



POLICY BRIEF 1



GENDER

GENDER MAINSTREAMING

INSTITUTIONAL, PARTNERSHIP AND POLICY CONTEXT

CAMBODIA GENDER ASSESSMENT

2014

Cover photo:

H.E Minister Ing Kantha Phavi and her staff at MoWA are promoting Gender Mainstreaming.



1. GENDER

GENDER MAINSTREAMING INSTITUTIONAL, PARTNERSHIP AND POLICY CONTEXT

POLICY CONTEXT

The Constitution of Cambodia, adopted in 1993, states that, “men and women have equal rights before the law and enjoy equal participation in political, economic, social and cultural life (Article 35); equality in employment and equal pay for equal work;” and it explicitly prohibits “all forms of discrimination against women (Article 45).”

The Rectangular Strategy Phase III articulates the Government’s on-going commitment to promoting women’s equality, recognizing that women are the backbone of the society and economy.

Cambodia Millennium Development Goal 3 highlights the Government’s efforts to promote gender equality and women’s empowerment, particularly in education, economic development, the civil service and preventing violence against women.

The National Strategic Development Plan (NSDP) (2014-2018) emphasizes the cross-cutting nature of gender mainstreaming through policies and programs. It promotes the empowerment of women in all spheres including education, economic development, legal protection, health, HIV/AIDS and nutrition, as well as in the public sector and politics.



National laws and policies set the stage for gender equality ▲ Gender equality is a key component of national development.

The Royal Government of Cambodia's (RGC) Rectangular Strategy for Growth, Employment, Equity and Efficiency Phase III (2013) recognizes gender equity as a key component of national development, capacity building and human resource development. It highlights the need "to further improve the status of women, who are the backbone of Cambodian society and economy".

The Neary Rattanak Strategic Plan responds to the Rectangular Strategy to empower women in the economy, education, attitude change and public leadership, to combat gender-based violence, trafficking and sexual exploitation, and to further mainstream gender in policies and programs across all sectors of government.

A number of laws protecting women's rights have been enacted, including: the Law on Election of Members of the National Assembly (LEMNA) (1997); Amendments of LEMNA (2013); Labour Code (1997); Land Law (2001); Law on the Prevention of Domestic Violence and



the Protection of Victims (2005); Law on the Suppression of Human Trafficking and Sexual Exploitation (2008); Civil Code (2007); Civil Procedure Code (2006); Criminal Code (2009); Criminal Procedure Code (2010); the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (2008); De-concentration and Decentralization; the Law on the Election of Capital Council, Provincial Council, Municipal Council, District Council and Khan Council (2008) and the Amended Law on Commune Councils (2006).

Among the six goals of the National Policy on Youth Development (2011), the Royal Government aims to promote gender equity and equality for youth, both women and men, especially empowering women and providing them with opportunities.

In 2010, the RGC issued the Village/Commune Safety Policy that prioritizes “no domestic violence” and “no trafficking of women and children”.

The process of developing the NSDP 2014-2018 began in late 2012 and the Ministry of Women’s Affairs (MoWA) has been actively involved in submitting the section on gender equality, as well as advising on mainstreaming gender in other sectors, such as poverty and vulnerability, disability and ethnic minority groups.

Joint Monitoring Indicators (JMIs) were previously set and monitored by each technical working group (TWG) every 18 months, and since 2014, every five years. They were agreed under the Cambodia Development Cooperation Forum (CDCF). Gender equality-related indicators have been set for strengthening the enabling environment for gender equality and women’s economic empowerment through the dissemination and operationalization of Cambodia Gender Assessment (CGA) and the Neary Rattanak IV across government, the finalization of the National Plan for Gender Equality (2015, forthcoming); developing a program-based approach (PBA) for women’s economic empowerment (WEE) and gender-based violence (GBV); and increasing women’s participation in decision-making in the public sector and in politics.

The Cambodia Millennium Development Goals (CMDG) have been expanded from the generic global MDGs to include a number of additional gender-related indicators and targets. The third goal of the CMDGs focuses on promoting gender equality and empowering women through reducing gender gaps in education, increasing women’s participation in government and ensuring equal wages between men and women. Cambodia was the first country to include indicators on the elimination of violence against women in its country-level MDGs.



