

UNDP Cambodia Gender Equality Strategy

2025 - 2029



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United Nations Development Programme

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Glossary of Key Terms¹

Discrimination: The denial of equal treatment and opportunity to individuals or groups because of personal characteristics and membership in specific groups, with respect to education, accommodation, health care, employment and access to services, goods and facilities. Behaviour that results from distinguishing people on that basis without regard to individual merit, resulting in unequal outcomes for persons who are perceived as different. Differential treatment that may occur on the basis of race, nationality, religion, ethnic affiliation.

Disaggregated data: Disaggregated data refers to data broken down by age, race, ethnicity, income, education, etc. This is sometimes referred to as sex- or gender-disaggregated data.

Empowerment of women and girls: The empowerment of women and girls concerns their gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.²

Gender: Socially- constructed roles, behaviours, expressions and identities of girls, women, boys, men and gender-diverse people. It influences how people perceive themselves and each other, how they act and interact, the distribution of power and resources in society, and people's social, health and economic outcomes.

Gender analysis: Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.³

Gender discrimination: Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.⁴

Gender equality: This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and

¹ All definitions are taken directly from Women and Gender Equality Canada, [Introduction to GBA Plus - Glossary](#), except where noted otherwise.

² UN ESCWA. [Empowering women and girls](#).

³ European Institute for Gender Equality. [Gender mainstreaming glossary](#).

⁴ United Nations (1979). [Convention on the Elimination of All Forms of Discrimination Against Women \(CEDAW\)](#).

men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women.

Gender equity: Gender equity refers to fairness, impartiality and justice in the distribution of benefits and responsibilities between women, men and non-binary people. Unlike gender equality, which simply provides for equality of opportunity, gender equity explicitly recognizes and actively promotes measures to address historical and social disadvantages. By 'levelling the playing field,' gender equity creates circumstances through which gender equality can be achieved. Gender equity means providing all social actors with the means to take advantage of equality of opportunity.

Gender mainstreaming: Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.⁵

Intersectionality: Term is used to describes the idea that social relations involve multiple intersecting forms of discrimination. This means that a person might experience several forms of discrimination, such as sexism, racism, and ableism, all at the same time. For example, an indigenous woman from a rural area with low education might experience discrimination based on both her gender and ethnicity. Intersectionality is important for gender equality because it helps us understand how different forms of discrimination interact and exacerbate inequality.⁶

LGBTQ+: LGBTQ+ is an abbreviation for Lesbian, Gay, Bisexual, Transgender, Queer 'plus' other identities. These terms are used to describe a person's sexual orientation or gender identity.⁷ The terms LGBT, LGBTQIA, and others are also used.

Sex: Refers to a set of biological attributes in humans and animals. It is primarily associated with physical and physiological features including chromosomes, gene expression, hormone levels and function, and reproductive/sexual anatomy. Sex is usually categorized as female or male but there is variation in the biological attributes that comprise sex and how those attributes are expressed.

Sexual Orientation: A term used to describe a person's emotional, romantic, or sexual attraction.

Transgender: A person who does not identify, either fully or in part with the gender associated with the biological sex. It is often used as an umbrella term to represent a wide range of gender identities.

⁵ European Institute for Gender Equality. [Gender mainstreaming glossary](#).

⁶ UNDP (2023). [What is intersectionality? And why is it important for gender equality? | United Nations Development Programme](#)

⁷ The Center. [Defining LGBTQ+](#).

Introduction

Background

Gender equality is a fundamental human right, as enshrined in the Universal Declaration of Human Rights, which recognizes that “*All human beings are born free and equal in dignity and rights*” and that “*everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, ... birth or other status.*” Equality and non-discrimination are fundamental principles enshrined in the United Nations Charter.

Ending all discrimination against women and girls is crucial for a sustainable future; it’s proven that empowering women and girls helps economic growth and development. Gender equality is central to achieving the 2030 Agenda and the Sustainable Development Goals (SDGs), including SDG 5: “**Achieve gender equality and empower all women and girls**”.

In Cambodia, much progress has been made towards gender equality in recent decades. However, key challenges remain in the economic and social spheres. Global crises and emerging risks pose new challenges to achieving the ambitions of SDG 5. For example, the COVID-19 pandemic exposed deep inequalities between people of different genders, including the impact of the burden of unpaid care and domestic work on women. Moreover, the impacts of climate change are not gender-neutral, with men and women experiencing adversity in different ways, given their roles in their communities.

Gender equality is a key aspect of UNDP’s mandate and its commitment to Leave No One Behind. At the global level, the corporate [UNDP Gender Equality Strategy 2022-2025](#) sets the strategic direction on gender for UNDP. Its goal is to holistically address gender equality in everything that UNDP does and articulates UNDP’s approach to gender mainstreaming. The UNDP Gender Equality Strategy goes “beyond piecemeal efforts towards portfolio approaches that shift power structures and the economic, social, and political systems that perpetuate discrimination.”

Purpose

The **UNDP Cambodia Gender Equality Strategy** (2025 – 2029) is aligned with the corporate strategy by defining a holistic approach to UNDP Cambodia’s work to champion gender equality. Through its programmatic work, UNDP Cambodia will seek structural and long-lasting change for people of all genders. This means focusing on shifting power dynamics and challenging the harmful gender norms that are at the heart of gender inequality. UNDP Cambodia’s focus will be on transforming social and gender norms, as well as changing the internal culture of institutions, including ensuring that UNDP Cambodia is a gender-responsive and inclusive workplace.

The purpose of the UNDP Cambodia Gender Equality Strategy 2025-2029 is to support UNDP Cambodia’s work and the achievement of gender equality by:

- Defining UNDP Cambodia’s approach to gender mainstreaming in all of its operations, projects and activities;
- Providing a holistic and strategic direction for our gender activities and develop a process to streamline gender through all projects, avoiding piecemeal and ad-hoc work;

- Complementing the 2024-2028 Country Programme Document (CPD) by highlighting priority gender issues in each of the CPD’s three shifts;
- Defining UNDP Cambodia’s role in gender work in relation to other UN agencies and international organizations operating in Cambodia;
- Identifying targets and indicators that needed to measure progress;
- Aligning the gender equality work of the Country Office to the global UNDP Gender Equality Strategy.

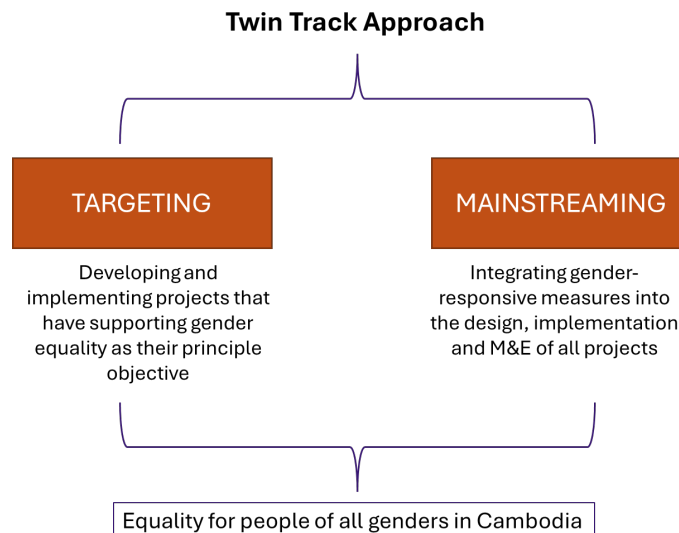
UNDP Cambodia Approach to Gender Equality

VISION:

UNDP envisions a sustainable future where people of all genders – women, men, girls, boys and others – enjoy equality in opportunities, participation, and empowerment in all spheres of society.

Through strong institutional accountability, capacity, impactful projects, meaningful partnerships and communications for advocacy on gender equality, UNDP will be a champion for gender equality in Cambodia.

UNDP uses an approach to support gender equality that is known as the **Twin Track Approach**: using **gender mainstreaming** whenever possible to ensure that gender equality is being promoted through its work in each Shift, as well as designing **targeted** gender equality initiatives with gender equality as the main objective.⁸



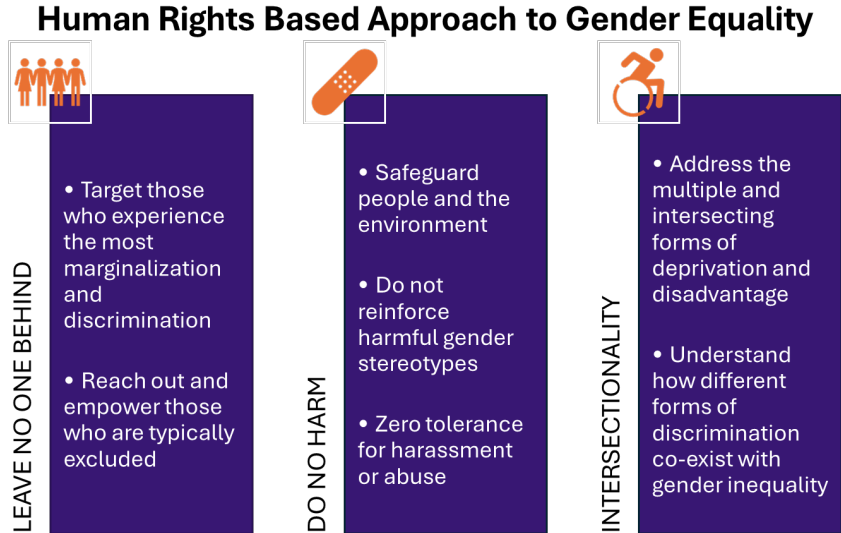
⁸ The diagram on the Twin Track approach is based on: [Australian Council for International Development. Guidance for the Development of a Disability Inclusion Policy.](#)

UNDP Cambodia has a broad mandate that touches on each SDG and Cambodia SDG (C-SDG). Using an innovative systems design approach⁹, UNDP Cambodia’s priorities have been conceptualized in its **Country Programme Document 2024-2028** (CPD). The goals of the CPD cannot be achieved without ensuring that women, particularly the most marginalized, are not left behind.¹⁰

The overarching intent of the CPD is to “to leverage UNDP’s technical capabilities and convening power, steward domestic, regional, and global networks and resources, advocate, and broker knowledge for Cambodia’s LDC graduation and SDGs acceleration.”¹¹ To achieve this, three transformative directions of change (‘Shifts’) are identified to guide UNDP’s work:

1. **Economic diversification, inclusive growth, and human development, gender inclusion:** Toward a more sustainable and green economic development model for accelerating inclusive growth, economic diversification, and human development.
2. **Climate action and nature-based solutions for growth and human security:** Championing a just energy transition, climate action and naturebased solutions as the foundation for national wealth, well-being, and resilience to shocks.
3. **Strong institutions, civic space, and people-centered digital governance for a peaceful and resilient society:** strengthening institutions, civic space, and participation as enablers for inclusive growth and access to rights and equal opportunities for all while ensuring members of society can capitalize on the full potential of national digital transformation.

