.1 Improve communications and understanding between the public and private sectors	Extent: high impact to benefit women, especially women in the informal sector, with repercussions on the other MDGs Rapidly: immediate impact Sustainability: medium and long terms	Governance: high potential for coordination of LMs through G-PSF, but political willpower needs asserting Capability: a few concerns Availability of funds: probable; sources to be determined

Key Interventions	Key Sub-Interventions	Prioritized Bottlenecks	Solutions for Accelerating Progress	Impact of the Solution on the Bottleneck	Feasibility of the Solution
		2.1.4 Women have limited access to business and market information	2.1.4.1 Provide business development services, including the establishment of an annual women's trade fair to facilitate access to relevant market information	Extent: high impact to benefit women, especially in the informal sector, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination by MoWA, MoC, MIME with intervention of PS Capability: good capability for planning and a few concerns for implementation Availability of funds: probable, sources to be determined
		2.1.5 Limited PPP initiatives on women's economic empowerment	2.1.5.1 Strengthen PPP for women's economic empowerment	Extent: high impact to benefit women, especially in the informal sector, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination by MoWA, MoC, MIME with intervention of PS, but political willpower needs asserting Capability: good capability for planning and a few concerns for implementation Availability of funds: probable, sources to be determined
	2.2 Enhancing women's skills and capacity to lead and upgrade their MSMEs	2.2.1 Women lack capacity to create, run and expand their businesses	2.2.1.1 Strengthen the entrepreneurship capacity for women in MSMEs	Extent: high impact to benefit women, especially in the informal sector, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination by MoWA, MoC, MIME with intervention of NGOs and PS Capability: good capability for planning and a few concerns for implementation Availability of funds: probable, sources to be determined
		2.2.2 Women have limited access to financial resources	2.2.2.1 Expand opportunities for women entrepreneurs to access credit	Extent: high impact to benefit women, especially in the informal sector, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination by MoWA with intervention of PS and NGOs Capability: good capability for planning and implementation Availability of funds: probable, sources to be determined
3. Improving livelihoods of rural communities, especially of poor women		3.1.1 Limited income-generation opportunities for women in poor rural households in the community	3.1.1.1 Expand income generation for poor rural women in 'off-farm' activities (i.e., handicrafts, micro business and services, food processing)	Extent: high impact to benefit women, especially on poor women in rural communities, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination with MoWA, MAFF, MRD, MoC, with intervention by NGOs Capability: good capability for planning and implementation Availability of funds: yes, partly through budgets of LMs, DPs, and NGOs; other sources to be determined
		3.1.2 Woman-headed households have limited access to credit/capital to start and expand their income generation	3.1.2.1 Expand opportunities for woman-headed households to access credit	Extent: high impact to benefit women, especially on poor women in rural communities, with repercussions on other MDGs Rapidly: immediate impact Sustainability: medium- to long-term	Governance: high potential for coordination with MoWA, MAFF, and MRD, with intervention by NGOs and PS Capability: good capability for planning and implementation Availability of funds: yes, partly through budgets of LMs, DPs, and NGOs; other sources to be determined



# 1. PROVISION OF TRAINING FOR JOBS FOR WOMEN THAT ARE CONSISTENT WITH MARKET DEMANDS

## 1.1 Enhance and strength the institutional capacity of WDCs

While the WDCs have a presence throughout Cambodia and have been in existence since 1994, training services related to the economic empowerment of women at the WDCs create only limited impact and outreach to rural communities. Moreover, the sustainability of future service delivery depends exclusively on MoWA funding that it provides through ever decreasing annual allocations from the national Programme Budget. The WDCs as facilities are not being utilized to their full potential, particularly in terms of service delivery for poor and disadvantaged women. The problem exists partly due to structural constraints in public administration, lack of entrepreneurship and above all, the lack of linkages to the overall local economy, in particular the private sector.

Based on the analysis of the prioritized bottlenecks under this key sub-intervention, the following accelerated solutions and the accompanying activities were identified:

*Expand the role and responsibilities of the WDC to provide a range of integrated services, including the provision of information on jobs, training programmes provided by LMs, NGOs, CSOs, and the private sector, and access to credit to LMs, NGOs and private sector organizations and other stakeholders involved in women's economic empowerment*

- Upgrade the capacity of WDCs 1) to deliver an integrated and coherent package of services that include market-oriented skills, enterprise development support, small business management training, shared production and marketing facilities and 2) to facilitate market support through links to existing WDC networks or market outlets
- Improve collaboration between MoWA and the National Employment Agency (NEA) at the national level and improve collaboration between the WDCs and the Jobs Centres and Regional Training Centres (when completed) at provincial levels to gather information on the job market to share with women in the communities
- Identify and collaborate with LMs and NGOs that provide credit and financial institutions and MFIs at the national and provincial levels to obtain credit information to share with women at the WDCs
- Conduct a mapping of training programmes that are being offered by NGOs, CSOs, and the private sector and identify the areas in which WDCs can collaborate with these organizations
- Support WDCs to use the above described mapping of training options in shaping their own work plans and capacity development programmes, taking into consideration the market specificities in their respective areas
- Provide management and leadership training to the directors of the WDCs, which include the development of business plans with quantitative and qualitative targets reflecting the expected impact on women's livelihoods in the respective WDCs' areas
- Provide additional community-based training in the communities where the women reside, thereby also raising awareness about the services delivered by WDCs

*Identification of the local market needs for training as they pertain to women and in particular low-skilled and vulnerable female populations*

- In partnership with MLVT, DG-TVET, any other interested LMs, WDCs and MoWA and their provincial counterparts, participate in a labour market assessment of vocational skills demand, with a special focus on women, in their respective communities
- Participate in the development of a labour market information system, with a special focus on women
- Participate in the development of the National Qualifications Framework to develop skill standards in selected key industries, specifically for women
- Based on the labour market information system and skills standards which are being developed by MLVT in consultation with the private sector and the NTB and its subcommittee on curricula, update the training curriculum of WDCs to make it relevant to the real needs of the community and labour market demand and ensure that it reflects the unique challenges and needs of women

*Improve the capacity and skills of trainers that are consistent with market demands and that are skilled in addressing the unique needs and challenges of women*

- Develop and implement vocational capacity development plan for selected WDCs, in collaboration with similar WDCs, where applicable, to reflect the skills needed in each geographical area. Develop and implement ToT programmes that respond to the new gender-sensitive curriculum for trainers in selected WDCs, in partnership with experts from industry, PTCs, NGOs, and other stakeholders
- Send the WDCs' trainers to upgrade their skills at the National Technical Training Institute (NTTI), as necessary
- WDCs to partner with Cambodia Microfinance Association (CMA) to provide training in credit management for SME creation for WDC trainers

- Sign a MOU between MoWA/WDCs and the private sector through PPP pilot programme to provide skills training that are consistent with market demands at WDCs

*Enhance monitoring and follow-up system of WDCs to assess the impact of the skills training*

- Develop the monitoring, follow-up and reporting system for WDCs, including M & E plan
- Implement the monitoring system in all WDCs and establish a feedback mechanism to ensure the necessary changes are implemented

*Improve the coordination between training centres of LMs and the WDCs to share information and to increase efficiency, effectiveness, and quality of trainings by reducing overlaps and exchanging good practices and lessons learned*

- Develop an agreement among MoWA, MLVT, MRD, MoEYS, and MoT to improve collaboration across training centres (under the management of those LMs), and with WDCs, to share information, exchange knowledge and experiences and to facilitate women's access to vocational training
- Organize a forum among WDCs and other training centres to enhance collaboration and networking in selected provinces

*Promote public-private sector partnerships (PPP) to provide vocational training for women*

- Conduct feasibility study and pilot PPP initiatives in selected WDCs, including PPP for curriculum development and provision of qualified trainers to select WDCs
- WDCs to build network with local private companies and businesses to assess the local job market demand and allow the trainees from WDCs to conduct internships at those companies

***1.2 Strengthen and expand the role of vocational training centres and programmes offered by other line ministries to address the unique needs and challenges of women; enhance partnerships with those centres and increase the participation of women in their programmes***

Based on the multitude of LMs that are engaged in providing vocational training and taking into account that additional training programmes will be available in the near future through the creation of the National Tourism Professional Institute (NTPI) and national tourism education establishments, the following acceleration solutions along with their concomitant activities have been identified:

*Expand the role of the National Training Board (NTB) Secretariat to strengthen the coordination among LMs that provide vocational training in order to address the unique needs and challenges faced by women in accessing vocational training skills*

- Develop a Strategic Framework for guiding collaboration among relevant LMs that provide vocational training for women
- Coordinate with relevant LMs to develop and implement a comprehensive joint work plan to address the unique needs of women in accessing vocational skills training and to harmonize and increase synergy and effectiveness
- Organize regular meetings among the Strategic Framework partners to monitor the progress of implementation of the Joint Work Plan (to be facilitated by NTB Secretariat)

*Coordinate with the MoT to accelerate the establishment of the NTPI and national tourism education establishments to ensure that they will address the needs and challenges faced by women in accessing admission to the Institute and to the national tourism education establishments*

- Engage development agencies, development partners and the private sector in order to mobilize funding for the Institute and national tourism education establishments with particular focus on female students
- Create a foundation for poor students, including poor women, to study tourism skills
- Strengthen internal human resources through capacity-building for officials in the MoT to ensure effective and gender-responsive management

*Integrate gender-specific perspectives at the design stage of policy and programming*

- Ensure that women, and not just households, are specifically targeted as beneficiaries of the technical and vocational education training programmes
- Ensure that there is provision of gender-specific programming and sex-disaggregated data to inform the design stage of vocational training policy and programming