In 2009, the Government enacted and launched the National Action Plan to Prevent Violence against Women (NAPVAW). The second NAPVAW, NAPVAW II, is approved by the Council of Ministers.

The MDG Acceleration Framework (MAF) 2012-2015 to accelerate the achievement of Goal 3, focusing on women's economic empowerment, was developed to mobilize government agencies and the private sector, as well as development partners and civil society, to contribute to the achievement of three specific goals: 1) strengthening vocational skills for women, based on labour market demand; 2) developing micro, small and medium enterprises; and 3) improving livelihoods in rural areas.

MoWA is currently developing a longer-term WEE policy and program which will form the basis of the WEE PBA.

Global context

Cambodia signed and acceded to the international Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) on 22 September 1992, and ratified it as a state party on 15 October 1992. Cambodia signed the Optional Protocol on 11 November 2001 and ratified it on 13 October 2010. This Convention includes measures to promote women's status and rights through legal process and implementation by the RGC. The RGC submitted the first, second and third periodic CEDAW reports in 2003 and in 2006 received Concluding Observations from the CEDAW Committee, which included 42 recommendations. In 2010 Cambodia sent the fourth and fifth periodic reports and in 2013 received Concluding Observations outlining 52 specific measures and recommendations for achieving the CEDAW objectives. The relevant recommendations from the Concluding Observations will be included in the Neary Rattanak IV.

The RGC signed on to the Beijing Platform for Action for the Promotion of the Status of Women (BPfA) and has produced progress reports since 1995. With respect to the roles and functions of national machineries for gender equality and the advancement of women, the BPfA stipulated the following four key factors to successful functioning:

- A high profile in and support of the government;
- A comprehensive system enabling active support and participation of a broad and diverse range of other institutional actors for the promotion of the status of women, including legislative bodies, academic and



research institutions, professional associations, trade unions, local community groups, women-focused NGOs, media, religious groups, youth organizations and the private sector;

- Sufficient allocation of financial and human resources;
- Opportunities for women to participate in all decision-making processes in the government.

The Post-2015 Agenda for Sustainable Development Goals, currently being developed at the global level, includes a “transformative stand-alone goal on achieving gender equality, women’s rights and women’s empowerment” featuring three main target areas: freedom from violence against women and girls; gender equality in capabilities and resources, including education, health and economic opportunities; and gender equality in decision-making power in public and private sectors. MoWA has taken these themes into consideration in the priority programs of the Neary Rattanak IV.

National gender policies and plans

Cambodia Gender Assessment (CGA)

MoWA has produced a regular series of CGAs (2004, 2008, 2014) that provide a comprehensive analytical overview of gender in all sectors. These flagship documents have been the product of joint partnership and collaboration between MoWA, civil society and development partners, with an inclusive consultation process across government and non-government agencies. CGAs have been the basis for mainstreaming gender in line ministries and guiding overall policy-making, planning and programming for gender equality and development.

Neary Rattanak Strategic Plan and National Policy on Gender Equality

MoWA has implemented three five-year plans between 1999 and 2013 (Neary Rattanak I, II and III) that contribute to government efforts to promote gender equality and the empowerment of women in Cambodia. All Neary Rattanak plans stated that MoWA’s role was to promote gender mainstreaming across government. Starting in 1999, Neary Rattanak I stated: “Under its new Mandate, it is envisaged that the MWVA (now MoWA) will play a catalytic role within RGC to encourage all line ministries, local governments and public institutions to integrate gender equality concerns into their own mandates, policies and programs.”



Neary Rattanak IV (NR IV) aims to launch a transition from project-based activities to a program-based approach (PBA), and from implementation and service delivery to promoting social accountability for women, as well as the provision of high-level strategic policy advisory services for mainstreaming gender equality across government. The NR IV is structured to reflect the transformational nature of the MoWA strategy, which emphasizes developing capacity for gender equality across government, with MoWA taking the lead in coordination, technical advisory services, advocacy and oversight. This requires MoWA to reach out across government and focus on upstream policy analysis and formulation, rather than project implementation and service delivery at the local level, through monitoring, planning and budgeting, programming and reporting.