In addition, UNDP Cambodia is guided by the following human rights based principles: **Leave No One Behind, Do No Harm** and **Intersectionality**.



⁹ UNDP Cambodia (2024). [The Road Not Taken: Adopting a portfolio approach](#).

¹⁰ For more information on relevant global/national frameworks and development indices, see **Annex 3: Gender Equality Frameworks, Strategies and Indices**.

¹¹ UNDP Cambodia (2024). [Country Programme Document for Cambodia \(2024-2028\)](#).

In conclusion, by using a Twin Track Approach to gender equality, UNDP Cambodia develops targeted gender equality initiatives, while also ensuring that gender is mainstreamed through all of its projects and operations. Through its commitment to the human rights-based principles of Leave No One Behind, Do No Harm and Intersectionality, UNDP Cambodia works to ensure that its work is having a positive impact on the individuals and communities of highest need.

Gender Analysis of the Cambodian Context

In this section, an analysis of some of the key gender equality topics and challenges in Cambodia is provided. The gender contextual analysis below corresponds to the transformative shifts identified in the CPD. For a full gender analysis of Cambodia, see the [UN Gender Deep Dive for Cambodia \(2022\)](#), which was a collaborative effort by the UNCT with support of an UN inter-agency Gender Theme Group. In addition, **Annex 2** describes international and national frameworks/documents that are relevant to gender equality in Cambodia.

As of 2022, Cambodia's **Human Development Index score** is 0.6, which is below the global average and one of the lowest in the Asia-Pacific region. On the **Gender Development Index**, which compares the Human Development Index for men versus women, Cambodia ranks #146 out of 195 countries. This is because the Human Development Index was 0.577 for females and 0.623 for males in Cambodia in 2022, revealing that there is gender inequality in terms of human development in Cambodia.¹²

The UNDP Cambodia Leaving No One Behind Analysis (2024) applied an intersectional lens to socio-economic inclusion in Cambodia, focussing on which groups are being left behind by the current system and the reasons for their exclusion. Among the groups most left behind, two groups of women were highlighted: **women in rural areas** and **women in high-risk employment**.¹³

Cross-Cutting Issues

Gender equality in Cambodia is significantly influenced by several interrelated challenges that affect the economy, climate, and governance, and society as whole. The following subjects are relevant to each Shift of UNDP Cambodia's CPD. To make true progress on gender equality, all of these challenges must be considered.

Gender Norms

Gender norms, which are society's expectations about the roles of men and women, are the core reason for all gender inequality. In Cambodia, "social norms and beliefs that restrict what women can do and be, and give higher value and more power to men, are still pervasive."¹⁴ These beliefs about the role of different genders are at the heart of all gender inequality, as they shape individual behaviour as well as how

¹² UNDP (2022). [Gender Development Index](#).

¹³ UNDP Cambodia (2024). [Leave No One Behind Analysis](#).

¹⁴ UN in Cambodia (2022). [Gender Deep Dive for Cambodia](#).

institutions are designed and how they serve people. For example, women may be expected to be soft-spoken, obedient and ‘feminine’, and ostracized if they do not meet this idea of what it means to be a woman.

Gender norms impact men and boys as well. Masculinities are the “attitudes and behavior that are associated with ideals about how boys and men should behave and their position within gender relations”. Traditional ideas of masculinity tell men that they must be brave and physically strong, care for their family, and never show signs of femininity (which is considered as weakness). This can result in emotional harm to men and boys, as well as contribute to violence, including gender-based violence.¹⁵

Discrimination

Women, girls, LGBT+ people, and others may experience discrimination as a result of their sexual orientation, gender identity and other intersectional characteristics. This discrimination can be experienced in the labour market, in legal frameworks, in the community, in the family, and other areas. The gender wage gap in Cambodia has been estimated to be 19%, which the authors concluded is the result of discrimination against women.¹⁶ This is just one signal that negative beliefs about gender may be holding women in Cambodia back from their full potential. Legal discrimination is manifested through laws such as the Civil Code Article 950 (2007), which requires divorced women to wait before remarrying, while men are not required to wait.¹⁷

Unpaid Care Work

The responsibility for childcare, care for elders, household tasks, household management, etc. falls disproportionately on Cambodian women. The division of care work is extremely unequal between men and women in Cambodia. The burden of unpaid care and domestic work is a barrier to women’s full participation in the economy, society, political processes and education. For example, women working in the informal sector reported the need for flexibility to care for their families as one of the primary reasons for their choice of work.¹⁸

The expectation that women perform these tasks contributes to “time poverty” that prevents women from investing in themselves, their learning and profiting fully from opportunities. The 2004 Cambodia Socio-Economic Survey found that women do ten times more unpaid care work than men, at an average of 188 minutes (i.e., over 3 hours) compared to only 18 minutes per day for men.¹⁹

¹⁵ Diakonia (2021). [Transformative Masculinity in Cambodia](#).

¹⁶ UNDP Cambodia (2021). [The Gender Wage Gap in Cambodia](#).

¹⁷ UNDP Cambodia (2024). [Leave No One Behind Analysis](#).

¹⁸ UNDP Cambodia (2025). Social Behavioural Research on Women in the Informal Economy (forthcoming).

¹⁹ Charmes for ILO (2019). [The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys](#).

CPD Shift 1: Economic diversification, inclusive growth, and human development

Labour Force Participation

The labour force participation of Cambodian women is relatively high compared to other countries in the Asia and Pacific region. According to the 2023 Cambodia Socio-Economic Survey, the labour force participation of working age women (aged 15 – 64) is 79.5%. For men in this age group, it was found to be 89.1% overall. Labour force participation is high in rural areas as well, with 81% of women and 90% of men participating in the labour force.

However, significant inequality exists within many sectors, with women likely to occupy low-wage and precarious positions while men occupy higher-paid management/white-collar jobs. This includes the construction, trade and agriculture sectors. Overall, women make up only 2% of managers, 8.7% of professional roles, and 3.4% of technical roles.²⁰ An exception is the manufacturing sector, where women are also highly represented as managers and professionals. Moreover, as mentioned, the UNDP Gender Wage Gap in Cambodia report found that, even after accounting for different levels of education and other factors, there exists a gender wage gap of 19%, which is likely evidence of discrimination against women.²¹

The garment sector is a major source of formal employment for women workers, although not all garment factories are formal. Up to 85% of the 600,000 garment workers in Cambodia are women.²² The majority of these women are under 30 years old and come from rural areas. In this work, women may face difficult working conditions, such as long hours and no overtime pay.²³ Work in the garment sector is vulnerable, as it largely employs low-skilled women and is highly likely to be negatively impacted by Cambodia’s upcoming graduation from Least Developed Country status.²⁴

Entrepreneurship and Access to Finance

Women contribute significantly to Cambodia’s economy as owners of 62% of micro- and 26% of small- and medium-enterprises, but they continue to face barriers to financing and registration. Women-owned businesses are largely informal. Women only own about 25% of formally-registered SMEs.²⁵ Access to finance is an issue for women entrepreneurs – according to the World Bank, only 3% are “well-served”

²⁰ UN in Cambodia (2022). [Gender Deep Dive for Cambodia](#).

²¹ UNDP Cambodia (2021). [The Gender Wage Gap in Cambodia](#).

²² CARE Australia (2017). [Women in Cambodia’s Garment Industry: Their Work, Their Safety](#).

²³ Global Citizen (2023). [Female Garment Workers in Cambodia Are Fighting for Social Change in a Post-Pandemic World](#).

²⁴ UNDP Cambodia (2024). [Cambodia’s Graduation from Least Developed Country \(LDC\) Status: Preparedness and Potential Economic and Social Impacts](#).

²⁵ UN ESCAP (2022). [Policy Guidelines on Increasing Business Registration and Access to One-Roof-Service for Women-led MSMEs](#)

by financial institutions.²⁶ Many rely on personal savings or informal sources due to challenges in securing loans, such as high collateral requirements and complex procedures.²⁷

There is evidence that microfinance institutions (MFIs) lend to women more than men, with the largest MFIs reporting more women borrowers. Given that women are often expected to manage household finances, women are more likely to feel the stress of managing MFI debt, which can be crippling for some households.²⁸

Supported by UNDP and UNICEF, the Credit Guarantee Corporation of Cambodia (CGCC) now offers a Women Entrepreneurs Guarantee Scheme, a source of credit tailored to women-owned businesses. In addition, Khmer Enterprise (KE) and SHE Investments have jointly developed programs and resources for women-owned MSMEs.