## 2. PROMOTING AND ENHANCING MSMEs LED BY WOMEN TO ENSURE THAT THEY HAVE THE CAPACITY TO LEAD AND GROW THEIR ENTERPRISES AND MOVE FROM THE INFORMAL TO THE FORMAL SECTOR

### 2.1 Improving the enabling environment to support women entrepreneurs

Recognizing the importance of creating an environment to support the establishment and growth of women-owned MSMEs, the following accelerated solutions have been proposed:

*Integrate women's issues and challenges in business into the agenda of the Government Private Sector Forum and the NSDP 2014-2018*

- Partner and liaise with the Working Group on Manufacturing and SME and the Working Group on Trade Facilitation and Export Processing within the G-PSF to address the concerns and challenges faced by women in business, ensure fair representation of women entrepreneurs in the Working Group and facilitate the creation of a Sub-Committee on Women in Business within the Working Groups to specifically address the concerns and challenges of women within the mandate of the Working Groups

*Strengthen the capacity and expand the role of women's business associations (including CWEA) to identify common challenges and needs of women*

*entrepreneurs in MSMEs and advocate with other stakeholders to address these challenges*

- Facilitate the creation of a network of women entrepreneurs (micro and small entrepreneurs; and medium entrepreneurs) in different provinces to share business information, experiences and workable solutions to address their challenges
- Identify and support women's business associations

*Improve communications and understanding between the public and private sectors*

- Provide regular information and disseminate brochures on the process of business registration, other business-related issues of specific concern to women entrepreneurs and the process of obtaining necessary business and export permits to enhance the transparency of the processes
- Organize regular dialogue among women entrepreneurs, the private sector and relevant LMs so that women's issues/challenges in business can be incorporated into their policy-making and implementation

*Conduct a study to identify women-focused business support services to be provided by relevant private sector partners and business associations such as CWEA and Chambers of Commerce*

- Create regular events and trade fairs to facilitate networking among women entrepreneurs, business associations and relevant decision makers, exposing them to business information and market demand and supply
- Facilitate and encourage other business associations to expand their membership by including more women and industries in which women predominate

- Establish a Women's Trade Facilitation Unit (WTFU) to be managed by a women's business association with the support of MoWA and MoC. The WTFU shall act as a one-shop service and information centre for start-ups and business opportunities for existing businesses, custom-designed for women's needs

*Strengthen PPP for women's economic empowerment*

- Assess PPP initiatives in relation to women's economic empowerment
- Identify potential areas and private sector partners and international agencies that could support women's economic empowerment initiatives through PPP in Cambodia
- Pilot smart PPPs, document and showcase their successes that are of relevance to women's economic empowerment
- Prepare a standard PPP agreement and validate it by relevant authorities to facilitate contracts with the private sector
- Review existing policies, laws and regulations, and, if necessary, amend same to integrate PPP concept to support women's economic empowerment

**2.2 Enhancing Women's Skills and Capacity to Lead and Upgrade their MSMEs**

Acknowledging that a significant and systematic gap still exists in the entrepreneurial involvement and business ownership of women compared to men, the following solutions have been made:

*Strengthen the entrepreneurship capacity for women in MSMEs*

- Use cost-effective systems such as the United Nations Volunteers (UNVs) and volunteers from other international organizations to design and/or offer training to respond to the needs of women entrepreneurs in expanding their businesses

- Develop public and social media on success stories of women entrepreneurs to engage women in starting, maintaining and growing MSMEs
- In partnership with women's business associations and the private-sector institutions, facilitate the design and creation of a mentorship programme for women who are just starting their businesses to assist them in growing their businesses by matching them with experienced women business owners

*Expand opportunities for women entrepreneurs to access credit*

- Explore and advocate for the creation of MSME specialized funds for women's business development and promote partnerships with MFIs to enable women to access credit to start and also expand their businesses

### 3. IMPROVING LIVELIHOODS OF RURAL COMMUNITIES, ESPECIALLY POOR WOMEN

In accordance with, inter alia, Priority Area 2 of the MAFF National Medium Term Priority Framework (NMTPF) that focuses on “improved consumer protection and market access to agricultural and related products” by providing support to agro-business, the solutions selected in relation to improving livelihoods of poor women in ‘off-farm’ communities are:

*Expand income generation for poor rural women in ‘off-farm’ activities (i.e. handicrafts, micro business services, food processing)*

- Support the extension of business development services to rural communities, especially those that have experience working with women
- Develop and implement off-farm activities and business programmes for women in poor households on income generation, including the provision of market information and raw materials
- Facilitate the establishment and strengthen woman-headed households’ producer groups to start and expand their income-generation activities
- Provide woman-headed households, self-help groups and other producers’ groups with the following information:
  - Strengthening links to markets
  - Responding to demand from buyers
  - Establishing mechanisms for working together
  - Providing follow-up support on the design and production of new products
- Facilitating access to equipment and working capital as needed

*Expand opportunities for woman-headed households to access credit*

- Promote partnerships with microfinance institutions to enable women to access credit
- Provide women with financial literacy training
- Increase women’s access to MRD and IFAD credit schemes
- Study, pilot and document the experiences and lessons learned from selected women’s cooperative groups and their ability to use joint-capital to expand the business of their individual members
- Operationalize the implementation of the sub-decree on contract farming between MSMEs and capital providers with special focus on poor women in select communities



## **CHAPTER 6. MDG ACCELERATION PLAN: BUILDING A COMPACT**

*Photo: MOWA Cambodia*



*This section focuses on the relevance of building a compact, or partnership based on mutual accountability, to support the RGC to overcome the constraints/bottlenecks identified to promote women's economic empowerment. What could the RGC and its development partners do to address these bottlenecks? In particular, what complementary role could the development partners play and what particular contribution could the UN agencies make in that context to implement the prioritized solutions?*

## MAF ACTION PLAN (AP)

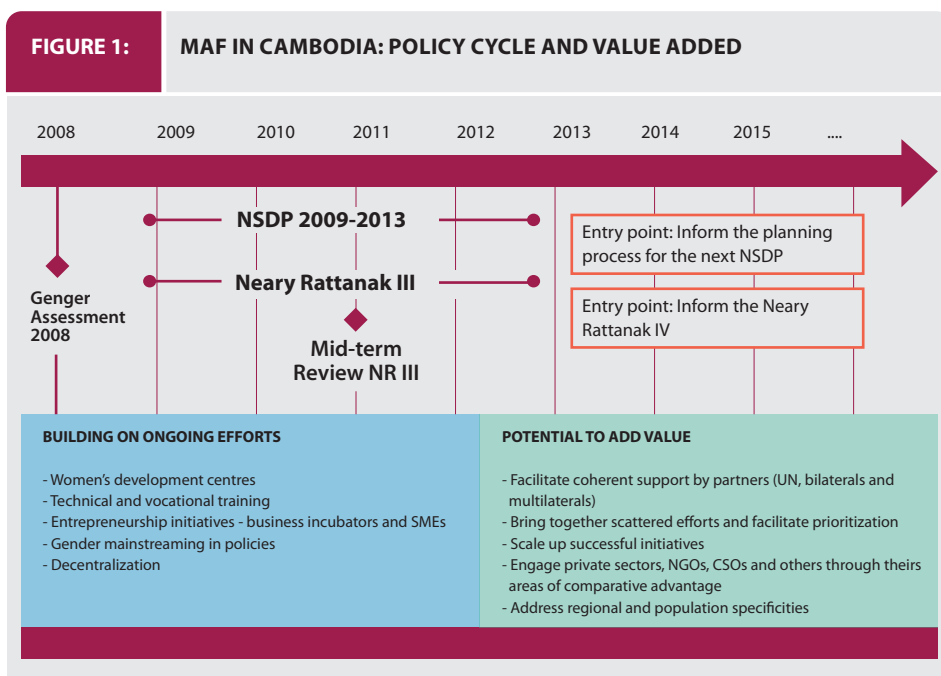
The present MAF analysis has uncovered the most crippling bottlenecks as well as the most effective solutions to address them in the near term to effectively and quickly scale up coverage of these major interventions. However, RGC will not be able to implement these solutions on its own. If these major bottlenecks to achieving CMDG 3 with a special focus on women's economic empowerment are to be effectively removed within the next three years, RGC will need the support of all the stakeholders who can influence women's economic empowerment – not just MoWA, but also other LMs and government agencies, bilateral and multilateral donors, UN funds and agencies, CSOs, and the private sector. Therefore, this MAF analysis is the basis of an AP to bring together all the partners to support the effective implementation and the scaling up of the three key prioritized interventions and their sub-interventions.

The private sector also has a critical role to play in achieving CMDG 3 and it will be called upon to complement the public sector. It is only through this renewed partnership that women's economic empowerment can be achieved.

The MAF Action Plan for the CMDG 3 does not replace existing nationally owned planning processes and frameworks. The Action Plan aims at focusing fragmented efforts and resources of LMs and departments, DPS, and other stakeholders on concrete targeted measures designed to address the achievement of CMDG 3. The AP also aims at determining priorities within existing strategies and plans, making use of and in some cases supplementing existing studies, statistics and lessons learned. It also aims at breaking down silos between sectors and MDGs in favour of cross-sectoral, results-based approach that exploits synergies and leads to new types of collaboration and partnerships. And finally, the AP aims at helping to focus CMDG 3 efforts to address development gaps and disparities by targeting population groups in geographical areas that may be lagging behind, i.e., the rationale for targeting women and not just households; the rationale for targeting poor rural women in 'off-farm' activities; and the rationale for targeting woman-owned businesses.

The AP is also well positioned to feed into RGC's policy cycle as it has the opportunity to inform the planning processes for the next National Strategic Development Plan (NDSP) (2014-2018) and the Neary Rattank IV (2014-2018) and the next five-year strategic plan for Gender Equality and the Empowerment of Women in Cambodia (see Figure 1 below).