MoWA is finalizing a National Policy for Gender Equality (forthcoming, 2015) which will enshrine the overall goals and objectives for mainstreaming gender across government in policies at the highest level.

▲ The Rectangular Strategy Phase III recognizes women as the backbone of society and the economy.



Institutional mechanisms for gender mainstreaming

National level

MoWA was established in 1993 as the Secretariat of Women's Affairs and appointed to the Ministry of Women's Affairs and Rehabilitation in 1998. It became the Ministry of Women's Affairs in 2003. Its duty and responsibility is to protect the rights of women and their families. Through its five-year plans (Neary Rattanak I, II, III and IV), it acts to promote gender-responsive policies, strategic plans and programs. MoWA consists of three general directorates and 11 line departments, and oversees the provincial and district Departments of Women's Affairs and 13 Women's Development Centres.

In addition to sectoral programs in education, health, economic empowerment and legal protection, MoWA has been active in ensuring that gender is mainstreamed in key policy documents, including the NSDP, Public Investment Program (PIP) and CMDGs, as well as on-going government reform efforts such as Decentralization and Deconcentration reform (D&D), Public Administration Reform (PAR), Public Financial Management (PFM) and Legal and Judicial Reform.

Committees within MoWA for special issues

The Cambodian National Council for Women (CNCW), established in 2001, is an inter-ministerial mechanism, whose members include Secretaries of State from all key line ministries and government agencies. The CNCW is mandated to “assist the Royal Government to coordinate, follow up and evaluate the implementation of national policies, laws, orders and measures relating to the promotion of status, roles and social welfare of Cambodian women”¹. It is also responsible for following up on the implementation of international conventions in relation to women's rights, providing recommendations to the RGC and compiling national periodic reports on CEDAW implementation. CNCW is led by Her Majesty the Queen as the Honorary Chair, the Prime Minister of Cambodia as the Honorary Deputy Chair, the Minister of Women's Affairs as the Executive Chair, and representatives from relevant ministries as members. CNCW has its own five-year strategic plan (2010-2014), independent of Neary Rattanak.

The National Committee for Upholding Social Morality and Women and Khmer Family Values (NCSWF) is chaired by the Minister of Women's Affairs with members from RGC's relevant ministries and institutions. The purpose of NCSWF

¹ Royal Government of Cambodia, Royal Decree SN/Roy. Kr. /0201/036, On Creation of Cambodian National Council for Women (2001)



is to protect national culture and promote social morality and happiness in the family, contributing to the enhancement of the status, roles and well-being of Cambodian women.

The Program-Based Approach Committee (PBAC) was set up in October 2012 to direct and coordinate the formulation and implementation of the PBA towards gender equality. The PBAC is chaired by the Minister of Women's Affairs and has 12 members, ranging from relevant Secretaries of State to Directors General of MoWA. The PBAC has a Secretariat chaired by a Secretary of State to support its work. The main roles and responsibilities of the committee include managing the PBA towards gender equality and leading and coordinating collaboration and mobilization of resources and capacity building around the PBA.

The Gender and Climate Change Committee (GCCC) was set up in September 2011 and is chaired by a Secretary of State with members from relevant general directorates and departments. The main roles and responsibilities of the GCCC are to: 1) Coordinate and share information on gender mainstreaming and climate change with relevant institutions, national and international NGOs, Provincial Departments of Women's Affairs and District Offices of Women's Affairs; 2) Research the impact of climate change and natural disasters, particularly on women and children, disadvantaged and vulnerable groups; and 3) Develop capacity of the team and relevant MoWA officials and other institutions at national and sub-national level to understand the impacts of climate change mitigation and adaptation.