Informal Economy

According to 2019 Labour Force Survey data, approximately 88.3% of the workforce in the country estimated to be engaged in the informal economy. Women are over-represented in the informal sectors, as 87.6% of informal workers are women.²⁹ This applies to entrepreneurship as well, as micro enterprises (of which women own the majority) tend to be informal. Examples of common forms of informal work include small scale farming, street vendors, market stalls, domestic work and informal garment factories. Women in rural areas are more likely to be involved in vulnerable forms of employment, such as being own-account or subsistence agriculture workers.³⁰

Entertainment workers are among the most marginalised workers in the informal economy, and the most vulnerable to sexually transmitted infections, particularly HIV, and other reproductive health issues, as well as gender-based violence. Despite the risk, low wages in the formal sector drive young women to this sector.³¹ In 2023, efforts to register entertainment workers in the National Social Security Fund (NSSF) were intensified to provide health coverage to these workers.³²

Digital Skills

A UNDP Cambodia report in 2020 surveyed Cambodia youth on digital skills and found that there is a gender gap in digital literacy levels. According to the report, “female youths were found to have consistently lower literacy levels than their male counterparts, particularly in the hardware, software and safety competence areas.”³³ Women and girls in the Asia-Pacific region are less likely to choose careers in

²⁶ World Bank (2019). [Exploring-the-Opportunities-for-Women-owned-SMEs-in-Cambodia.pdf \(worldbank.org\)](#)

²⁷ Cambodianess (2022). [Female Entrepreneurs Essential to Cambodian Growth.](#)

²⁸ Green and Bylander (2021). [The Exclusionary Power of Microfinance.](#)

²⁹ UNDP and ILO (2023). [Understanding the Paths to Formalization in Cambodia.](#)

³⁰ UN Women. [State of Gender Equality and Climate Change in Cambodia.](#)

³¹ UNDP Cambodia (2025). Social Behavioural Research on Women in the Informal Economy (forthcoming).

³² Khmer Times (2023). [NSSF provides health cover to entertainment workers.](#)

³³ UNDP Cambodia (2020). [Digital Literacy for Employability and Entrepreneurship among Cambodian Youth.](#)

Science, Technology, Engineering and Mathematics (STEM) because these are seen as “men’s jobs” or “too hard” for girls.³⁴

In addition, women online may face Technology-Facilitated Gender-Based Violence (TF-GBV). TF-GBV includes harassment, extortion, stalking and trolling. A 2018 study found that 29% of Cambodian women and girls aged 15 – 65 have experienced online harassment, such as cyberstalking, compared to 23% for men.³⁵ Gender can play a significant role in digital scams, with women more frequently targeted by online sellers and men more often targeted by romantic or investment scams. A survey in Cambodia revealed that as women in Cambodia tend to manage the household finances, they are more risk-averse.³⁶

Rural/Urban Divide

Poverty is concentrated in Cambodia’s north and northeastern provinces, with 49% of the population of Ratanakiri living in Multidimensional Poverty. These areas are also where Indigenous peoples are most highly concentrated. In the northeastern region, child marriage is a significant issue, with 49% of women having been married as a child. This is also associated with a higher rate of teen pregnancy.

Access to Water, Sanitation and Hygiene (WASH) is most limited in Stung Treng and Ratanakiri.³⁷ Access to WASH is critical for women and girls because they are often responsible for fetching water for their households. In addition, having to use outdoor toilets puts women and girls at increased risk of abuse and assault.

CPD Shift 2: Climate action and nature-based solutions for growth and human security

Climate Change

The impacts of climate change are not gender-neutral. The factors contributing to women’s increased vulnerability to climate change include unequal access to jobs and livelihoods, their traditional roles in the community, and less ability to adapt to climate change impacts. Moreover, women’s “under-representation in climate decision-making processes” reduces their climate resilience.³⁸

For example, women’s responsibility for unpaid care and domestic work is a major factor that increases women’s climate vulnerability. In rural areas, women’s domestic responsibilities are more likely to rely on local natural resources. Women are often responsible for tasks such as collecting firewood and water, resources which are highly impacted by climate change and disaster. In addition, the challenges

³⁴ UNICEF East Asia and Pacific (2023). [Girls’ Digital Literacy in East Asia and Pacific Region](#).

³⁵ LIRNEasia (2018). [ICT access and use in Cambodia and the Global South](#).

³⁶ UNDP Cambodia (2024). Global Coalition in Combating Digital Scams Cambodia Research and Workshop Reports (internal).

³⁷ UNDP Cambodia (2024). [Cambodia’s Graduation from Least Developed Country \(LDC\) Status: Preparedness and Potential Economic and Social Impacts](#).

³⁸ CDRI (2024). [Empowering Women for Climate Resilience in Cambodia](#).

caused by climate change can exacerbate pre-existing gender inequalities, such as by “increasing illness in children and elders”, requiring women to step in to provide care.³⁹

The transition away from fossil fuels and towards clean energy can help reduce gender inequalities. For example, women in rural areas often rely on traditional cooking methods, such as burning wood indoors, which is dangerous for their health. Increased access to solar energy, for example, may free up their time for other activities, like education and income-generating work. Moreover, access to clean energy may reduce the burden of their unpaid domestic work by eliminating the need to collect firewood and water (e.g., through solar-powered water pumps).⁴⁰

Disasters

Climate change and disasters add to women’s unpaid work and deprivations in affected regions. Men and boys in disaster-affected households are often prioritised for food and education. Moreover, in the absence of other supports, unpaid work may be transferred to elder women in the family or to girls, often with negative impact on their education and prospects. The need to balance livelihoods with unpaid responsibilities keeps many women in vulnerable work, and is a barrier to women expanding businesses, advancing in their studies or careers, or taking leadership roles. In addition, communities and local leaders may place the responsibility of families’ survival on women, particularly in the wake of a disaster (UN Women & BBC Media Action, 2020).

Disasters can also force people to migrate to seek work, especially if their income depending on agriculture is disrupted. Gender norms dictate that men are often those who migrate for work, leaving women to manage the family alone. Moreover, empirical data shows that disasters are also linked to the increase in gender-based violence (GBV). The psychological stress caused by losing income, leaving one’s home, or lacking access to services can be expressed as violence against women and girls.⁴¹

In addition, women and men may face different negative health effects from disasters. Women may suffer early pregnancy loss, premature deliver and other reproductive health issues following the stress and disruption of a natural disaster. Due to gender roles, women may also be more hesitant to leave their homes during a disaster, even when evacuating is a safer option.⁴²

Access to Land and Natural Resources

According to OHCHR, “Women’s access to land and other natural resources is essential to ensuring gender equality and an adequate standard of living.” Tenure over their land is important for women. For example, women are more likely to work as smallholder farmers, meaning they are at greater risk of losing their livelihoods in the event of a land dispute.

³⁹ UN in Cambodia (2022). [Gender Deep Dive for Cambodia](#).

⁴⁰ UNDP Cambodia (2023). [Increasing women’s participation for a just energy transition](#).

⁴¹ UNDP Cambodia (2024). [Disaster Risk Reduction Reduces Gender-Based Violence](#).

⁴² WHO (2002). [Gender and Health in Disasters](#).

Moreover, in Indigenous communities in particular, changes or loss of control of their land has a strong impact on traditional cultural practices and agricultural methods. Land disputes have caused increased gender-based violence (GBV) in these communities due to the economic and social stress. The disruption to traditional life has been shown to marginalize Indigenous women and girls, “eroding the spaces of recognition, autonomy and agency they once had.”⁴³

Circular Economy

Without a comprehensive solid waste management system, waste collection and recycling is often done by informal waste collectors, who are predominately women and people of Vietnamese descent. While these workers perform an essential service, they face unsafe working conditions and stigmatization from society. Moreover, since women tend to manage most of the household tasks, including disposing of waste and choosing whether to buy plastic or not, they have a critical role in promoting circular economy in Cambodia. Women report choosing plastic products (e.g., plastic bags) for convenience and to save time, given that the burden of unpaid care and domestic work often limits their time.⁴⁴

CPD Shift 3: Strong institutions, civic space, and people-centered digital governance for a peaceful and resilient society

Gender-Based Violence

Gender-based violence (GBV) is highly prevalent in Cambodian society and is the product of deeply-rooted harmful gender norms that state that men are dominant and women should be submissive.⁴⁵ One in five Cambodian women report facing GBV in their lifetime; however, one in three Cambodian men report perpetrating physical/sexual-based violence. There is a high rate of acceptance of intimate partner violence (IPV), leading to generally low reporting levels.⁴⁶ In addition, social norms often dictate that family matters are private, which may be a reason why women do not report GBV to the police.⁴⁷

Women with disabilities reported more emotional, physical (25.4% of those surveyed) and sexual violence (5.7% of those surveyed).⁴⁸ LGBTQI+ persons experience high rates of violence by family members and significantly higher rates of IPV. For example, transgender women are particularly vulnerable, with 43%

⁴³ OHCHR and Klahan. [Exploring the links between women’s economic, social and cultural rights and violation of land and housing rights in Cambodia.](#)

⁴⁴ UNDP Cambodia (2025). Gender Equity and Social Inclusion Study of the Plastics Value Chain in Cambodia (forthcoming).

⁴⁵ Cambodian Center for Human Rights (2018). [Fact Sheet: Violence Against Women in Cambodia.](#)

⁴⁶ UN in Cambodia (2022). [Gender Deep Dive for Cambodia.](#)

⁴⁷ Cambodian Center for Human Rights (2018). [Fact Sheet: Violence Against Women in Cambodia.](#)

⁴⁸ Australian Aid (2013). [Triple Jeopardy: Gender-based violence and human rights violations experienced by women with disabilities in Cambodia.](#)

reporting experiences of physical violence and 31% reporting sexual assault in a 2016 survey.⁴⁹ In a survey of formal workers in Cambodia, 80% of LGBT+ respondents had faced harassment in their workplace, often leading them to leave their jobs.⁵⁰

Women’s Political Participation and Leadership

Women’s representation in politics remains low. After the 2023 national election, women’s representation in the National Assembly declined to 12.8%. Although women represent 42% of the overall civil service, they constitute only 15% of Secretaries of State and Under-Secretaries of State. In addition, only 10% of women are ministers.⁵¹ The total number of women in the national civil service is about 42%.⁵²

At the level of sub-national government, women hold about 24% of management positions and compose about 53% of the total sub-national civil service.⁵³ Only 10% of commune chiefs elected in the 2022 commune elections were women. Women composed about 22% of all commune councillors.⁵⁴

Gender norms are a barrier for women to seek and hold leadership roles. For example, women managers in green industries in Cambodia reported difficulty with their male colleagues because the “incompatibility between behaviours considered more feminine, such as empathy and kindness, and behaviours associated with leaders, such as self confidence and assertiveness” affects the view of women leaders and contributes to prejudice in the workplace.⁵⁵

LGBTQI+ Inclusion

Discrimination against LGBTQI+ people often begins in the family. Same-sex relationships are not illegal in Cambodia. However, there are no laws protecting LGBTQI+ people in Cambodia from social, economic, legal and other forms of discrimination.