The following MAF Action Plan reflects the critical issues pertaining to achieving CMDG 3, prioritized interventions that were identified, prioritized bottlenecks to these interventions, proposed solutions including specific activities for each solution and potential partners for implementation in prioritized areas.

The financing of solutions proposed under the MAF Action Plan is still to be ascertained within the RGC's budget for 2013 and onwards. Financing for the actions approved under the MAF will also be sourced from many diverse but complementary stakeholders. These include DPs, NGOs, and the private sector and within the aid cooperation that Cambodia receives from development partners.

The financing envelope indicates the total cost of implementing the activities to achieve accelerated progress on CMDG 3, current commitments (expectations based on previous commitments, government revenue forecasts, etc.). The financing envelope also includes the current commitment and the financing gap.



**TABLE 6. MAF ACTION PLAN TO PROMOTE WOMEN ECONOMIC EMPOWERMENT IN CAMBODIA**

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.1 Limited role and functions of WDCs. WDCs currently focus only on the provision of training in traditional vocational skills and do not provide: entrepreneurial skills training; business development services; current market information on jobs; and access to credit	1.1.1.1 Expand the role and the responsibilities of the WDCs to provide a range of integrated services, including the provision of information on jobs, training programmes provided by LMs, NGOs, CSOs and the private sector, and access to credit	1. Issue and disseminate information and guidelines on the expanded role of the WDCs to provide additional integrated services, including: provision of information on jobs; available training programmes; access to credit to LMs, NGOs and private sector organizations and other stakeholders involved in women's economic empowerment				a. LMs - MoWA - WDCs  b. DPs - ADB - ILO - UNDP  c. PS
				2. Upgrade the capacity of WDCs to deliver an integrated and coherent package of services that include market-oriented skills, enterprise development support, small business management training, shared production and marketing facilities, and to facilitate market support through links to existing WDC networks or market outlets		UNDP: \$ 15,000 UN WOMEN: \$15,000 MoWA for all 13 WDCs: \$156,000 (based on NR III MTR)		a. LMs - MoWA - NEA - WDCs - PTCs - RTCs - Job Centres  b. DPs - UN Women - ADB - UNDP  c. PS
				3. Improve collaboration between MoWA and the National Employment Agency (NEA) at the national level; and improve collaboration between the WDCs and the Job Centres and Regional Training Centres (when completed) at provincial levels to gather information on the job market to share with women in the communities			\$12,000	a. LMs - MoWA - NEA - WDCs - PTCs - RTCs - Job Centres  b. DPs - ADB - ILO - MLVT

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.1 Limited role and functions of WDCs. WDCs currently focus only on the provision of training in traditional vocational skills and do not provide: entrepreneurial skills training; business development services; current market information on jobs; and access to credit	1.1.1.1 Expand the role and the responsibilities of the WDCs to provide a range of integrated services, including the provision of information on jobs, training programmes provided by LMs, NGOS, CSOs and the private sector, and access to credit	4. Identify and collaborate with LMs and NGOs that provide credit and financial institutions and micro-finance institutions (MFIs) at the national and provincial levels to obtain credit information to share with women at the WDCs			\$3,000	a. LMs - MoWA - WDCs  b. DPs - UNDP - ADB - UN Women  c. PS - FIs - MFIs - CMA
				5. Conduct a mapping of training programmes that are being offered by NGOs, CSOs and the private sector and identify the areas in which WDC can collaborate with these organizations		UNDP: \$9,000  UN Women: \$9,000		a. LMs - MoWA - MLVT  b. DPs - Femmes 3000 - UNDP - UN Women - ADB
				6. Support WDCs to use the above described mapping of training options in shaping their own work plans and capacity development programmes, taking into consideration the market specificities and demand in their respective areas			\$6,000	a. LMs - MoWA - WDCs - PTCs - RTCs  b. DPs - UNDP - UN Women - ADB  c. NGOs

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.1 Limited role and functions of WDCs. WDCs currently focus only on the provision of training in traditional vocational skills and do not provide: entrepreneurial skills training; business development services; current market information on jobs; and access to credit	1.1.1.1 Expand the role and the responsibilities of the WDCs to provide a range of integrated services, including the provision of information on jobs, training programmes provided by LMs, NGOS, CSOs and the private sector, and access to credit	7. Provide management and leadership training to the directors of the WDCs, which include the development of business plans with quantitative and qualitative targets reflecting the expected impact on women's livelihoods in the respective WDC areas		UNDP: \$15,000  UN Women: \$15,000  MoWA: \$15,000		a. LMs - MoWA - WDCs  b. DPs - UNDP - UN Women - ADB  c. NGOs
				8. Provide additional community-based training in the communities where women reside, thereby also raising awareness about the services delivered at the WDCs			\$90,000	a. LMs - MoWA - WDCs  b. DPs - IFAD - ADB - UN Women
		1.1.2 Training skills provided do not match the local market demands; lack of trainers with the relevant cutting-edge knowledge to match such market needs as well as capacity to address the unique needs and challenges of women	1.1.2.1 Identification of the local market needs for training as they pertain to women and in particular low-skilled and vulnerable female populations	1. In partnership with MLVT, DG-TVET, any other interested LMs, WDCs and MoWA and their provincial counterparts, participate in a labour market assessment of vocational skills demand, with a special focus on women, in their respective communities				a. LMs - MoWA - MLVT - TVET - WDCs  b. DPs - ADB
				2. Participate in the development and establishment of a labour market information system, with a special focus on women				a. LMs - MLVT - MoWA  b. DPs - ADB
				3. Participate in the development of the National Qualifications Framework to develop skills standards in selected key industries, specifically for women				MLVT, ADB, MoWA

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.2 Training skills provided do not match the local market demands; lack of trainers with the relevant cutting-edge knowledge to match such market needs as well as capacity to address the unique needs and challenges of women	1.1.2.1 Identification of the local market needs for training as they pertain to women and in particular low-skilled and vulnerable female populations	4. Based on the labour market information systems and skills standards (which are being developed by MLVT in consultation with the private sector and the NTB and its subcommittee on curricula), update the training curriculum of WDCs to make it relevant to the real needs of the community and labour market demand and ensure that it reflects the unique challenges and needs of women			\$90,000	a. LMs - MoWA - WDCs - NTB  b. DPs - IFAD - ADB - UN Women
			1.1.2.2 Improve the capacity and skills of trainers that are consistent with market demands and that are skilled in addressing the unique needs and challenges of women	1. Develop and implement vocational capacity development plan for selected WDCs, in collaboration with similar WDCs, where applicable, to reflect the skills needed in each geographical area			\$9,000	a. LMs - WDCs - PTCs  b. DPs - UN Women - UNDP - ADB - PyD
				2. Design and conduct ToT programmes that respond to the new gender-sensitive curriculum for trainers in selected WDCs, in partnership with experts from industry, Provincial Training Centres (PTCs), NGOs, and other stakeholders			\$90,000	a. LMs - WDCs b. DPs - UN Women - UNDP - ADB - PyD
				3. Send WDCs' trainers to upgrade their skills at National Technical Training Institute (NTTI), as necessary			\$14,400	a. LMs - WDCs - MLVT
				4. WDCs to partner with Cambodia Microfinance Association (CMA) to provide training in credit management for SME creation for WDC trainers			\$11,340	a. LMs - WDCs - NTTI - WDCs  b. PS - CMA

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.2 Training skills provided do not match the local market demands; lack of trainers with the relevant cutting-edge knowledge to match such market needs as well as capacity to address the unique needs and challenges of women	1.1.2.2 Improve the capacity and skills of trainers that are consistent with market demands and that are skilled in addressing the unique needs and challenges of women	5. Sign a MoU between MoWA/WDCs and the private sector through PPP pilot programme to provide skills training that are consistent with market demands at WDCs			\$60,000	a. LMs - WDCs  b. DPs - ILO - ADB - UNDP  c. PS - Cocacola - others ILO, ADB
		1.1.3 Inadequate monitoring and follow-up system of WDCs to assess the impact of the skills training	1.1.3.1 Enhance monitoring and follow-up system of WDCs to assess the impact of the skills training	1. Develop the monitoring, follow-up and reporting system for WDCs, including M&E plan			\$10,800	a. LMs - MoWA - WDCs  b. DPs - UNDP - UN Women - ADB
				2. Implement the monitoring system in all WDCs and establish a feedback mechanism to ensure the necessary changes are implemented			\$4,320	a. LMs - MoWA - WDCs  b. DPs - UNDP - UN Women - ADB
		1.1.4 Limited coordination between WDCs and other vocational training centres of LMs the private sector, and NGOs	1.1.4.1 Improve the coordination between training centres of LMs and the WDCs to share information, to increase efficiency, effectiveness, and quality of training by reducing overlaps and exchanging good practices and lessons learned	1. Develop an agreement among MoWA, MLVT, MAFF, MRD, MoEYS, and MoT to improve collaboration across training centres (under the management of those LMs) and with WDCs to share information, exchange knowledge and experiences and to facilitate women's access to vocational training				a. LMs - MoWA - MLVT - MAFF - MRD - MoT
				2. Organize a forum among WDCs and other training centres to enhance collaboration and networking in selected provinces			\$9,000	a. LMs - MoWA - WDCs  b. DPs - UNDP - UN Women - ADB - PyD