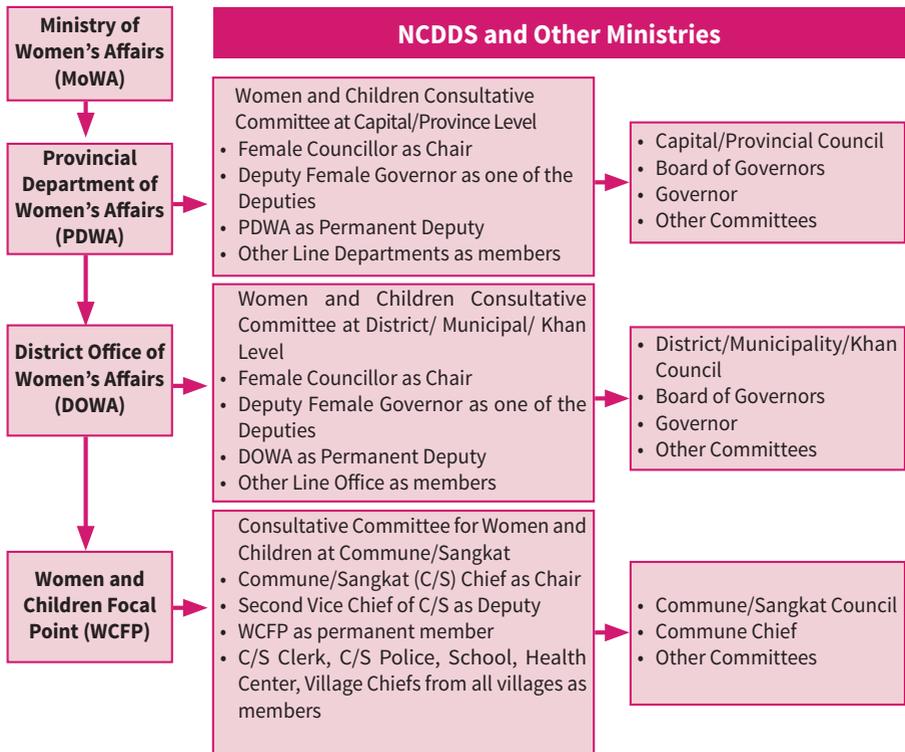
Sub-national level

The Provincial Department of Women's Affairs (PDWA) and District Office of Women's Affairs (DOWA) are branches of MoWA operating at the sub-national level. They work with line departments, offices and other relevant units under their respective jurisdictions. They are responsible for supporting, coordinating and conducting research to inform and provide comments to WCCCs on issues concerning women, children and youth at their own level.

Capital, Provincial, Municipal, District and Khan Women and Children Consultative Committees (WCCCs) are a sub-national mechanism to promote gender equality and the empowerment of women and children under the jurisdiction of the province and district. WCCCs are authorised and duty-bound to provide suggestions and recommendations to the Council, Board of Governors (Capital/Provincial/District/Khan) and other committees on issues related to gender equity and women and children. In the context of NCDD, MoWA supports PDWA and DOWA in fulfilling

their roles as permanent deputy of the committee, while the Ministry of Interior supports capacity building and overall functions of the committee. Each WCCC is chaired by a female councillor with a female Deputy Governor, a member of the Provincial Council, a representative from the Department of Social Affairs and a representative of the Provincial Department of Women’s Affairs as vice chairs.

Commune Committees for Women and Children (CCWCs) are consultative committees for women’s and children’s issues, such as maternal and child health, community pre-school, hygiene/sanitation, gender equality and child protection. The CCWC consists of the Commune/Sangkat Chief as chair, Second Vice Chief of the Commune/Sangkat as Deputy and the Commune Women and Children Focal Point (CWCFP) as permanent members. Other members include Commune/Sangkat Secretaries and representatives from the Commune/Sangkat police, schools, health centres and village chiefs.



➔ Directly provide technical assistance to WCCC on gender mainstreaming and women empowerment



Commune Women and Children Focal Points (CWCFPs) operate at the commune/sangkat level and oversee women's and children's affairs. The CWCFP is a commune councillor appointed by the commune council. If the commune/sangkat has no female member, they must select a woman to be the CWCFP.