Homosexuality is not illegal, but marriage is not legal for same-sex couples, which means that they do not have access to the same rights as legally married couples.⁵⁶ Some provinces have recognized relationships between two women as marriages and 68 communes have made a “declaration of family relationship” a form of limited legal rights. However, this does not offer the same status and legal protection as marriage.⁵⁷

⁴⁹ Cambodian Center for Human Rights (2018). [Fact Sheet: Violence Against Women in Cambodia](#).

⁵⁰ Kiripost (2023). [Report Highlights Degree of Harassment in Factories](#).

⁵¹ UPR (2023). [Statement on Women’s Rights in Cambodia for the Pre-Session of the UPR Working Group](#).

⁵² Kiripost (2024). [27% of Decision-Making Roles in Government Held by Women](#).

⁵³ Kiripost (2024). [\\$2M Plan Launched to Boost Women in Sub-National Leadership Roles](#).

⁵⁴ VoD (2022). [10% of New Commune Chiefs Are Women](#).

⁵⁵ UNIDO and UN Women (2021). [Policy Assessment for the Economic Empowerment of Women in Green Industry](#).

⁵⁶ RoCK et al (2022). [Sexual Orientation, Gender Identity and Expression and Sex Characteristics \(SOGIESC\) Rights and Sexual Reproductive Health and Rights \(SRHR\) in Cambodia](#).

⁵⁷ Equaldex. [LGBT Rights in Cambodia](#).

Moreover, strict gender norms about women and men can hurt LGBT individuals. LGBT youth have reported dropping out of school due to the inability to express their preferred gender and appearance at school. Gender-affirming healthcare is not widely available.⁵⁸ In addition, legal recognition is not possible for transgender individuals who wish to change their legal gender/sex.⁵⁹

UNDP Cambodia Commitments on Gender Equality

In line with the global UNDP Gender Equality Strategy (2022 – 2025), UNDP Cambodia’s strategy is grounded in UNDP’s commitment to eradicate poverty, reduce inequalities and exclusion, and support the empowerment of all women. This means transforming the power dynamics and systems that perpetuate discrimination.⁶⁰

UNDP Cambodia is committed to upholding the values of gender equality and inclusion in every area of its work. UNDP aims to empower women and marginalized groups, ensuring their voices are heard and their rights are protected. Below, more detail is provided on how UNDP Cambodia commits to integrating gender equality into different facets of its Programme and Operations during the period 2025 – 2029. See **Annex 1** for the full UNDP Cambodia **Gender Equality Strategic Action Plan**.

Accountability

Gender Focal Team

The multi-disciplinary CO Gender Focal Team (GFT), chaired by the Resident Representative with a membership representing all functions of the CO, provides strategy, guidance and accountability over the CO’s work on gender across different aspects of UNDP’s operations: programme, communications and partnership, knowledge management, human resource management, procurement, administration, and others. The Terms of Reference (TOR) of this committee (**Annex 3**) reflects the CO’s changing priorities on gender, including preparations for the upcoming UNDP Gender Equality Seal process. The representatives of the various units and teams in the CO Gender Focal Team will maintain their peers and projects regularly updated.

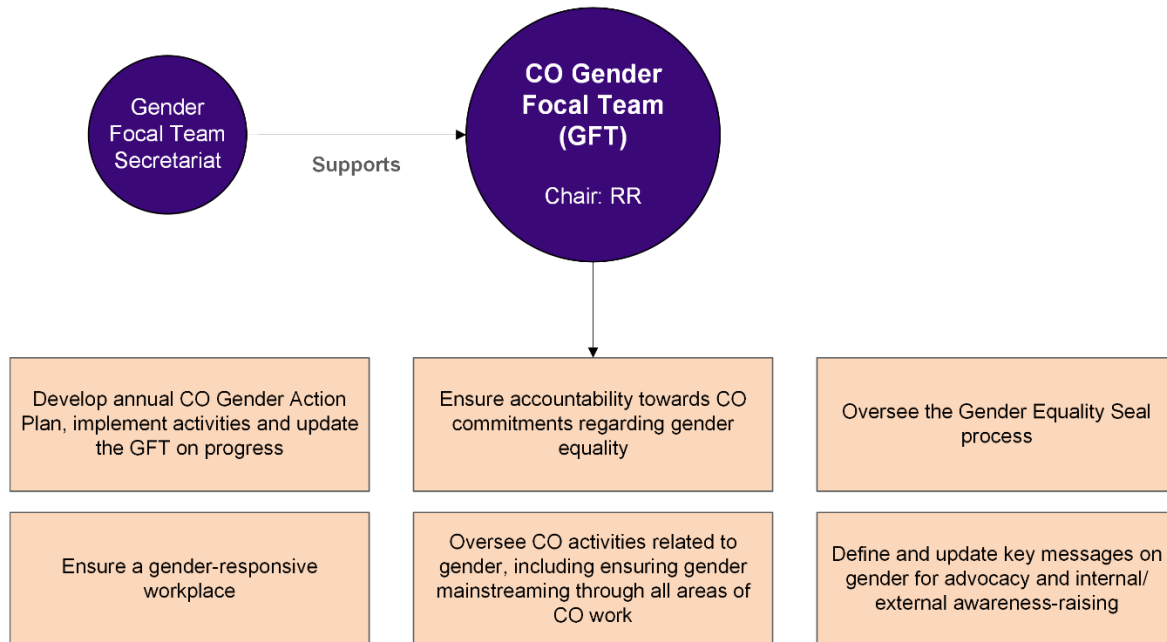
The GFT will provide oversight and ensure accountability on the implementation of this strategy. The GFT Secretariat will work with the relevant teams in the CO to provide regular updates to the Gender Focal Team on the status of the implementation of this strategy’s commitments.

⁵⁸ UN Independent Expert on Protection Against Violence and Discrimination Based on Sexual Orientation and Gender Identity (2023). [End of Mission Statement](#).

⁵⁹ ILGA World Database. [Cambodia](#).

⁶⁰ UNDP (2022). [Gender Equality Strategy 2022-2025](#).

Overview: CO Gender Focal Team



Gender Equality Seal



The UNDP Gender Equality Seal is a “corporate certification process that recognizes the good performance of UNDP Country Offices in delivering transformational gender equality results”.⁶¹ UNDP Cambodia achieved the Bronze seal in 2014 and will go for the Gold seal as a demonstration of its strong progress on gender equality. The CO has developed a Gender Action Plan to prepare the CO to participate in the next opportunity to apply for the Gender Equality Seal, with the goal of achieving the Gold seal.

⁶¹ UNDP Indonesia. “[About the Gender Equality Seal](#)”.

Human Resources

Gender Parity

The CO has successfully achieved gender parity among its personnel, with an overall gender ratio of 49% men and 51% women. This accomplishment reflects the organization’s efforts to implement gender-responsive recruitment and retention practices.

However, there are still areas where gender parity can be improved, particularly in the P-level, higher-level NPSA, and UNV categories. Currently, there are more male personnel than female in the P and higher-level NPSA positions, while the UNV category has a higher proportion of female personnel. While gender parity has been achieved among the overall CO workforce, ongoing efforts will focus on closing gender gaps in specific levels, such as professional-level international position, higher-level NPSA positions, and the UNV positions.

Overview of Parity by Category⁶²

Gender Parity by Category						
Grade	Male	% Male	Female	% Female	Total	Total %
IP	6	75%	2	25%	8	10%
NO	9	53%	8	47%	17	22%
GS	6	43%	8	57%	14	18%
NPSA (GS level)	8	50%	8	50%	16	21%
NPSA (NO level)	9	56%	7	44%	16	21%
IPSA	0	0%	1	100%	1	1%
UNV	1	17%	5	83%	6	8%
Intern	1	33%	2	67%	3	4%
Total	40	49%	41	51%	81	100%

In terms of resources dedicated to gender, the CO has a Gender Analyst and a Gender Focal Point. Moreover, a Gender Learning Plan will be implemented to provide new knowledge and training to UNDP Cambodia personnel on areas related to gender equality. Moreover, all new personnel are required to complete a mandatory course on gender equality (The Gender Journey). Human Resources monitors compliance and the CO has maintained a 100% completion rate within the required first 30 days of employment.

⁶² Data as of 8 January 2025.

Gender and PMDs

Moreover, to ensure accountability for individual staff members, gender is integrated into annual Performance Management and Development (PMD) agreements. This also clearly defines the roles and responsibilities of each staff member in terms of their contribution to UNDP's goals on gender equality, as well as maintaining a gender-inclusive workplace. Managers should consult the [Integrating Gender into PMD guide](#).

Projects

Gender Equality Marker System

Since 2009, UNDP has required all parts of the organization to use the Gender Equality Marker system. The Gender Equality Marker system is a key tool applied across the whole UNDP Cambodia budget, including core and non-core resources, to measure the gender equality impact of each output. This includes development and management activities.⁶³

The Gender Equality Marker is a tool for use when designing projects. It helps UNDP identify where investments in gender equality are concentrated, under which SDGs, and the existing gaps. During the project design, a gender analysis should be conducted. Based on the findings, specific measures and/or interventions should be designed to address any inequalities and advance gender equality with sufficient resources allocated as evidenced by the gender marker.⁶⁴ A project and its outputs should be given a GEN rating in the planning stage, and the project progress should be tracked to ensure that the GEN rating is maintained as the activities are implemented.

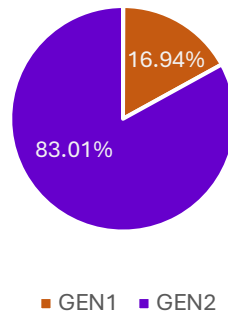
As of Q1 2025 (baseline), all UNDP Cambodia projects have met the GEN2 standard. Going forward, any project design failing to attain this minimum would require a special review by the Deputy Resident Representative and/ or the Resident Representative for an exceptional waiver. All possible efforts will be made to bring all the project to a minimum GEN 2 standard.