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.1 Enhance and strengthen the institutional capacity of Women's Development Centres (WDCs)	1.1.4 Limited coordination between WDCs and other vocational training centres of LMs the private sector, and NGOs	1.1.4.2 Promote public-private sector partnerships to provide vocational training for women	1. Conduct feasibility study and pilot PPP initiatives in selected WDCs, including PPP for curriculum development and provision of qualified trainers to select WDCs			\$145,618	a. LMs - MoWA - WDCs  b. DPs - ADB  c. NGOs G-PSF  d. PS - Cocacola - Others
				2. WDCs to build network with local private companies and businesses to assess the local job market demand and allow the trainees from WDCs to conduct internships at those companies			\$18,000	a. LMs - MoWA - WDCs  b. DPs - UNDP - UN Women - ADB - PyD
	1.2 Strengthen and expand the role of vocational training centres and programmes offered by other line ministries to address the unique needs and challenges of women, enhance partnership with these centres and increase the participation of women in their programmes	1.2.1 Limited cooperation among line ministries that currently provide or will provide vocational training programmes	1.2.1.1 Expand the role of the National Training Board (NTB) Secretariat to strengthen the coordination among LMs that provide vocational training in order to address the unique needs and challenges faced by women in accessing vocational skills training	1. Develop a strategic framework for guiding collaboration among relevant LMs that provide vocational training for women			\$1,000	a. LMs - NTB Secretariat - MoWA - MLVT - MAFF - MRD - MoEYS - MoT  b. DPs - ADB
				2. Coordinate with the relevant line ministries to develop and help implement a comprehensive joint work plan to: address the unique needs of women in accessing vocational skills training; to harmonize and increase synergy and effectiveness			\$4,500	a. LMs - NTB  Secretariat - MoWA - MLVT - MAFF - MRD - MoEYS - MoT  b. DPs - ADB



Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.2 Strengthen and expand the role of vocational training centres and programmes offered by other line ministries to address the unique needs and challenges of women, enhance partnership with these centres and increase the participation of women in their programmes	1.2.1 Limited cooperation among line ministries that currently provide or will provide vocational training programmes	1.2.1.1 Expand the role of the National Training Board (NTB) Secretariat to strengthen the coordination among LMs that provide vocational training in order to address the unique needs and challenges faced by women in accessing vocational skills training	3. Organize regular meetings among the strategic framework partners to monitor the progress of implementation of Joint-Work Plan (to be facilitated by NTB Secretariat)			\$6,000	a. LMs - NTB Secretariat - MoWA - MLVT - MAFF - MRD - MoEYS - MoT  b. DPs - ADB
			1.2.1.2 Coordinate with the MoT to accelerate the establishment of the National Tourism Professional Institute and national tourism education establishments to ensure that they will address the unique needs and challenges faced by women in accessing admission to the Institute and to national tourism education establishments	1. Engage development agencies, development partners and the private sector in order to mobilize funding for the Institute and national tourism education establishments, with a particular focus on female students			\$5,000	a. LMs - MoT - MoWA  b. DPs  c. PS
				2. Create a foundation for poor students, including poor women, to study tourism skills			\$100,000	a. LMs - MoT - MoWA  b. DPs  c. PS
				3. Strengthen internal human resources through capacity-building for officials in the MoT to ensure effective and gender-responsive management			\$30,000	a. LMs - MoT - MoWA  b. DPs  c. PS
		1.2.2 Limited focus on ensuring that women are targeted and are beneficiaries of training programmes offered by LMs	1.2.2.1 Integrate gender-specific perspectives at the design stage of vocational training policy and programming	1. Ensure that women, and not just households, are specifically targeted as beneficiaries of the technical and vocational education training programmes			\$15,000	a. LMs - NTB Secretariat - MoWA - MLVT - MAFF - MRD - MoEYS - MoT  b. DPs - ADB

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>1. Provision of training for jobs for women which are consistent with market demands</b>  <b>Target group: women who are unemployed or underemployed</b>	1.2 Strengthen and expand the role of vocational training centres and programmes offered by other line ministries to address the unique needs and challenges of women, enhance partnership with these centres and increase the participation of women in their programmes	1.2.2 Limited focus on ensuring that women are targeted and are beneficiaries of training programmes offered by LMs	1.2.2.1 Integrate gender-specific perspectives at the design stage of vocational training policy and programming	2. Ensure that there is provision of gender-specific programming and sex-disaggregated data to inform the design stage of vocational training policy and programming				a. LMs - NTB - Secretariat - MoWA - MLVT - MAFF - MRD - MoEYS - MoT  b. DPs - ADB
Subtotal Intervention 1					\$971,978	\$249,000	\$722,978	
Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>2. Promoting and enhancing Micro/ Small/ Enterprises (MSMEs) led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector</b>  <b>Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs</b>	2.1 Improving the enabling environment to support women entrepreneurs	2.1.1. Women's needs and concerns in business do not receive sufficient attention from policymakers and are not being sufficiently incorporated into the national policy agenda	2.1.1.1 Integrate women's issues and challenges in business into the agenda of the Government-Private Sector Forum and the NSDP 2014-2018	1. Partner and liaise with the Working Group on Manufacturing and SME, and the Working Group on Trade Facilitation and Export Processing (within the G-PSF) to address concerns and challenges faced by women in business, ensure fair representation of women entrepreneurs in the Working Groups and facilitate the creation of Sub-Committees on Women in Business within the Working Groups to specifically address the concerns and challenges of women within the mandate of the Working Groups			\$45,000	a. LMs - MoWA - MIME - MoC - CDC - G-PSF  b. DPs - IFC/WB - UN Women  c. PS - CWEA - FASMEC (Federation of Association for Small, Medium Enterprises of Cambodia) - CAMFEBA (Cambodian Federation of Employers and Business Associations)

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>2. Promoting and enhancing Micro/ Small/ Enterprises (MSMEs) led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector</b>  <b>Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs</b>	2.1 Improving the enabling environment to support women entrepreneurs	2.1.2 Women's business associations have limited capacity to raise the concerns and needs of women entrepreneurs	2.1.2.1 Strengthen the capacity and expand the role of women's business associations (including CWEA) to identify the common challenges and needs of women entrepreneurs in MSMEs and advocate with other stakeholders to address these challenges	1. Facilitate the creation of networks of women entrepreneurs (micro, small and medium entrepreneurs) in different provinces to share business information, experiences and workable solutions to address their challenges			\$15,000	a. DPs - IFC/WB  b. NGOs  c. PS - CWEA - EME - FASMEC - MFIs, Commercial Banks
				2. Identify and provide support to women's business associations			\$31,000	a. DPs - IFC/WB - USAID  b. NGOs  c. PS - CWEA - EME - FASMEC - MFIs, Commercial Banks
		2.1.3 Lack of trust between the private sector and the public sector (lack of coordination, understanding, business information, including business registration process and requirements)	2.1.3.1. Improve communications and understanding between the public and private sectors	1. Provide regular information and disseminate brochures on the process of business registration, other business-related issues of specific concern to women entrepreneurs and the process of obtaining necessary business and export permits to enhance the transparency of the processes			\$30,000	a. LMs - MoC - MIME - MAFF  b. DPs - WB/IFC - GIZ  c. PS - FASMEC - CAMFEBA - CWEA - Chamber of Commerce
				2. Organize regular dialogue among women entrepreneurs, the private sector and relevant LMs so that women's issues/ challenges in business can be incorporated in their policy-making and implementation			\$12,000	a. LMs - MoC - MoWA  b. DPs - IFC/WB - UN Women - UNDP  c. PS - CWEA

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>2. Promoting and enhancing Micro/ Small/ Enterprises (MSMEs) led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector</b>  Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs	2.1 Improving the enabling environment to support women entrepreneurs	2.1.4 Women have limited access to business and market information	2.1.4.1 Provide business development services, including the establishment of an annual women's trade fair, to facilitate access to relevant market information	1. Conduct a study to identify women-focused business support services to be provided by relevant private-sector partners and business associations such as CWEA and Chambers of Commerce			\$20,000	a. LMs - Chamber of Commerce  b. DPs - ILO - ADB - IFC/WB c. PS - CWEA
				2. Create regular events and trade fair to facilitate networking among women entrepreneurs, business associations and relevant decision makers, exposing them to business information and market demand and supply				a. LMs - MoWA - MoC - MIME  c. PS - CWEA - EMC
				3. Facilitate and encourage other business associations to expand their membership by including more women and industries in which women predominate			\$ 6,000	a. LMs - MoWA - MoC - MIME  b. DPs - USAID - FASMEC - CAMFEBA  d. PS - CWEA
				4. Establish a Women's Trade Facilitation Unit (WTFU) to be managed by a women business association with the support of MoWA and MoC. The WTFU shall act as a one-stop service and information centre for start-ups and business opportunities, custom-designed for women's needs			\$500,000	a. LMs - MoWA - MoC  b. DPs - WB/IFC - ADB  c. PS - CWEA

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>2. Promoting and enhancing Micro/ Small/ Enterprises (MSMEs) led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector</b>  <b>Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs</b>	2.1 Improving the enabling environment to support women entrepreneurs	2.1.5 Limited PPP initiatives on women's economic empowerment	2.1.5.1 Strengthen PPP for women's economic empowerment	1. Assess PPP initiatives in relation to women's economic empowerment			\$8,000	a. LMs: MoWA, G-PSF b. DPs: IFC, ADB, UNDP c. NGOs d. PS
				2. Identify potential thematic areas and private-sector partners and international agencies that could support women's economic empowerment initiatives through PPP in Cambodia				a. LMs: MoWA, G-PSF b. DPs: IFC, ADB c. NGOs d. PS
				3. Pilot smart PPPs, document and showcase their success, which are of relevance to women's economic empowerment		ADB		a. DPs: ADB, GIZ, UNDP
				4. Prepare a standard PPP agreement and validate it by relevant authorities			\$150,000	a. DPs: ADB
				5. Review existing policies, laws and regulations and, if necessary, amend same to integrate PPP concept to support women's economic empowerment			\$18,000	a. DPs: ADB, GIZ, UNDP
	2.2 Enhancing women's skills and capacity to lead and upgrade their MSMEs	2.2.1 Women lack capacity to create, run and expand their businesses	2.2.1.1 Strengthen the entrepreneurship capacity for women in MSMEs	1. Use cost-effective systems such as United Nations Volunteers (UNV) and volunteers from other international organizations to design and/or offer training to respond to the needs of women entrepreneurs in expanding their business				a. LMs - MoWA - WDC b. DPs - UNV - UNDP - UN Women c. NGOs - SNV - IDE
				2. Develop public and social media on success stories of women entrepreneurs to engage women in starting, maintaining and growing MSMEs				a. NGOs - WMC b. PS - CWEA