Women's Development Centres (WDCs) were established in 13 provinces to support women's economic empowerment at the local level. WDCs are supposed to coordinate and provide business development services, technical skills, literacy programs and life skills to women. Currently, they provide only traditional skills training: sewing, weaving, hair-dressing and food processing. Some WDCs are functioning well, while others are not. MoWA is currently seeking alternative modalities to support WDCs, such as public-private partnerships.

Partnership and gender mainstreaming mechanisms in line ministries and institutions

MoWA encourages line ministries to integrate gender in their sectors.

▲ Neary Rattanak IV emphasises capacity development for mainstreaming gender in all sectors.



Within the framework of the Government-Donor Coordination Committee, 19 TWGs have been set up in key sectors and in cross-cutting sectors, including gender (TWG-G), partnership and harmonization, planning and poverty reduction, and D&D. These TWGs were formed as part of RGC and development partner commitment to implementing the Paris Declaration, and to developing harmonization and results-based action plans, with a common goal of promoting aid effectiveness and strengthening the ownership and leadership of the RGC. The TWG-G has also formed Gender Mainstreaming Action Groups (GMAGs) in line ministries to support mainstreaming gender in their respective sectors.

Technical Working Group on Gender

The Technical Working Group on Gender (TWG-G) was established in 2004. It is chaired by MoWA with UNDP and JICA as co-facilitators. Members of the TWG-G include representatives from 31 government agencies, 14 development partners and 15 civil society organizations. Since its formation, the TWG-G has provided a forum for discussion and inputs into the formulation of gender-related policies, laws and strategies.

For better results, the TWG-G formed smaller working groups (TWG-G sub-groups) to coordinate the implementation of MoWA's two main thematic programs: Gender-Based Violence and Women's Economic Empowerment within the framework of PBAs.

The TWG-G sub-group on Gender-Based Violence (TWG-G GBV) was set-up under the management of the TWG-G to strengthen coordination and to support Cambodia's efforts in reducing violence against women through the formulation and implementation of the second National Action Plan to Prevent Violence Against Women (NAPVAW II). The group also played an active role in coordinating the development and implementation of NAPVAW I. NAPVAW II has been finalized and is pending approval by the Council of Ministers. The sub-group is now working on establishing a PBA for GBV.

The TWG-G sub-group on Women's Economic Empowerment (TWG-G WEE) was established under the management of the TWG-G to coordinate, support and facilitate MoWA's WEE program. The sub-group is currently coordinating among stakeholders for the joint implementation of the MDG Acceleration Framework (MAF) Work Plan and other economic empowerment activities.

MoWA is represented in other sectoral TWGs, including Planning and Poverty



Reduction, Public Financial Management, Health, HIV/AIDS, Food Security, Partnership and Harmonisation, D&D and Education.

Program-Based Approach on Gender (PBA)

The PBA for Gender Equality is being developed according to the guidelines of the Public Administrative and Public Financial Management Programs, and promotes national ownership, ensures effective use of resources and strengthens national capacities and systems, including planning, budgeting, procurement, reporting, accounting, auditing, monitoring and evaluation. It is being applied in two thematic areas: 1) Gender-Based Violence, and 2) Women's Economic Empowerment.

PBAs have been put into practice in a number of government development programs in different sectors, including Health, Education, D&D, PFM, Environment, Trade, HIV/AIDS, and Planning and Poverty Reduction.

Gender Mainstreaming Action Groups (GMAGs)

GMAGs have been established since 2005 in all line ministries and government agencies. They are led by a Chair at the Secretary of State or Under Secretary of State level, Vice Chair at Director General or Deputy Director General level, and include members from all line departments. They have the following roles and responsibilities within their respective ministries:

- o Review program activities of each sector and analyze them from a gender perspective.
- o Advocate and provide recommendations regarding gender issues in line ministry programs and projects.
- o Analyse the current situation of women in their ministry and provide recommendations to promote women into decision-making positions
- o Design gender mainstreaming action plans (GMAPs) .
- o Participate in sectoral program design and planning processes of their ministry to ensure they are gender responsive.
- o Build capacity on gender mainstreaming and advocate for program activities to be gender responsive.
- o Mobilize resources for the implementation of GMAPs.