According to current data, 83% of project budgets are for activities that achieve at least GEN2 on the gender marker scale. Only 17% of project budgets were allocated to GEN1, and less than 1% to activities marked as GEN0. However, no project budget allocations met the GEN3 standard. As part of this Gender Equality Strategy, all new projects will dedicate a minimum of **15%** of project budgets to activities that directly support gender equality (GEN 3).

⁶³ UN Women. [Gender Marker Implementation in UNDP](#).

⁶⁴ UNDP. UNDP Gender Marker: Tracking Gender-Related Investments and Expenditures in Atlas – A Guidance Note for Staff (2016).

Overview of Project Budgets as of Q1 2024



In addition, UNDP Cambodia is developing a new standalone project (GEN 3) on transformational change for gender equality, complementing its gender mainstreaming by designing a project with the main objective of supporting gender equality.

Integrating Gender into the Design of New Projects

To address the issue of Gender Equality and Women’s Empowerment (GEWE) and to result the environment overcoming discrimination and improvement in Cambodia, each new UNDP project are committed to meet, at minimum, the GEN 2 standard. For new projects, it is best to begin thinking about gender from the early design stages of a project. The **Gender, Equity, Diversity and Inclusion (GEDSI) Analysis Checklist** in Annex 2 should be used to see areas where the project design bring result in the improvement of Gender Equality and Women’s Empowerment in partial, significant, or transformative way. This checklist contains guiding questions to help project teams think through the GEDSI considerations of their project, from identifying the development challenge, to conceptualizing the Theory of Change (ToC), to developing gender-responsive Monitoring and Evaluation (M&E), among other areas.

To support consistent gender mainstreaming across UNDP projects, the CO Gender Analyst should be engaged from the early stages of the project design phase. The Gender Analyst can provide expertise on the gender dimensions of different issues such as gender and climate, energy, youth, governance and inclusive economic growth. They can provide sources of gender-disaggregated data and collaborate with the project teams on ways to design projects that provides background of how the project can significantly contribute to result strengthening GEWE, in the GEN2 standard.

Currently, gender is formally assessed at the Quality Assurance (QA) and Social and Environmental Screening (SES) stages of the new project development cycle. The gender component of the QA screening is assessed with the following rubric:

- **3 (highest score):** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (*all must be true*)
- **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the

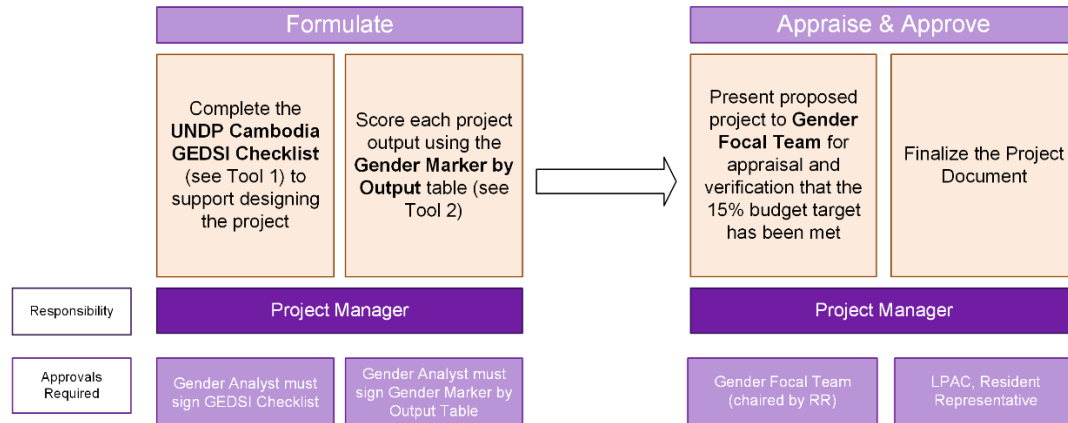
project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (*all must be true*)

- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

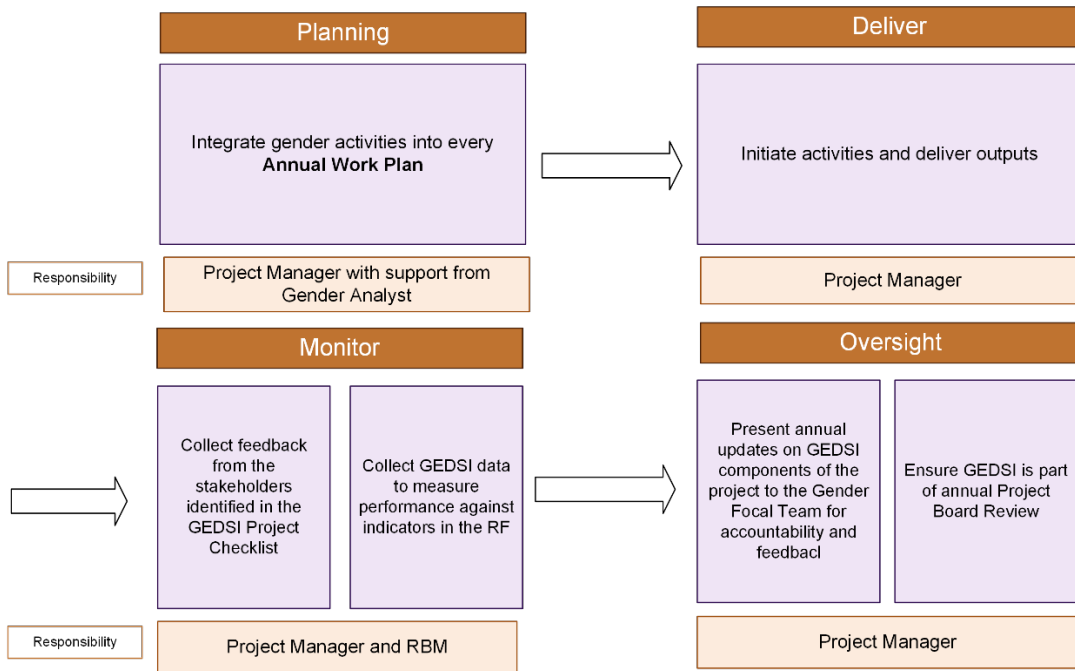
The **SOP Flowchart** on the next page provides an overview of a new process to make sure that new projects incorporate a gender analysis into the design phase. It also ensures that the implementation of gender-related action items are continuously monitored and that progress is overseen by the CO Focal Team governance body. If the [GEDSI Analysis Checklist](#) and Standard Operating Procedure (SOP) Flowchart below are used to their full potential, new projects should meet the requirements for the highest score in the QA assessment, and the project itself should meet, at minimum, the GEN 2 standard.

SOP Flowchart for Gender Mainstreaming in New Projects

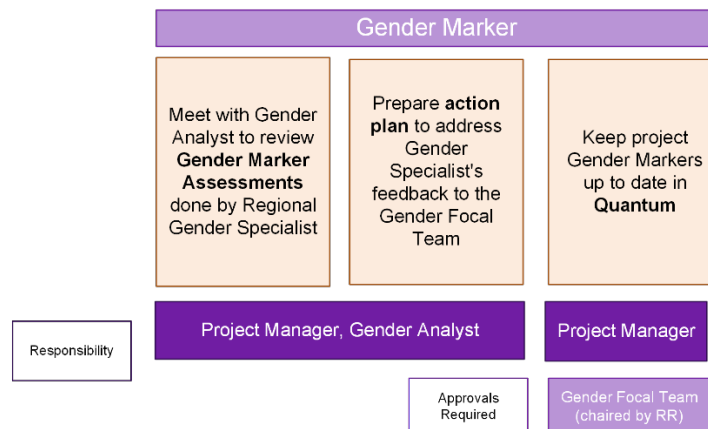
DESIGN



IMPLEMENT



MONITOR



Continuous Learning

Deep and long-term change on gender equality is not possible without changing society's views on gender norms, ideas about the roles of different genders. It is important that awareness, understanding and support for gender equality is spread not just to policymakers but to society at large, including youth and other important communities. Research and data have the power to change minds by providing compelling evidence as well as trigger new dialogues.

Gender equality and other cross-cutting issues should be mainstreamed through all of UNDP Cambodia's learning, research and knowledge products. Gender considerations should be addressed in inception reports, methodologies, project progress reports and research findings. Documentation should be provided on how the approach and methodology of all of our work has been informed by gender equality considerations. Findings, conclusions and recommendations should reflect gender.

In addition, in the spirit of continuous learning, it is important for UNDP Cambodia to continue to deepen its knowledge of current gender equality issues with the lens of intersectionality, Leave No One Behind and Do No Harm. In recent years, UNDP Cambodia has produced several groundbreaking studies on the topic of gender equality:

- **Gender Wage Gap in Cambodia** (2021): This economic study uses the Cambodian Socio-Economic Survey (CSES) to quantitatively estimate the gender wage gap. When controlling for other factors, including differences in education and experience, the gender wage gap is estimated to be 19%, which can be attributed to discrimination against women in the Cambodian labour market.
- **Leaving No One Behind Analysis in Cambodia** (2024): This comprehensive study identifies which groups remain left behind, and the reasons for their socioeconomic exclusion. Based on an analysis of secondary quantitative data and the collection of new qualitative data, the following groups were identified as the most left behind in Cambodia: 1) The rural poor; 2) Women, particularly in rural areas; 3) Women in high-risk employment; 4) The urban poor; 5) Groups lacking legal identity; and, 6) Indigenous peoples.

Upcoming studies include, but are not limited to:

1. **Social Behavioural Study on Women in the Informal Economy** (Forthcoming 2025): This research seeks to understand the structural and mental/behavioural factors that explain women's presence in the informal economy. This requires understanding the reasons (negative or positive) that influence women working in the informal sector so that formalization policies can be designed in a gender-responsive manner.
2. **Care Economy Study** (Forthcoming 2025): Cambodia has been identified as one of the countries with the largest gender inequality in the distribution of unpaid care and domestic work.⁶⁵ This study will explore the current landscape and demand for care services, including child care, elder care and

⁶⁵ Charmes for ILO (2019). [The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys.](#)

care for People with Disabilities. It will estimate the economic benefit of reducing women's care burden, through increased GDP and labour income tax revenue, to provide a 'business case' for more public investments in the care economy.