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
2. Promoting and enhancing Micro/ Small/ Enterprises (MSMEs) led by women to ensure that they have the capacity to lead and grow their enterprises and move from the informal to the formal sector	2.2 Enhancing women's skills and capacity to lead and upgrade their MSMEs	2.2.1 Women lack capacity to create, run and expand their businesses	2.2.1.1 Strengthen the entrepreneurship capacity for women in MSMEs	3. In partnership with women's business associations and the private-sector institutions, facilitate the design and creation of a mentorship programme for women who are just starting their businesses that will assist them in growing their businesses by matching them with experienced women business owners			\$100,000	a. NGOs  b. PS - Banks - Accounting Firms
Target Group: women in the informal sector, potential women entrepreneurs and women entrepreneurs engaged in MSMEs		2.2.2 Women have limited access to financial resources	2.2.2.1 Expand opportunities for women entrepreneurs to access credit	2. Explore and advocate for the creation of MSME specialized funds for women's business development and promote partnerships with MFIs to enable women to access credit to start and also expand their businesses				a. PS - CMA
Subtotal Intervention 2					\$ 1,061,000		\$1,061,000	
Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
3. Improving livelihoods of rural communities, especially poor women	3.1 Improving livelihoods of rural communities, especially poor women	3.1.1 Limited income-generation opportunities for women in poor rural households in the community	3.1.1.1 Expand income generation for poor rural women in 'off-farm' activities (i.e., handicrafts, micro business and services, food processing)	1. Support the extension of business development services to rural communities, especially those that have experience working with women			\$150,000	a. LMs - WDCs  b. DPs - IFAD - UN Women  c. NGOs - CEDAC - FLD - CRDT
				2. Develop and implement off-farm activities and business programmes for women in poor households on income generation, including the provision of market information and raw materials			\$1,500,000	a. DPs - IFAD - ADB (check with ADB website)  b. NGOs - SNV - IDE

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
<b>3. Improving livelihoods of rural communities, especially poor women</b>  <b>Target group: poor women in 'off-farm' activities</b>	3.1 Improving livelihoods of rural communities, especially poor women	3.1.1 Limited income-generation opportunities for women in poor rural households in the community	3.1.1.1 Expand income generation for poor rural women in 'off-farm' activities (i.e., handicrafts, micro business and services, food processing)	3. Facilitate the establishment and strengthen woman-headed households' producer groups to start and expand their income-generation activities				a. DP - IFAD - UN Women  b. NGOs - CEDAC - CRDT
				4. Provide woman-headed households' self-help groups' and other producers' groups with the following information: - Strengthening links to markets - Responding to demand from buyers - Establishing mechanisms for working together - Follow-up support on the design and production of new products - Facilitating access to equipment and working capital as needed	CEDAC: \$900,000			a.LMs - WDC - MRD - MAFF - MoC  b. DP - IFAD c. NGOs - CEDAC - iDE
		3.1.2 Woman-headed households have limited access to credit/ capital to start and expand their income-generation activities	3.1.2.1. Expand opportunities for woman-headed households to access credit	1. Promote partnership with microfinance institutions to enable women to access credit				a. LMs - MoWA  c. NGOs  d.PS - CMA - MFI
				2. Provide women with financial literacy training			\$150,000	a. LMs - WDC  b. DPs - IFAD - FAO  c. NGOs - iDE  d. PS - AMK

Key interventions	Key Sub-interventions	Priority Bottlenecks	Identified Solutions (2013-2015)	Activities	Budget estimation 2013-2015			Potential Partners
					Total Cost	Available resource /partners	Resource needed	
3. Improving livelihoods of rural communities, especially poor women  Target group: poor women in ‘off-farm’ activities	3.1 Improving livelihoods of rural communities, especially poor women	3.1.2 Woman-headed households have limited access to credit/ capital to start and expand their income-generation activities	3.1.2.1. Expand opportunities for woman-headed households to access credit	3. Increase women’s access to MRD and IFAD credit scheme		MRD: \$20,000  IFAD: \$100,000		a. LMs - MRD  b. DPs - FAO - IFAD
				4. Study, pilot and document the experiences and lessons learned from selected women’s cooperative groups and their ability to use joint-capital to expand the business of their individual members			\$30,000	a. DPs - ADB - IFAD
				5. Operationalize the implementation of the sub-decree on contract farming between MSMEs and capital providers with special focus on poor women in select communities				a. LMs - MAFF  b. DPs - ADB - IFAD
Subtotal Intervention 3					\$ 2,850,000	\$ 1,020,000	\$ 1,830,000	
Total (Intervention 1+2+3)					\$ 4,882,978	\$ 1,269,000	\$ 3,613,978	



## IMPLEMENTATION AND MONITORING- EVALUATION PLAN

*The MDGs remain achievable by 2015 if backed by the right policies, implementation strategies and arrangements as well as actions, coupled with strong political commitment and adequate funding and institutional capacities. Central to the success of the MAF Action Plan will be the implementation of a coordinated approach that targets service delivery at the local level, balancing the needs for speed and sustainability.*

An Implementation and Monitoring Evaluation Plan forms part and parcel of any Action Plan and indicates the activities that will be undertaken, the responsible party and, where available, indicators for monitoring.

Annex A contains the Implementation and Monitoring and Evaluation Plan for the Cambodia MAF Action Plan, which outlines the proposed activities that are to be undertaken along with the responsible party. The Implementation and Monitoring Evaluation Plan has been developed after sequencing the various proposed acceleration solutions and activities contained in the Action Plan. The objective of the implementation and monitoring plan – as an integral part of the MAF Action Plan – is to facilitate the follow-up on commitments made and, above all, to track progress over time.

Implementation of the AP is based on a certain number of principles: (i) a high level of ownership by the RGC and its partners; (ii) commitment on the part of partners identified by the exercise in mobilizing the necessary financing; (iii) a monitoring-evaluation system for the process; (iv) acceptance of the MAF document by all stakeholders in women's economic

empowerment as a reference point to enable them to more effectively target their financial and technical support sources in line with the three key areas of interventions identified within the MAF; and (v) repositioning of national strategies in order to take into account the priorities defined in the MAF within the framework of the acceleration of CMDG 3, with a special focus on women's economic empowerment.

The collaborative and inclusive processes through which this MAF Action Plan has been written are initial good steps in the right direction and consolidate ongoing efforts. Development partners, including UNDP and other UN agencies, remain committed to supporting the RGC to fully implement and monitor the MAF Action Plan.

The MAF Action Plan belongs to the people of Cambodia and not just MoWA; the Action Plan not only addresses the economic empowerment of women, but it is also being designed and will be implemented to ensure the economic growth of Cambodia. The development of the private sector and innovative women businesses are fundamental elements of the economic growth of the RGC. That is why private sector development and export-led growth have become critical components of the NSDP and, as such, they are crucial for the advancement of the economic livelihoods of Cambodian women.



A photograph of an elderly woman with a joyful expression, sitting on a wooden ledge. She is wearing a white sleeveless top, a red and white checkered shawl draped over her shoulders, and a patterned sarong. She is positioned in front of a weathered blue wooden door with a dark shutter to the left. The bottom of the image is overlaid with a solid red band containing the word 'ANNEXES' in white capital letters. In the bottom right corner of the red band, the text 'Photo: UNDP' is visible.

# ANNEXES

Photo: UNDP



# **ANNEX A. IMPLEMENTATION AND MONITORING AND EVALUATION PLAN FOR THE MAF ACTION PLAN IN CAMBODIA**

SOLUTIONS AND ACTIVITIES	SCHEDULE									POTENTIAL PARTNERS
	2013			2014			2015			
	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	
Upgrade the WDCs to deliver an integrated and coherent range of services which include market-oriented skills, enterprise development support, small business management training, shared production and marketing activities and to facilitate market support through links to existing WDC networks or market outlets										MoWA, WDCs, ADB, ILO
Improve collaboration between MOWA and NEA at the national level and improve collaboration between the WDCs and the Job Centres and Regional Training Centres (when completed) at provincial levels to gather information on the job market to share with women in the communities										MoWA, NEA, WDCs, PTCs, RTCs, Job Centres, ADB, MLVT and ILO
Identify and collaborate with LMs and NGOs that provide credit and financial institutions and MFIs at the national and provincial levels to obtain credit information to share										MoWA, WDCs, FIs, MFIs, NGOs
Conduct a mapping of training programmes which are being offered by NGOs, CSOs and the private sector and identify the areas in which WDC can collaborate with these organizations										MoWA, Femmes 3000
Support WDCs to use the mapping of training programmes in shaping their own work plans and capacity development programmes taking into account the specificities in their respective areas										MoWA, WDCs
Issue and disseminate information on the expanded role of the WDCs to provide additional integrated services, including the provision of information on jobs, available training programmes, and access to credit, to LMs, NGOs, and private-sector organizations and other stakeholders involved in women's economic empowerment										MoWA, WDCs, PTCs, RTCs, DPs, NGOs, CSOs
Provide management and leadership training to the directors of the WDCs which include the development of business plans with quantitative and qualitative targets reflecting the expected impact on women's livelihoods in the respective WDCs' areas										MoWA, WDCs, DPs, NGOs, ADB
Provide additional community-based training in the communities where women reside, thereby also raising awareness of the WDCs										MoWA, WDCs, ADB
In partnership with MLVT, DG-TVET, any other interested LMs, WDCs and MoWA and their provincial counterparts, participate in a labour market assessment of vocation skills demand, with a special focus on women, in their respective communities										MoWA, MLVT, DG-TVET, WDCs, ADB
Participate in the development and establishment of a labour market information system, with a special focus on women										MLVT, ADB, MoWA
Participate in the development of the National Qualifications Framework to develop skills standards in selected key industries specifically for women										MLVT, ADB, MoWA
Develop a vocational capacity development plan for each WDC, in collaboration with similar WDCs, to reflect the skills needed in each geographical area										MoWA, WDCs
Based on the labour market information system and skill standards which are being developed by MLVT in consultation with the private sector and the NTB and its subcommittee on curricula, update the training curriculum of WDCs to make it relevant to the real needs of the community, labour market demands and ensure that it reflects the unique challenges and needs of women										MLVT, NTB, MoWA, WDCs
Design ToT programs that respond to the new gender-sensitive curriculum in partnership with experts from industry, PTCs, NGOs and other stakeholders										WDCs, PTCs, UN Women, JICA