Through GMAGs, 24 government ministries have developed and implemented GMAPs by sector, and 23 ministries receive government budget for the implementation of GMAPs related to capacity development and the organization of important gender events within their agencies. At the sub-national level, some ministries and agencies have established gender working groups in their departments and provide training on gender.

Civil Society

In Cambodia, there are a number of civil society organisations (CSOs) that promote gender and development objectives; 15 of these are members of the TWG-G², including:

The Cambodian NGO Committee on CEDAW (NGO-CEDAW) is a coalition of 72 local organizations working to improve the condition of women. NGO-CEDAW focuses on the implementation of CEDAW in Cambodia. Its work also includes research, advocacy, awareness raising, capacity building, and information exchange between its members.

Gender and Development for Cambodia (GADC) advocates for gender-sensitive projects and programs, national laws and policy formulation. At the commune level, GADC works to empower women through the Community Outreach Program.

The Committee to Promote Women in Politics (CPWP) is a network of eight NGOs aiming to increase women's participation in political decision-making at all levels. CPWP is now coordinated by SILAKA as the Secretariat. Its key strategic priorities include effective and collective networking, capacity development, gender-responsive policies and encouraging young women's leadership.

Gender Mainstreaming in RGC reform programs

MoWA has been active in mainstreaming gender in key government reform programs such as D&D, PFM, PAR, and Legal and Judicial Reform.

National Committee for Sub-National Democratic Development

In 2009, the National Committee for Sub-National Democratic Development (NCDD) was established to oversee the implementation of Sub-National Democratic Development reforms. In 2010, NCDD developed a 10-year National

² Ministry of Women's Affairs, TWG-G Secretariat, List of TWG-G Members (2014)



Program for Sub-National Democratic Development (NP-SNDD) 2010-2019. The NP-SNDD provides direction for the implementation of the reform agenda for the next 10 years. The 10-year program was broken down into three-year Implementation Plans known as IP3. The IP3 has six sub-programs with seven implementing government agencies, including MoWA playing the coordination and supporting role for mainstreaming gender.

▲ The Royal Government promotes gender equality for youth.

Gender was mainstreamed in both the 10-year NP-SNDD and the first IP3. The National Program³ and the first IP3⁴ call for promoting gender equality and women's empowerment in local governance through equal participation and access for women and men to leadership and decision-making positions, resources and services. In February 2014, the NCDD-S conducted a gender audit which reviewed the key institutional, policy and programmatic achievements and constraints

³ Royal Government of Cambodia, National Program for Sub-National Democratic Development (2010-2019), 28th May 2010

⁴ Royal Government of Cambodia, The first Three Years Implementation Plan (2011-2013) of NP-SNDD (IP3), 30th November 2010,



to gender mainstreaming. This provides an evidence base for mainstreaming gender in the next IP3. NCDD is also implementing the Social Accountability Framework to strengthen demand for good governance in three pilot areas: education, health, and leadership and management for commune councils. This provides a strategic opportunity for PDWA and DOWA at the local level to increase women's voices in demanding gender equality in service delivery.

Public Financial Management and Gender Responsive Budgeting

The Public Financial Management Reform Program (PFM-RP) Stage 2 was launched in 2008 with a long-term vision to build up to an international standard public financial management system by 2015. Gender was integrated in the Consolidated Action Plan 2 (CAP2) as follows: “Develop policy on integration of the budget. Continue to improve integration of recurrent and capital budgets through on-going initiatives such as the Medium Term Expenditure Framework (MTEF), Budget Strategic Plan (BSP) and Program Budgeting (PB)”. Objective 32.1 also integrated poverty reduction and gender implication statements into the BSP and PB⁵. Currently, seven line ministries are implementing PB; this will increase to 10 by 2015. PB is a necessary pre-requisite to implement gender responsive budgeting (GRB).