Gender-Responsive Procurement

UNDP Cambodia has drafted Operational Guidelines on Gender Equality and Social Inclusion (GESI) in Procurement. The goal of this approach is to ensure fair and inclusive practices in UNDP Cambodia's procurement process and prioritizing procurement from women-owned/gender-responsive vendors. This includes using gender-sensitive language in all procurement documents, including Terms of Reference (ToR) and procurement contracts. In addition, competencies and skills/experience related to GESI are included in the ToRs for all personnel, when applicable, to ensure that UNDP Cambodia has the capacity to meet its commitments on gender equality.

These guidelines also include accessibility considerations for People with Disabilities, including an accessibility checklist for all venues (e.g., hotels) on Long-Term Agreement.

Partnerships

Government Partners

At the Government level, the Ministry of Women's Affairs (MoWA) is the principal coordinating agency for public policy and public sector programs for gender equality and women's empowerment. MoWA will be supported as a key enabler of this project. UNDP is an active partner of MoWA, especially on topics such as Gender-Responsive Budgeting, where UNDP provides significant technical support.

This relationship was formalized via a **Memorandum of Understanding** (MoU) signed with MoWA in 2024, which outlined the following areas of collaboration:

1. Enactment, dissemination, and implementation of Neary Rattanak VI and National Policy on Gender Equality which was in line with the Pentagon Strategic Plan and United Nation Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
2. Formulation of the Neary Rattanak VI and its M&E framework and upgrade of the monitoring system to be digitalised
3. Develop evidence-based study and research to inform policy decision-makers, for instance, research on investing in the care economy, gender digital gap and on women in the informal sector
4. Partner on the long-term implementation of gender-responsive budgeting through a new MoWA-UNDP project
5. Joint resource mobilization efforts to support the delivery of the above programmatic and policy areas including the partnership pooled fund for supporting capacity development.

However, UNDP will also be a gender equality champion to other ministries, institutions and key stakeholders. For example, UNDP has a strong relationship with the Ministry of Economy and Finance (MEF), a critical partner in ensuring that resources are directed towards gender equality initiatives. MEF is one of UNDP's key partners for implementing Gender Responsive Budgeting (GRB), as it leads Public Financial Management (PFM) reform. Moreover, line ministries including the Ministry of Health, the Ministry of Education, Youth and Sports, the Ministry of Interior, the Ministry of Social Affairs and others play a critical role in developing and implementing programs that significantly impact gender equality.

Civil Society and Private Sector

UNDP has engaged Civil Society Organizations (CSOs) to support a healthy civic and activist space, support women human rights defenders and activists, and reach communities at risk of being left behind. Relationships with feminist CSOs will continue to be strengthened through annual consultative meetings. In addition, the UNDP Cambodia Institutional Transformation for Gender Equality Project includes a pillar focused on supporting a whole-of-society approach, with a strong focus on CSOs and the private sector.

United Nations System

At the inter-agency level, alongside UNFPA, UNDP is the co-chair of the UNCT **Gender Theme Group**. This group meets regularly to establish shared priorities, exchange knowledge and find opportunities to collaborate. UNDP regularly uses this platform to leverage the expertise of gender equality specialists across the UN system and to identify areas for collaboration, such as on cross-cutting issues like Gender-Based Violence. UNDP will continue to play a leading role in the GTG and seek opportunities to collaborate with other UN agencies on areas of shared work on gender equality. In particular, UN Women and UNFPA are considered strong allies in supporting gender equality in the Cambodian context.

Additionally, UNDP recognizes the significance of strengthening commitment and engagement to strengthen SDG 5, and actively contributes to the acceleration of UN System-Wide Gender Equality Acceleration Plan.

Communication for Advocacy

The goal of UNDP Cambodia's communications strategy is to position UNDP as a thought leader and trusted partner, enhance UNDP's visibility, and grow partnerships for achieving maximum results. In terms of gender equality, UNDP's communications are a critical tool for spreading public awareness on gender equality issues as well as changing the general public's perceptions on gender, including gender norms. This is the key to achieving transformation change to support gender equality in society.

As per the global UNDP Gender Equality Strategy (2022-2025), Country Offices are expected to "use communication for advocacy across their portfolios" and "develop accessible messages to foster strategic dialogues with stakeholders". To this end, UNDP Cambodia mainstreams gender in conveying results concerning all of its areas of work in climate, economics, governance and others. Using stories of change, data collection, and visual media among others, UNDP Cambodia sparks new ideas and dialogue on the topic of gender equality.

However, dialogues on gender equality should not be confined to institutional spaces like government, private sector and CSOs. It is important to spread engagement on gender equality to the

general public, including harder-to-reach communities like youth, LGBT+ and others. To change gender norms requires spreading new ideas about the roles of men, women and others in society, and find innovative ways to change individual behaviour.

Innovative methods of engaging the public will be explored, such as the use of social media, partnerships with influencers and holding policy dialogues outside of conventional spaces. For example, focusing on masculinities and targeting the beliefs of young men and boys regarding gender can have an impact on the issue of unpaid care work.

Conclusion

Gender equality is a fundamental element of UNDP Cambodia’s mandate. The UNDP Cambodia Gender Equality Strategy (2025-2029) reaffirms UNDP Cambodia’s commitment to supporting equality for people of all genders, guided by the principles of Leave No One Behind, Do No Harm and Intersectionality. This strategy is aligned to the UNDP Gender Equality Strategy (2022-2025) at the global level, using the ‘Twin Track Approach’ of gender targeting combined with gender mainstreaming, to support gender in many areas, including climate change, economic resilience, and governance.

The UNDP Cambodia Gender Equality Strategy (2025 – 2029) provides a gender analysis of the Cambodian context, aligned with each shift of the UNDP Cambodia Country Programme Document (2024-2028):

- 1. Economic diversification, inclusive growth, and human development**
- 2. Climate action and nature-based solutions for growth and human security**
- 3. Strong institutions, civic space, and people-centered digital governance for a peaceful and resilient society**

In addition, this document provides a comprehensive vision for supporting gender equality in every domain of the Country Office’s work:

- 1. Accountability** – through oversight and strong institutional mechanisms, such as the Gender Focal Team, chaired by the Resident Representative of UNDP Cambodia;
- 2. Human Resources** – by ensuring that gender parity among personnel is maintained and that roles and responsibilities regarding gender equality are enshrined in the Performance Management and Development (PMD) agreements of key personnel;
- 3. Projects** – by applying existing tools as well as introducing new processes tailored to UNDP Cambodia to ensure all projects, at minimum, support gender equality in a significant and consistent way;
- 4. Continuous Learning** – seeking to deepen UNDP Cambodia’s understanding of gender equality issues as well as fill knowledge gaps necessary to engage partners, policymakers and the public;
- 5. Gender Responsive Procurement** – engaging capacity that has experience and expertise in gender equality, as well as supporting women-owned or gender-responsive businesses;
- 6. Partnerships** – by defining key institutions that UNDP Cambodia will partner with to support gender equality;

- 7. Communications for Advocacy** - through a clear strategy and actions to use advocacy, media and engagement to increase support for gender equality.

This strategy also outlines concrete actions the Country Office will take, as captured in **Annex 1: Action Plan of the UNDP Cambodia Gender Equality Strategy**. In **Annex 2: Monitoring and Evaluation Plan**, specific outputs, indicators and targets are defined in order to ensure that the implementation of the strategy can be monitored and results are demonstrated.

Annexes

Annex 1: Action Plan of the UNDP Cambodia Gender Equality Strategy

Outcomes	Outputs	2025	2026	2027	2028	2029
<p><i>Outcome 1 – Accountability</i></p> <p><i>UNDP’s commitments on gender equality, as well as the Prevention of Sexual Exploitation and Abuse (PSEA) and Sexual Harassment (SH), are supported by strong senior management oversight bodies, reporting mechanisms and regularly-updated action plans.</i></p>	<p>1.1 The Gender Focal Team (GFT), chaired by the Resident Representative, provides oversight on the implementation of the UNDP Cambodia Gender Equality Strategy.</p>	<p>The TOR for the GFT is updated in light of Gender Seal requirements and UNDP Cambodia Gender Equality Strategy commitments.</p> <p>The GFT meets regularly, with support from the GFT Secretariat.</p>	<p>The GFT meets regularly, with support from the GFT Secretariat.</p>	<p>The GFT Secretariat presents a mid-term report on the implementation of the CO Gender Equality Strategy implementation to the GFT.</p>	<p>The GFT meets regularly, with support from the GFT Secretariat.</p>	<p>The GFT meets regularly, with support from the GFT Secretariat.</p> <p>The GFT Secretariat produces a final report on the Gender Equality Strategy implementation to the GFT.</p>
	<p>1.2 Senior managers and project leads have strong commitment and understanding of gender equality issues.</p>	<p>Baseline assessment of management capacity on gender equality is conducted.</p> <p>Training to strengthen managers’ capacity is included in Gender Learning Plan.</p>	<p>Training to strengthen managers’ capacity is included in Gender Learning Plan.</p>	<p>Management capacity on gender equality is re-assessed.</p> <p>Training to strengthen managers’ capacity is included in Gender Learning Plan.</p>	<p>Training to strengthen managers’ capacity is included in Gender Learning Plan.</p>	<p>Management capacity on gender equality is re-assessed.</p> <p>Training to strengthen managers’ capacity is included in Gender Learning Plan.</p>
	<p>1.3 UNDP personnel and implementing partners are well-aware of PSEA/SH policies and reporting mechanisms.</p>	<p>The TOR for the GFT is updated to include oversight on PSEA/SH activities.</p> <p>The PSEA/SH Focal Team produces, implements and monitors annual action plan.</p>	<p>The PSEA/SH Focal Team produces, implements and monitors annual action plan.</p>	<p>The PSEA/SH Focal Team produces, implements and monitors annual action plan.</p>	<p>The PSEA/SH Focal Team produces, implements and monitors annual action plan.</p>	<p>The PSEA/SH Focal Team produces, implements and monitors annual action plan.</p>