SOLUTIONS AND ACTIVITIES	SCHEDULE									POTENTIAL PARTNERS
	2013			2014			2015			
	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	
Conduct ToT to existing and newly recruited WDC trainers, with a special focus on addressing the unquie needs and challenges of women										MoWA, WDCs, ILO
WDCs to partner with CMA to provide training on credit management for SME creation for WDC trainers										WDCs, CMA
Establish a procedure for WDC trainer recruitment, including standard TORs, skills, qualifications needed, including taking into account the relevant local knowledge of potential trainers; and create a MoU between MoWA and the private sector to provide training at WDCs based on recent ILO initiatives and research										ILO, ADB
Develop the monitoring, following up and report systems for WDCs, including M & E plan										MoWA, WDCs, DPs, ILO and NGOs
Implement the monitoring system in all WDCs and establish a feedback mechanism to ensure the changes are implemented										MoWA, WDCs, DPs, ILO and NGOs
Create MoU between MoWA, MLVT, MAFF, MRD, MoEYS, and MoT to improve collaboration among training centres under those LMs with WDCs to share information and exchange knowledge and experiences and to facilitate women`s access to vocational training										MoWA, MLVT, MAFF, MRD, MoEYS, MoT, WDCs, DPs, EU, ILO, and NGOs
Create a common calendar of training with all vocational training programmes provided by LMs and make them available in each training centre location										MoWA, WDCs, PTCs, MAFF, MoEYS, MRD
Organize an annual forum between the WDCs and the other training centres to enhance collaboration and networking										MoWA, WDCs, PTCs, MAFF, MoEYS, MRD
Pilot PPP initiatives in selected WDCs										MoWA,WDCs, Private Sector, DPs, NGOs
WDCs to build network with local private companies and businesses to assess the local job market demand and allow the trainees from WDCs to conduct internships at those companies										MoWA,WDCs, Private Sector, DPs, NGOs
Engage development agencies, development partners and the private sector to obtain funding for the National Tourism Professional Institute and national tourism education establishments										MoT, MoEYS, MLVT, DPs, and Private Sector
Create a foundation for poor students, including poor women, to study tourism skills										MoT, DPs, Private Sector
Strengthen internal human resources though capacity building for officials in the MoT to ensure effective management										MoT, DPs
Develop a Strategic Framework among relevant ministries that provide vocational training for women for guiding collaboration among LMs										NTB Secretaria, MoWA, MLVT, MAFF, MRD, MoEYS, MoT, ILO, EU
Coordinate with the relevant LMs to develop and help implement a comprehensive joint work plan to address the unique needs of women in accessing vocational skills training and to harmonize and increase synergy and effectiveness										JICA
Organize regular meetings among the Strategic Framework partners to monitor the progress of implementation of Joint Work Plan (to be facilitated by NTB Secretariat)										NTB Secretariat
Ensure that women, and not just households, are specifically targeted as beneficiaries of the technical and vocational education training programmes										LMs

SOLUTIONS AND ACTIVITIES	SCHEDULE									POTENTIAL PARTNERS
	2013			2014			2015			
	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	
Ensure that there is a provision of gender-specific programming and sex-disaggregated data in all programmes										LMs
Partner and liaise with the Working Group on Manufacturing and SMEs within the G-PSF to address concerns and challenges faced by women in business, ensure the representation of women in the Working Group, and facilitate the creation of a Sub-Committee on Women in Business within the Working Group to specifically address these concerns										MoWA, MIME, FASMEC, G-PSF, CDC, IFC, CWEA and DPs
Partner and liaise with the Working Group on Trade Facilitation and Export Processing within the G-PSF to address concerns and challenges faced by women in business, ensure the representation of women entrepreneurs in the Working Group, and facilitate the creation of a Sub-Committee on Women in Business to address their challenges in trade facilitation and export processing										MoWA, MoC, CAMFEBA, G-PSF, CDC, IFC, CWEA and DPs
Facilitate the creation of a network of women entrepreneurs in different provinces to share business information, experiences and workable solutions to address their challenges										CWEA, IFC, DPs. NGOs, EME
Identify and provide support to women's business associations										USAID
Disseminate information and brochures on the process of business registration and the process of obtaining necessary business and export permits to enhance the transparency of the process										MoC
Organize regular dialogue between women entrepreneurs/private sector and relevant LMs so that women's issues/ challenges in business can be incorporated into their policy-making and implementation										MoC, MIME, GiZ, IFC/WB
LMs should provide regular information sessions/seminars on business registration, permits, and other business-related issues of specific concern to women entrepreneurs Identify women-focused support services to be provided by relevant private sectors partners and business associations such as CWEA and Chambers of Commerce										MoC, MIME
Identify women-focused business support services to be provided by relevant private sector partners and business associations such as CWEA and Chambers of Commerce										ILO, IFC
Create regular events to facilitate networking among women entrepreneurs, business associations and relevant decision makers exposing them to business information and market demand and supply										MIME, MoC
Facilitate and encourage other business associations to expand their membership by including more women and industries in which women predominate										USAID, FASMEC, CAMFEBA, and the other private sector organizations involved in the Working Groups of the G-PSF
Establish a Women's Trade Facilitation Unit (WTFU) to be managed by a women's business association with the support of MoWA and MoC. The WTFU shall act as a one-shop service and information centre for start-ups and business opportunities, custom designed for women's needs										MoWA, MoC, CWEA, EME
Assess PPP initiatives in relation to women's economic empowerment										MoWA, Private Sector, IFC, G-PFS, DPs, NGOs
Identify potential thematic areas and private-sector partners and international agencies that could support economic empowerment through PPPs in Cambodia										MoWA, Private Sector, IFC, G-PFS, DPs, NGOs
Pilot smart PPPs, document and showcase their success										ADB, MoWA



SOLUTIONS AND ACTIVITIES	SCHEDULE									POTENTIAL PARTNERS
	2013			2014			2015			
	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	
Prepare a standard PPP agreement and validate by relevant authorities to facilitate contracts with the private sector										ADB
Review existing policies, laws and regulations, and, if necessary, amend same to integrate PPP concept to support women’s economic empowerment										
Conduct a mapping of available tools/manuals for increasing the capacity of women entrepreneurs and update same										ILO
Use cost-effective systems such as United Nations Volunteers (UNV) and volunteers from other international organisations to design and/or offer trainings to respond to the needs of women entrepreneurs in expanding their business										UNV, UNDP
Develop public and social media on success stories of women entrepreneurs to engage women in starting, maintaining and growing MSMEs										JICA, CWEA, NGOs
In partnership with women’s business associations and private-sector institutions, facilitate the design and creation of a mentorship program for women who are just starting their businesses by matching them with experienced women business owners										TAF
Explore the use of the Development Credit authority (DCA) to stimulate lending through the use of partial credit guarantees										USAID
Explore and advocate for the creation of MSME specialized funds for women’s business development and promote partnerships with MFIs to enable women to access credit to start and also expand their businesses										CMA, USAID/Thaneakea Phum
Undertake gender-responsive value chain analysis of some specific sectors and use the results to create more opportunities for women producers										MoWA, PDoWAs, WDCs, MLVT, MIME, MoT, Private Sector
Conduct a gender analysis to identify entry points to provide support in diversifying and expanding options										
Support the extension of business development services to rural communities, especially those that have experience working with women										ILO, USAID
Using the ID Poor Database of the MoP, undertake a research study on the skills, challenges and needs of women in poor households and the economic potential in select provinces to increase access of women in poor households to employment and income generation										MoP, PDoWAs, WDCs
Develop and implement off-farm activities and business programmes for women in poor households on income generation, including the provision of market information and raw material										IFAD, MAFF, ADB, MoT
Facilitate the establishment and strengthen women-headed households’ self-help groups to start and expand their income activities										PADEK, CEDAC
Provide self-help groups and other producers’ groups with the following information: strengthening links to markets; responding to demand from buyers; establishing mechanisms for working together; follow-up support for the design and production of new products; facilitating access to equipment and working capital as needed										ADB
Promote partnership with microfinance institutions to enable women to access credit										MFIs, NGOs



SOLUTIONS AND ACTIVITIES	SCHEDULE									POTENTIAL PARTNERS
	2013			2014			2015			
	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	Jan-Apr	May-Aug	Sept-Dec	
Provide women with literacy training										CEDAC, AMK
Increase women's access to CPDF, MRD and IFAD credit schemes										CPDF, MRD, IFAD
Study, pilot and document the experiences and lessons learned from selected women's co-operative groups and their ability to expand the business of their individual members										
Operationalize the implementation of the sub-decree on contract farming between MSMEs and capital providers with special focus on poor women's in select communities										AFD, MFF, FAO, IFC