MoWA has been introducing GRB tools and methodologies with line ministries implementing PB. Gender-specific targets have been integrated into the BSP of three line ministries: the Ministry of Rural Development (MRD), the Ministry of Labour and Vocational Training (MoLVT) and the Ministry of Land Management, Urban Planning and Construction (MLMUPC)⁶. GRB has also been integrated into the SP4 of NP-SNDD, implemented by the Ministry of Economy and Finance (MEF).

Public Administration Reform (PAR)

PAR aims to transform public administration into an effective service provider by improving transparency, responsiveness, efficiency, motivation to work, loyalty, professionalism and focus on service.

The National Program for Administrative Reform (NPAR) 2010-2013 focuses on three strategic areas:

- 1 Strengthening the quality and effectiveness of public service delivery.
- 2 Capacity and human resource development.
- 3 Reforming the pay and allowance system.

⁵ Royal Government of Cambodia, Public Financial Management Reform Program Stage 2, p.59, December 2008.

⁶ Ministry of Women's Affairs, Partnership for Gender Equity, Annual Report (2013).



The Royal Government of Cambodia has succeeded in promoting gender equality in this programme by issuing a guideline on the recruitment of new civil servants, allocating 20 to 50 percent of the total positions to women⁷. As a result, the number of female civil servants increased from 32 percent in 2007⁸ to 37 percent in 2013⁹. The RGC issued a Royal Decree on Revision of Retirement Age of Female Civil Servants.

CHALLENGES

- Since the level of commitment and the attention and focus on gender issues has increased, the capacity of line ministries/institutions for in-depth gender analysis, advocacy and gender mainstreaming are the first priority.
- While there is significant progress regarding gender mainstreaming in laws, policies, plans and programs in different sectors, there are still gaps in implementation.
- There are many programs and projects that support the promotion of gender equality and empower women, but they have not yet been organized in a PBA.
- There is limited coordination for gender mainstreaming activities.
- Links between technical departments of MoWA with GMAGs of line ministries and other TWGs remain weak.
- There is limited budget for implementing gender-related plans and activities.
- Gender mainstreaming is perceived to be the role of MoWA.
- Line ministries and institutional policies do not have monitoring, evaluation and reporting systems for gender mainstreaming.
- Further support is needed to effectively utilize gender mainstreaming mechanisms at sub-national level, particularly at the Capital, Provincial, Municipal, District and Khan levels. These include WCCCs and gender networks of departments by sector.

⁷ Ministry of Civil Service, Annual Recruitment Framework (2008).

⁸ Ministry of Civil Service, Statistics Table of Civil Servants in Line Ministries (2008).

⁹ Ministry of Civil Service, Statistics Table of Civil Servants in Line Ministries (2014).

POLICY RECOMMENDATIONS

Institutional capacity building is needed to address key challenges for making policies and programs gender responsive. As MoWA implements the new five-year plan (NR IV), a number of new challenges requiring broad-based capacity development present themselves. To address these, the following is recommended:

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|--|--------------------------------|
| <ul style="list-style-type: none">• Raise the profile and overall capacity of MoWA as a catalyst, coordinator and facilitator in terms of gender policy analysis and advocacy to strengthen the enabling environment for gender mainstreaming across government at all levels. | MoWA |
| <ul style="list-style-type: none">• Strengthen capacity in gender analysis and planning, mainstreaming, monitoring and evaluation, across government, including data collection and analysis in the Ministry of Planning, as well as line ministries and MoWA's own internal data collection capacity. | GMAGs
MoWA
MoP |
| <ul style="list-style-type: none">• Strengthen links between MoWA technical line departments and GMAGs and establish MoWA's presence in all sectoral TWGs. Ensure that all GMAPs are revised based on the CGA/NR IV findings and recommendations, and that all GMAPs are fully integrated into line ministries' core planning and budgeting cycles. Strengthen MoWA's monitoring, evaluation and reporting system. | MoWA
GMAGs
TWG-G
TWGs |
| <ul style="list-style-type: none">• Make better use of MoWA's network at the local level to increase social accountability from a gender perspective by strengthening links with the NCDD Social Accountability Framework for good governance (commune councils), service delivery (education and health, legal protection) and social protection. | MoWA
NCDD-S
MoI |