Outcomes	Outputs	2025	2026	2027	2028	2029
<p><i>Outcome 2 – Projects</i></p> <p><i>All of UNDP Cambodia’s projects support gender equality in a significant way, with sufficient resources allocated to ensure that results can be achieved.</i></p>	<p>2.1 All new UNDP Cambodia projects mainstream gender equality.</p>	<p>Gender Equality, Diversity and Inclusion (GEDSI) checklist is finalized.</p> <p>New Standard Operating Procedure (SOP) is implemented.</p> <p>Baseline assessment of project expenditures on Gender Equality Marker (GEN2) conducted.</p>	<p>GEDSI checklist and SOP on gender continue to be implemented.</p> <p>Gender Equality Markers regularly monitored and reported to the GFT.</p>	<p>GEDSI checklist and SOP on gender continue to be implemented.</p> <p>Gender Equality Markers regularly monitored and reported to the GFT.</p>	<p>GEDSI checklist and SOP on gender continue to be implemented.</p> <p>Gender Equality Markers regularly monitored and reported to the GFT.</p>	<p>GEDSI checklist and SOP on gender continue to be implemented.</p> <p>Gender Equality Markers regularly monitored and reported to the GFT.</p>
	<p>2.2 Gender equality is directly targeted by UNDP Cambodia interventions in a gender-transformative way.</p>	<p>New project on gender equality is developed.</p> <p>Baseline analysis of project expenditures against Gender Equality Marker (GEN3) is completed.</p>	<p>New project on gender equality (GEN3) is finalized.</p> <p>Analysis of project expenditures against gender markers is conducted every 6 months.</p>	<p>Analysis of project expenditures against gender markers is conducted every 6 months.</p>	<p>Analysis of project expenditures against gender markers is conducted every 6 months.</p>	<p>Analysis of project expenditures against gender markers is conducted every 6 months.</p>
<p><i>Outcome 3 – Human Resources and Capacity</i></p> <p><i>UNDP Cambodia has the internal resources, capacity and expertise to deliver on gender equality.</i></p>	<p>3.1 Gender parity is achieved and maintained among UNDP personnel.</p>	<p>Baseline assessment of gender gaps at specific groups and levels is completed.</p> <p>Strategy on closing gaps at specific groups and levels (e.g., P category) is developed by HR and Gender team.</p>	<p>Gender parity at all groups and levels is regularly monitored and reported to the GFT.</p>	<p>Gender parity at all groups and levels is regularly monitored and reported to the GFT.</p>	<p>Gender parity at all groups and levels is regularly monitored and reported to the GFT.</p>	<p>Progress on closing gender gaps and lessons learned is assessed.</p>

Outcomes	Outputs	2025	2026	2027	2028	2029
	3.2 UNDP Cambodia is a gender-responsive working environment.	Assess usage of flexible working arrangements. RR and HR continue to send regular reminders on the availability of flexible working arrangements.	Assess usage of flexible working arrangements. RR and HR continue to send regular reminders on the availability of flexible working arrangements.	Assess usage of flexible working arrangements. RR and HR continue to send regular reminders on the availability of flexible working arrangements.	Assess usage of flexible working arrangements. RR and HR continue to send regular reminders on the availability of flexible working arrangements.	Assess usage of flexible working arrangements. RR and HR continue to send regular reminders on the availability of flexible working arrangements.
	3.3 Orientation on gender equality forms a critical part of new employee induction.	HR ensures that all newcomers complete Gender Journey and PSEA mandatory courses within first 30 days.	HR ensures that all newcomers complete Gender Journey and PSEA mandatory courses within first 30 days.	HR ensures that all newcomers complete Gender Journey and PSEA mandatory courses within first 30 days.	HR ensures that all newcomers complete Gender Journey and PSEA mandatory courses within first 30 days.	HR ensures that all newcomers complete Gender Journey and PSEA mandatory courses within first 30 days.
	3.4 Training on gender equality is delivered on a regular basis.	Baseline assessment of CO personnel capacity on gender equality is conducted. The CO Learning Plan includes at least 2 trainings on gender equality.	The CO Learning Plan includes at least 2 trainings on gender equality.	CO personnel capacity on gender equality is re-assessed. The CO Learning Plan includes at least 3 trainings on gender equality.	The CO Learning Plan includes at least 3 trainings on gender equality.	CO personnel capacity on gender equality is re-assessed. The CO Learning Plan includes at least 4 trainings on gender equality.
	3.5 UNDP Cambodia has dedicated capacity on gender equality.	At least two staff with ToRs focused on gender equality are employed in the CO.	At least three staff with ToRs focused on gender equality are employed in the CO.	At least three staff with ToRs focused on gender equality are employed in the CO.	At least three staff with ToRs focused on gender equality are employed in the CO.	At least three staff with ToRs focused on gender equality are employed in the CO.
Outcome 4 - Partnerships UNDP Cambodia engages a wide variety of partners	4.1 UNDP Cambodia participates in relevant inter-agency bodies.	UNDP Cambodia acts as a chair/co-chair of the UNCT Gender Theme Group.	UNDP Cambodia acts as a chair/co-chair of the UNCT Gender Theme Group.	UNDP Cambodia acts as a chair/co-chair of the UNCT Gender Theme Group.	UNDP Cambodia acts as a chair/co-chair of the UNCT Gender Theme Group.	UNDP Cambodia acts as a chair/co-chair of the UNCT Gender Theme Group.

Outcomes	Outputs	2025	2026	2027	2028	2029	
<i>to achieve progress on gender equality, while also serving as a strong gender equality advocate to the general public and stakeholders.</i>		UNDP Cambodia is represented in the Inter-Agency PSEA Task Team.	UNDP Cambodia is represented in the Inter-Agency PSEA Task Team.	UNDP Cambodia is represented in the Inter-Agency PSEA Task Team.	UNDP Cambodia is represented in the Inter-Agency PSEA Task Team.	UNDP Cambodia is represented in the Inter-Agency PSEA Task Team.	
	4.2 UNDP Cambodia supports the Ministry of Women’s Affairs leadership on gender equality.	-	Current Memorandum of Understanding (MoU) with MoWA ends. Memorandum of Understanding is signed for a period of two years.	-	Memorandum of Understanding is signed for a period of two years.	-	
	4.3 UNDP Cambodia supports gender mainstreaming throughout key ministries of the Royal Government of Cambodia.	Stakeholder mapping of gender equality organizations is completed. UNDP supports line ministries in piloting GRB and in other key gender equality areas.	UNDP supports line ministries in piloting GRB and in other key gender equality areas.	UNDP supports line ministries in piloting GRB and in other key gender equality areas.	UNDP supports line ministries in piloting GRB and in other key gender equality areas.	UNDP supports line ministries in piloting GRB and in other key gender equality areas.	UNDP supports line ministries in piloting GRB and in other key gender equality areas.
	4.4 UNDP Cambodia engages and supports feminist Civil Society Organizations.	Annual CSO consultation on gender equality is held.	Annual CSO consultation on gender equality is held.	Annual CSO consultation on gender equality is held.	Annual CSO consultation on gender equality is held.	Annual CSO consultation on gender equality is held.	Annual CSO consultation on gender equality is held.
Outcome 5 - Communications <i>UNDP Cambodia effectively uses advocacy, media and knowledge-sharing to engage all spheres of society, including the general</i>	5.1 UNDP Cambodia is consistently promoting gender equality through its social media and public communications.	New guidance to personnel on gender-inclusive language is disseminated. UNDP Cambodia Communications Strategy is finalized and includes dedicated section on gender.	UNDP Cambodia Communications Strategy, and guidelines on gender equality and gender-responsive language, continue to be implemented.	UNDP Cambodia Communications Strategy, and guidelines on gender equality and gender-responsive language, continue to be implemented.	UNDP Cambodia Communications Strategy, and guidelines on gender equality and gender-responsive language, continue to be implemented.	UNDP Cambodia Communications Strategy, and guidelines on gender equality and gender-responsive language, continue to be implemented.	

Outcomes	Outputs	2025	2026	2027	2028	2029
<i>public, to spread awareness of gender equality and challenge preconceived gender norms.</i>	5.2 UNDP Cambodia provides representation and role models of gender equality.	UNDP Cambodia website continues to feature positive examples of women in photographs and “change stories”.	UNDP Cambodia website continues to feature positive examples of women in photographs and “change stories”.	UNDP Cambodia website continues to feature positive examples of women in photographs and “change stories”.	UNDP Cambodia website continues to feature positive examples of women in photographs and “change stories”.	UNDP Cambodia website continues to feature positive examples of women in photographs and “change stories”.
	5.3 Knowledge products on critical gender equality issues are produced to spread new research and insights.	<p>Knowledge product on care economy is published on UNDP Cambodia website.</p> <p>Knowledge product on women in the informal economy is published on UNDP Cambodia website.</p> <p>Blog posts/change stories on gender are published.</p>	At least 1 new knowledge product on gender equality is produced and published publicly.	At least 1 new knowledge product on gender equality is produced and published publicly.	At least 1 new knowledge product on gender equality is produced and published publicly.	At least 1 new knowledge product on gender equality is produced and published publicly.