ANNEX B. TABLE OF WOMEN'S DEVELOPMENT CENTERS (WDCS)					
No.	Full Name	Approaches	Activities	Donors/ partners	
				Past	Present
1	Women Development Centre, Kampot  Deputy Director of PDWA and WDC: Ms. Meng Nhet Tel: 012 652 097	<ul style="list-style-type: none"> <li>- Use of primary in-house technical/expert resources</li> <li>- Training at the village or community as required</li> <li>- Direct work with group of producers in the rural community to promote and link local products to the market</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide Khmer scarf (Krama) and silk weaving training</li> <li>- Provide food processing training</li> <li>- Produce/sale silk weaving products made by the centre itself</li> <li>- Provide computer training</li> <li>- Provide product design course training</li> <li>- Provide hairdressing/make up training</li> <li>- Rental facility for meeting</li> </ul>	Donor - ADB - Embassy of Australia - National fund for education  Partners: - WFP	Donor - APHEDA - Gov't fund
2	Women Development Centre, Kampong Chhnang  Director of WDC: Ms. Men En Tel: 012 957 743	<ul style="list-style-type: none"> <li>- Quality assurance with partner</li> <li>- Outreach training activities/information to surrounding and remote areas</li> <li>- Good collaboration with PDoWA and MoWA department of economics</li> <li>- Direct work with group of producers in the villages/communities</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide hairdressing and make up training</li> <li>- Provide food processing training</li> <li>- Provide Khmer scarf (Krama), silk, and rattan mate weaving training.</li> <li>- Provide life skills training</li> <li>- Sale products produced by centre and collect products of the communities/ group of women producers at the centre and night bazar in Phnom Penh</li> <li>- Follow up graduate student for every 3 months</li> <li>- Form group of producers</li> <li>- Develop proposal to submit to donors</li> <li>- Assist people at remote area on how to start business</li> <li>- Organize savings group</li> <li>- Capacity-building for community related to business development and life skills</li> </ul>	Donor - Embassy of Japan  Partners: - Prasac- contract the centre to train its own selected students from rural communities - LWS- contract the centre to train its own selected students from rural communities	Donor - ADB- to build building for restaurant and display community products  Partners: - ILO/better factory capacity building - Heig-sub contract capacity-building training for women who working with garment factory. - Gov't fund
3	Praskosamak Queen Women Development Centre, Kampong Cham  Director of WDC: Ms. Um Ry Tel: 012 857 894	<ul style="list-style-type: none"> <li>- Direct work with PDoWA</li> <li>- Outsourcing expertise or technical as required</li> <li>- Initiative practical training/activities more than theoretical</li> <li>- Entertainment activities for students</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide tailoring/model design</li> <li>- Provide food processing training</li> <li>- Provide hairdressing and make up training</li> <li>- Provide health education training</li> <li>- Provide mushroom training</li> <li>- Provide motorbike training</li> <li>- Provide gender training to students</li> <li>- Produce and sale Krama made by the centre itself</li> <li>- Occasionally join trade fair to promote and sell Krama and instant food made by the centre itself</li> </ul>	Donor - Gov't of Japan - Queen's fund  Partners: - ADB-staff capacity-building - APHEDA - Embassy of Australia - National training fund - WFP	Donor - JICA-volunteer working with craft production - Gov't fund
4	Women Development Centre, Pailin  Director of WDC: Ms. Long Sotheavy Tel: 016 85 71 48  Director of PDoWA: Ms.IthYoeuth Tel: 016 857 146	<ul style="list-style-type: none"> <li>- Provide incentives for students</li> <li>- Direct work with PDoWA</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide Khmer scarf (Krama) weaving training</li> <li>- Provide Mon growing and raise worm training</li> <li>- Provide chicken rearing training</li> <li>- Provide hairdressing and make up training</li> </ul>	Donor - Gov't of Japan  Partners: - ADB-training - WFP-food for training	Donor - Gov't fund

No.	Full Name	Approaches	Activities	Donors/ partners	
				Past	Present
5	Women Development Centre, Siem Reap  Director of PDoWA: Ms. Tan Kimchan Tel: 092 630 089	n/a	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide Khmer scarf (Krama and silk) weaving training</li> <li>- Provide handicraft skills and forming producer group.</li> </ul>	Donor - n/a  Partners: - n/a	Donor - ADB/PPP - Gov't fund  Partners: - CHEM /NGO
6	Samdech Me Women Development Centre, Kampong Speu  Director of WDC: Ms. Chorn Yoeun Tel: 012 843 426	<ul style="list-style-type: none"> <li>- Training at the village or community as required</li> <li>- Direct contact target women group at rural area in and around Kampong Speu</li> <li>- Network with provincial offices, private sector, local NGOs and IOs operated in Kampong Speu</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide tailoring/model design</li> <li>- Provide food processing training</li> <li>- Provide hairdressing and make up training</li> <li>- Produce and sale Khmer scarf (Krama) made by the centre itself</li> <li>- Provide skill training based on fee as per agreement with partners or NGOs</li> <li>- Rental training room facilities and provide food service with fee charge</li> <li>-Occasionally join trade fair to promote and sale Krama and instant food made by the centre itself</li> <li>-Provide technical advisory to graduate student by phone or travel to the site if location is nearby</li> <li>- Training of trainers</li> </ul>	Donor - Embassy of Japan/JICA - ADB - ONEST GIZ - Gov't fund  Partners: - WFP- food for trainee - GIZ-capacity assessment, partners, and market opportunities - FAO-food training/ equipments - LWS-skill training to rural women farmers	Donor - UNDP - Gov't fund  Partners:
7	Women Development Centre, Kep  Start: 2007  Director of PDoWA: Ms. Oul Pirum Tel: 092 706 565	<ul style="list-style-type: none"> <li>- Direct work with group of producers at the rural community</li> <li>- Under management of Kep city department of women's affairs</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide food processing training</li> <li>- Provide Khmer scarf (Krama) weaving training</li> <li>- Group of producers formation</li> </ul>	Donor - n/a  Partners: - n/a	Donor - Gov't fund  Partners: to be identified
8	Women Development Center, Sihanouk Ville  Director of PDoWA: Ms. Lo Sokha	<ul style="list-style-type: none"> <li>- Training right at the centre</li> <li>- Introduce training course based on demand</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide Khmer scarf (Krama) training</li> <li>- Provide English course training</li> <li>- Provide health education training</li> <li>- Plan to provide the course on how to use medicine</li> </ul>	Donor - Gov of Japan  Partners: - n/a	Donor - n/a - Gov't fund
9	Women Development Center, Odor Meanchey  Director of PDoWA	<ul style="list-style-type: none"> <li>- 2 training centres: one at the district and another at the province</li> <li>- Provide incentives to teachers and producers</li> <li>- Form group of producers</li> <li>- Direct work with group of producers at villages or communities</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide food processing training</li> <li>- Provide Khmer scarf (Krama) and silk weaving training</li> <li>- Provide rattan weaving training support to villagers</li> <li>- Group of producers association formation</li> <li>- Provide health education training every Friday and Saturday</li> </ul>	Donor - n/a  Partners: - n/a	Donor - Gov of Japan - Gov't fund  Partners: - APHEDA
10	Women Development Center, Banteay Meanchey  Director of WDC: Ms. Sabour Phanny Tel: 011 307 054	<ul style="list-style-type: none"> <li>- Introduce training course based on demand</li> <li>- Direct observe with the community to understand what do they need for the training and what centre can provide</li> <li>- Work closely with PDoWA</li> </ul>	<ul style="list-style-type: none"> <li>- Provide sewing training</li> <li>- Provide hairdressing and make up training</li> <li>- Provide food processing training</li> <li>- Pig raising training for farmers in the village around the centre</li> <li>- Produce/ sale Krama, silk, rattan mate</li> <li>- Provide small business training</li> <li>- Educate working far from home</li> <li>- Provide design model training</li> </ul>	Donor - n/a  Partners: - n/a	Donor - Gov't fund  Partners: - n/a

No.	Full Name	Approaches	Activities	Donors/ partners	
				Past	Present
11	Women Development Center, Kandal Director of PDoWA: Ms.Leng Rim		- Provide sewing training - Provide hairdressing and make up training	Donor Partners: - n/a	Donor - Gov't fund  Partners: - CHEM/NGO
12	Women Development Centre, Stung Treng		- Provide sewing training - Provide hairdressing and make up training - Community support on income-generation programme		Donor - PYD/ Spain Partners: - Oxfam Quebec 2009-2010)
13	Women Development Centre, Battambang		- Provide sewing training - Provide hairdressing and make up training - Fish raising - Food processing - Capacity-building	Donor Partners: - EU	Donor - Gov't fund  Partners: - APHEDA

People usually have limited resources, but a cooperative is a useful means for them to expand their businesses using joint resources. Profits are divided based on the number of share each member has. Cambodia MSME – USAID funded project established 12 Agricultural Development Cooperatives:

ANNEX C. SUMMARY OF AGRICULTURAL COOPERATIVES					
No	Name of Cooperative	Services	Members		Location
			Total	Women	
1	Amatak Agriculture Cooperative	- Pig herding skills - Feed making - Saving and credit	208	85	Kampong Cham
2	Sankor Meanchey Agriculture Cooperative	- Pig herding skills - Artificial breeding - Feed making - Saving and credit	159	82	Kampong Cham
3	Chouk Chey Thmey Agriculture Development Cooperative	- Pig herding skills - Feed making - Saving and credit	35	15	Kampong Cham
4	Samaki Meanchey Krong Prey Veng Agriculture Cooperative	- Pig herding skills - Feed making - Saving and credit	65	More than 70%	Prey Veng
5	Svay Rieng Swine Agriculture Development Cooperative	- Pig herding skills - Piglet sow - Boar - Mushroom production - Selling fertiliser - Feed making - Saving and credit	231	65	Svay Rieng
6	Samrong Cooperative	- Production of kinds of animal feed - Saving, credit	103	39	Takeo
7	Punluer Kaccek Agriculture Development Cooperative	- Pig herding skills - Piglet sow - Boar - Feed making - Saving and credit	34	10	Kampong Cham
8	Sneurng Agriculture Development Cooperative	- Pig herding skills - Feed making - Saving and credit			Battambang
9	Kaccek Meanchey Prey Chhor Agriculture Development Cooperative	- Pig herding skills - Saving and credit	42	31	Kampong Cham
10	Dombe Meanchey Agriculture Development Cooperative	- Pig herding skills - Saving and credit	32	0	Kampong Cham