<ul style="list-style-type: none">MEF should continue to implement GRB initiatives within PFMRP and at sub-national levels: include a gender impact statement in the guidelines for the preparation of BSP and PB for line ministries to ensure that gender is fully considered in all budgeting processes, particularly in indicators and annual outputs.	MEF MoWA NCDD-S
<ul style="list-style-type: none">Line ministries and agencies should strengthen the implementation of their GMAPs, based on their mandate/sector, through full integration of gender issues in their master plan, and mobilize resources from development partners and the government budget for implementation.	GMAGs
<ul style="list-style-type: none">MoWA should include specific recommendations for mainstreaming gender into the National Social Protection Strategy (NPS) and specific social protection instruments.	MoWA
<ul style="list-style-type: none">Learn from recent ILO and NCDD experiences with gender auditing and encourage GMAGs of line ministries and relevant agencies to roll out this tool for broad-based gender assessments across key line ministries and sectoral programs.	MoWA GMAGs
<ul style="list-style-type: none">Strengthen government officials' capacity for gender mainstreaming and monitoring the implementation at all levels.	TWG-G MoWA
<ul style="list-style-type: none">Ministries and agencies at national level should consider the expansion of gender mainstreaming at sub-national level, especially in their departments. This includes capacity development and forming gender working groups within their departments.	LM, SNAs



ACKNOWLEDGEMENTS

The Cambodia Gender Assessment 2014 was produced under the overall leadership and coordination of the Ministry of Women's Affairs, with support and contributions from Government Line Ministries, Development Partners, and Civil Society. MoWA would like to express its sincere gratitude to all our partners in this collaborative effort.

Our deep appreciation goes to the following groups, who in various ways supported this endeavor:

The MoWA CGA Working Group was responsible for the overall process, oversight, and approval of the document. Under the overall leadership of HE Dr Ing Kantha Phavi, Minister of Women's Affairs, the CGA working group was chaired by HE Khim Chamroeun, Secretary of State, with direct support from HE Keth Sam Ath, MoWA Senior Advisor, HE Kim Siphath, Director General, Mr The Chhunhak, Deputy Director General, Ms Nhean Sochetra, Director of Gender Equality Department; and Ms Te Vouchlim, Director of Department of Planning and Statistics. Inputs for each chapter were provided by members of the CGA Working Group and other relevant officials with technical support from the UNDP/SIDA PGE III team led by Ms Mia Hyun, Senior Policy Advisor to MoWA, supported by other team members including Ms Dy Many, Management Specialist; Mr Pen Bory, Gender Policy and Aid Effectiveness Specialist; Ms Heng Seltik, Women's Economic Empowerment Specialist; Mr Chhuon Thavrith, Gender Budgeting Specialist; and Mr Kim Sopor, Technical Assistant. **The Technical Working Group on Gender** provided a forum for consultation with other stakeholders including line Ministries, Development Partners, and Civil Society. **Peer Reviewers**, including experts from MoWA, Line Ministries, Development Partners and Civil Society, assisted in reviewing the draft documents in their respective area of work. **Communications**, photos, design by *Good Morning Beautiful*.

Chapter and Policy Brief 1: Gender Mainstreaming and Institutional and Policy Context: Overall guidance by HE Khim Chamroeun, Mr The Chhunhak, and Ms Nhean Sochetra with technical support in researching and updating from Mr Pen Bory and Mr Chhuon Thavrith. Ms Mia Hyun provided overall technical support with additional assistance from Ms Loksee Leung, Mr Kim Sopor, and Ms Kang Virya.



Ministry of Women's Affairs of Cambodia

Trung Morn Street, Phum Dam Nak Thom III

Sangkat Steung Meanchey

Phnom Penh, Kingdom of Cambodia

Tel/Fax : (+855) 23 880 737

Email : mwa@online.com.kh

Website : www.mowa.gov.kh

Facebook : www.facebook.com/mowa.gov.kh