No	Name of Cooperative	Services	Members		Location
			Total	Women	
11	Meanchey Chamkar Leu Agriculture Development Cooperative	<ul style="list-style-type: none"> <li>- Pig herding skills</li> <li>- Sow boar</li> <li>- Feed making</li> <li>- Saving and credit</li> </ul>	30	6	Kampong Cham
12	Steung Trang Sen Chey Agriculture Development Cooperative	<ul style="list-style-type: none"> <li>- Production of all kinds of animal feeds</li> <li>- Saving and credit</li> </ul>	47	6	Kampong Cham

#### ANNEX D. MEMBERS OF THE EXPERTS' GROUP

No	Name	Position	Institution
1	The Chhunhak	Deputy Director General (Team Leader)	MoWA
2	Soth Sithon	Deputy Director of Department	MoWA
3	Moul Samneang	Senior Programme Officer	Asia Foundation
4	Nonn Pheany	Deputy General Secretary	MLUPC
5	Khim Fadane	Deputy Director of Department	MoP
6	Pol Reakheta	Vice Chief	MAFF
7	Ma Sophea	Senior Social Sector Officer	ADB
8	Meng Sakphouseth	Country Program Officer	IFAD
9	Oung Borat	Deputy Director of Department	MoEYS
10	Tey Dany	Deputy Director of Department	MIME
11	Chea Buntheang	Vice Chief	MoC
12	Jamila Seftaoui	Policy Adviser (Quality oversight and steering)	UNDP
13	Leakhena Sieng	Programme Analyst	UNDP
14	Bory Pen	Gender and Governance Officer	UNDP
15	Heng Seltik	Women's Economic Empowerment Specialist	UNDP





## ANNEX E. MAF PREPARATORY PROCESS IN THE COUNTRY AND LESSONS LEARNED

Major Inputs	Preparatory Phase		Stage 1	Stage 2		Stage 3	Stage 4
	Preparation of study and data gathering	Identification of priority CMDG	Identification of priority interventions	Identification of bottlenecks	Identification of priority bottlenecks	Identification of solutions	Development of the MAF
Key Activities	- HLD on Gender Equality organized by MOWA /UNDP, an inception meeting towards MDG Acceleration, centred precisely on women's economic empowerment: October 2011 - Discussions between UNCT and the government with respect to the concept of the MAF and how to prepare it: February 2012 - Preparation of MAF Proposal - MAF Information	- Identification of CMDG 3 (Gender Equality and Women's Empowerment), with a special focus on women's economic empowerment: February 2012  - Recruitment of resource person: June 2012	- Mapping of existing programmes: July 2012  - Report on Situational Assessment based on review of existing data and consultations with LMs, DPs, NGOs, and PS: July 23, 2012	- Methodological Workshop assisted by APRC and BDP: 24-25 July 2012  - Establishment of Experts' Group: 27 July 2012  - Meetings of EG in August to conduct analysis and prioritization of bottlenecks and identification of solutions  - Review of MAF Action Plan by TWG-G: 7 September 2012			- Preparation of the first MAF Action Plan: 6 August 2012 - National Validation Workshop: 19 September 2012 - Preparation of first MAF Report: 10 October 2012
Partners Involved	Ministries: MOWA	Ministries: MoWA	Ministries: MAFF, MoC, MIME, MoLVT, MoT  DPs: ADB, FAO, IFC, IFAD, ILO, JICA, UNDP, UN Women  NGOs: PYD  PS: ACLEDA Bank Plc.	Ministries: MAFF, MoC, MEF, MoEYS, MIME, MoLVT, MoLMUPC, MoP, MRD, MoT, MoWA  DPs: AECID, GIZ, JICA, IFAD, ILO, PYD, TAF, UN WOMEN  PS: ACLEDA Bank Plc., CWEA, KWEA, PWEA			Ministries: MAFF, MoC, MoEYS, MIME, MoLMUPC, MoP, MoWA  DPs: ADB, IFAD, TAF
Lessons Learned (What Worked)	Government commitment to MDGs and the involvement of UNDP	Availability of UNDP facilitated this work	Availability of UNDP facilitated this work	Availability of UNDP and the assistance of BPD and APRC greatly facilitated this work			The EG greatly contributed to the creation of the MAF and its Action Plan
Lessons Learned (Challenges)	Limited time in which the work had to be done		Limited time in which to meet with LMs, DPs,	The MAF process was far greater than the originally budgeted resources and anticipated schedule. Individual members of the EG were limited in the amount of time they had to spend on the MAF and its Action Plan			Lack of a national consultant and limited time in which the work had to be done

## ANNEX F. LIST OF INSTITUTIONS AND EXPERTS CONSULTED

### I. MINISTRIES:

#### **MoWA**

- H.E. Dr. Ing Kantha Pavi, Minister of Women's Affairs
- H.E. Khim Cham Roeun, Secretary of State
- H.E. Chan Sorey, Secretary of State
- H.E. Kim Siphat, Director General, Gender Equality and Economic Development
- Chuth Leang Vanny, Deputy Director General, Gender Equality and Economic Development
- The Chhun Hak, Deputy Director General, Gender Equality and Economic Development
- Bunchith Veasna, Director, Economic Development Department
- Nhean Sochetra, Director, General Equality Department
- Te Vouchlim, Director, Planning and Statistics Department
- Soth Sithon, Deputy Director, Economic Development Department
- Udo Gartner, Advisor-Ministry of Women's Affairs
- Heng Seltik, Women's Economic Empowerment Specialist, Partnership for Gender Equity, Phase III

#### **MAFF**

- Ms Ourng Heng, Deputy Secretary General of MAFF, Deputy Director of Gender Unit

#### **MoC**

- Tekreth Kamrang, Under Secretary of State

#### **MEF**

- Kim Phalla, Director

#### **MoEYS**

- Oung Borat, Deputy Director, Department of Planning

#### **MIME**

- Suy Dimanche, Director, Department of Small Industry & Handicrafts

#### **MoLVT**

- H.E. Laov Him, Director General of TVET
- Ty Rithya, Government Official

#### **MoLMPUC**

- Nonn Pheany, Deputy General Secretary

#### **MoP**

- Kim Fadane, Deputy Director of Department

#### **MoT**

- Sok Sokun, Director of Planning & Development Dept ("Improving Market Access for the Poor in Central Cambodia")

#### **MRD**

- Lach Saman, Deputy Director of HR Department

## **II. DEVELOPMENT PARTNERS:**

- Aya Yamaguchi, Team Leader/Gender Mainstreaming, Project on Gender Mainstreaming (PGM/Phase 2), Japan International Cooperation Agency (JICA)
- Piseth Long, Senior Project Officer, Cambodia Resident Mission, Asian Development Bank
- Sophea Mar, Senior Social Sector Officer, Cambodia Resident Mission, Asian Development Bank
- Soy Seung, Programme Assistant, Food and Agriculture Organization (FAO)
- Lili Sisombat, Public-Private Sector Dialogue Specialist, Investment Climate for Industry, World Bank Group
- Douglas Broderick, UN Resident Coordinator - Cambodia
- Elena Tischenko, Country Director, UNDP Cambodia
- Napoleon Navarro, Deputy Country Director Programme, UNDP Cambodia
- Jamila Seftaoui, Policy Advisor (Gender), UNDP Cambodia
- Sarmite Bulte, consultant
- Sok Chan Chhorvy, Team Leader Governance Unit, Assistant Country Director, UNDP Cambodia
- Leakhena Sieng, Programme Analyst, Democratic Governance Cluster, UNDP Cambodia
- Shantanu Mukherjee, Team Leader MDG Support, Poverty Practice, UNDP Bureau for Development Policy
- Renata Rubian, Policy Specialist, Poverty Practice, UNDP Bureau for Development Policy
- Annemarie Reerink, Gender Specialist, Gender Practice, UNDP Asia-Pacific Region Centre
- Yumiko Yamamoto, Programme Specialist, Poverty Reduction Practice, UNDP Asia-Pacific Regional Centre
- Meng Sakphouseth, Country Operations Officer, Asia & the Pacific Division, Programme Management Department, IFAD
- Sophorn Tun, National Co-ordinator for Cambodia, ILO
- Bun Ying, Communications Assistant, Better Factories Cambodia, ILO
- Ros Va, National Programme Coordinator, Enhancing Women's Economic Empowerment, UN Women
- Pich Sany, Deputy Director, RDB
- Se Sovann, Manager, UPDF

## **III. NGOs:**

- Stefano Brigoni, Country Coordinator, Paz Y Desarrollo

## **IV. PRIVATE SECTOR:**

- Ms. So Phonnary, Executive Vice-President and Chief Operating Officer, ACLEDA Bank Plc.
- Ms. Seng Takakneary, President, CWEA
- Boreth Sun, Deputy Chief of Party, Implementing Partner of the USAID Cambodia MSME Project, DEVELOPMENT ALTERNATIVES, INC. (DAI)
- Susan Novak, Director Social Inclusion & Capacity, Development, USAID Contractor for the Cambodia HARVEST Program - FINTRAC
- Sarom Uch, Social Inclusion Specialist, Cambodia HARVEST Program – FINTRAC

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