Annex 2. Monitoring and Evaluation Plan

Outcomes	Outputs	Indicator	Target
<i>Outcome 1 – Accountability</i>	1.1 The Gender Focal Team (GFT), chaired by the Resident Representative, provides oversight on the implementation of the UNDP Cambodia Gender Equality Strategy.	# of meetings of the Gender Focal Team, annual	Target: 4
	1.2 Senior managers and project leads have strong commitment and understanding of gender equality issues.	% of managers indicating that they feel confident or strongly confident in their gender equality knowledge	Target: 70% (min.)
	1.3 UNDP personnel and implementing partners are well-aware of PSEA/SH policies and reporting mechanisms.	% of PSEA action plan, endorsed by RR, implemented annually.	Target: 100%
<i>Outcome 2 – Projects</i>	2.1 All new UNDP Cambodia projects mainstream gender equality.	% of aggregate project budget allocated to Gender Equality Marker GEN2	Target: 70% (min.)
	2.2 Gender equality is directly targeted by UNDP Cambodia interventions in a gender-transformative way.	% of aggregate project budget allocated to Gender Equality Marker GEN3	Target: 15% (min.)
<i>Outcome 3 – Human Resources and Capacity</i>	3.1 Gender parity is achieved and maintained among UNDP personnel.	% of women personnel, aggregate and disaggregated by each group and level	Target: 45-55% aggregate and at all groups/levels

<i>Outcomes</i>	<i>Outputs</i>	<i>Indicator</i>	<i>Target</i>
	3.2 UNDP Cambodia maintains a gender-responsive working environment.	% of personnel availing flexible working arrangements	Target: 50% (min.)
	3.3 Orientation on gender equality forms a critical part of new employee induction.	% of new personnel completing Gender Journey and PSEA mandatory courses within 30 days of onboarding	Target: 100%
	3.4 Training on gender equality is delivered on a regular basis.	# of gender-related trainings delivered, annual	Target: 3
	3.5 UNDP Cambodia has dedicated capacity on gender equality.	# of full-time UNDP personnel with TOR focused on gender equality	Target: 2
<i>Outcome 4 - Partnerships</i>	4.1 UNDP Cambodia participates in relevant inter-agency bodies.	% of UNCT Gender Theme Group meetings chaired/co-chaired by UNDP and PSEA Task Team meetings with UNDP representation	Target: 100%
	4.2 UNDP Cambodia supports the Ministry of Women's Affairs leadership on gender equality.	Frequency of Memoranda of Understanding signed with MoWA.	Target: Every 2 years
	4.3 UNDP Cambodia supports gender mainstreaming throughout the Royal Government of Cambodia.	# of ministries with whom UNDP has substantive collaboration on gender equality annually	Target: 2
	4.4 UNDP Cambodia engages and supports feminist Civil Society Organizations.	# of annual consultative meetings held with feminist CSOs annually	Target: 1 (min.)
<i>Outcome 5 - Communications</i>	5.1 UNDP Cambodia is consistently promoting gender equality through its social media and public communications.	% of social media posts on or relating to gender equality	Target: 15% (min.)

<i>Outcomes</i>	<i>Outputs</i>	<i>Indicator</i>	<i>Target</i>
	5.2 UNDP Cambodia provides representation and role models of gender equality.	% of photos on UNDP Cambodia website portraying positive gender norms	Target: 50% (min.)
	5.3 Knowledge products on critical gender equality issues are produced to spread new research and insights.	# of new knowledge products published on or relating to gender equality on the UNDP Cambodia website annually	Target: 2 (min.)

Annex 3. Frameworks and Strategic Documents on Gender Equality

Global Frameworks

The **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, adopted in 1979 by the UN General Assembly, provides the basis for the realization of equality between women and men through ensuring women's equal access to, and equal opportunities in, political and public life, education, health, and employment. States that have ratified the Convention (State Parties) are legally bound to put all its provisions into practice so that women can enjoy all their human rights and fundamental freedoms.

The **Beijing Declaration and Platform for Action**, adopted in 1995 at the 4th World Conference on Women, embodies the commitment of the wide international community to achieve gender equality and provide equal opportunities for women and girls. The Platform for Action sets an agenda for Governments, international organizations, civil society, and the private sector to safeguard women's human rights and to ensure that gender is taken into account in all national, regional, and international policies and programmes in the following critical areas: **(1)** women and poverty, **(2)** education and training of women, **(3)** women and health, **(4)** violence against women (VAW), **(5)** women and armed conflict, **(6)** women and the economy, **(7)** women in power and decision-making, **(8)** institutional mechanisms, **(9)** human rights of women, **(10)** women and the media, **(11)** women and the environment, **(12)** the girl child.

UN System-Wide Frameworks

To coordinate and measure progress towards gender equality and women's empowerment across all the entities and departments of the UN System, including UNDP, in 2012, the UN agreed on **the UN System-Wide Action Plan (SWAP)** on Gender Equality and the Empowerment of Women that sets 17 Priority Indicators on management, accountability, human and financial resource, staff capacities and communications.

The **UN System-Wide Strategy on Gender Parity** sets additional targets for maintaining full gender parity among all staff and attain full parity among all Senior Management roles and at each grade level, including through both changing organizational policies and culture and ensuring the quality and safety of the working environment across all the entities and departments of the UN System, including UNDP.

UNDP Frameworks

In line with the UN-SWAP and UN System-Wide Strategy on Gender Parity, the **UNDP Gender Equality Strategy (2022-2025)**²⁶ commits to strengthening UNDP's development interventions to address the root causes of persistent discrimination against women and tackle structural changes that accelerate gender equality and women's empowerment, as well as intensifying efforts in internal organizational transformation in leadership, planning and programming, reporting, staff capacities and working environment to achieve greater gender equality results.

To facilitate the implementation of the UNDP Gender Equality Strategy (2022-2025), the Organization established the **Gender Equality Seal Programme** – a corporate certification programme and learning platform that equips the UNDP COs with measurable standards and incentives to mainstream gender equality within all aspects of development work by addressing gaps, documenting and sharing innovation, as well as advancing organizational change.

In addition, UNDP is guided by the mandatory [Social and Environmental Standards](#) that require that **all** projects and programmes across the Organization are informed by gender analysis in their design and implementation, promote gender equality and women’s empowerment, ensure allocation of financial resources for gender equality, use gender-disaggregated data and gender-sensitive M&E indicators, and address any risk of potential exposure of UNDP beneficiaries to GBV and/or sexual harassment (SH), sexual exploitation and abuse (SEA).

National Frameworks

The [Constitution of the Kingdom of Cambodia](#), the supreme law of the Kingdom of Cambodia, clearly stipulates the equality between men and women, which is stated in the following articles:

- Article 31: Citizens of both sexes have equal rights before the law.
- Article 35: Khmer citizens of both sexes are equal before the law and have the right to actively participate in political, economic, social and cultural life.
- Article 38: The law prohibits any physical abuse against any individual.
- Article 45: All forms of discrimination against women shall be eliminated.
- Article 46: Trafficking in human beings, exploitation of prostitution and obscenity which affect the dignity of women are prohibited.

[Neary Rattanak VI](#) (2024- 2028) is the five-year strategic plan for promoting gender equality and empowering women and girls. It is developed and implemented by the Ministry of Women's Affairs and identifies key priority areas for gender equality. Neary Rattanak VI identifies six strategies as part of its framework:

1. Women’s economic empowerment
2. Social morality, women’s value and family
3. Well-being of women and girls
4. Legal protection for women and girls
5. Women in leadership and governance
6. Women and climate change

The [National Action Plan to Prevent Violence Against Women \(NAPVAW\) III](#) (2019-2023) is the Royal Government of Cambodia’s policy framework to prevent Gender-Based Violence (GBV). NAPVAW aims to “prioritize prevention of GBV, provision of quality essential services, and a strong legal and policy framework.”⁶⁶

⁶⁶ UNFPA Cambodia (2023). [UNFPA Cambodia | HARMFUL SOCIAL & GENDER NORMS THAT DRIVE GENDER BASED-VIOLENCE IN CAMBODIA](#)

Annex 3: Gender Equality Marker System (GEN)

Gender Equality Marker Scale (GEN 0, GEN 1, GEN 2, GEN 3)⁶⁷

Codes	Values	Explanation
0	No contribution	The outputs at the project level are not contributing to gender equality. The outputs are considered gender blind.
1	Limited contribution	The output at the project level contributes in a limited way to gender equality, but not significantly. Gender equality is not consistently mainstreamed and has not been critical in the project design.
2	Significant contribution	Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way . Gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators, and budget associated with the output.
3	Primary consideration	The achievement of gender equality and/or the empowerment of women are an explicit (or principal) objective of the output and the main reason that this output was planned.

⁶⁷ UN Women. [Gender Marker Implementation in UNDP](#).

Annex 4: Gender Focal Team (GFT) Terms of Reference

Overview

- Guided by the [UN System-Wide Action Plan \(SWAP\) on Gender Equality and the Empowerment of Women](#) and [Beijing Declaration and Platform for Action](#), the global UNDP Gender Equality Strategy (2022-2025) establishes measures for institutional transformation grouped into seven interconnected building blocks inspired by the UNDP Gender Equality Seal certification. Meaningfully integrating gender equality across UNDP work starts with the everyday decisions, actions, and behaviours of our personnel. Our efforts will require leadership that fosters listening and learning and calls for courage and new ways of working. UNDP will succeed only if it creates and sustains a culture where every person is respected, valued, empowered, and feels safe and included.
- The UNDP commitment to gender equality is integral to all efforts to expand people’s choices, realize a just and sustainable world, and achieve the vision of the 2030 Agenda for Sustainable Development. UNDP will work through its six ‘signature solutions’, on poverty and inequality; governance; resilience; environment; energy; and gender equality.
- In line with the [UN System-Wide Strategy on Gender Parity](#), UNDP also aims to maintain full gender parity among all staff and attain full parity among all Senior Management roles and at each grade level, including through both changing organizational policies and culture and ensuring the quality and safety of working environment across the Organization.
- The UNDP Gender Equality Seal (“GES”) is a corporate certification programme and learning platform that equips Country Offices (COs) and their Units with measurable standards and incentives to operationalize the global UNDP Gender Equality Strategy (2022-2025) within all aspects of their work by assessing and addressing gaps, documenting and sharing innovation.
- In addition, the [UNDP Social and Environmental Standards](#) (SES) require that all projects and programmes across the Organization are informed by gender analysis in their design and implementation, promote gender equality and women’s empowerment, ensure allocation of financial resources for gender equality, use gender-disaggregated data and gender-sensitive M&E indicators, and address any risk of potential exposure of UNDP beneficiaries to Gender-based Violence (GBV) and/or sexual harassment/sexual exploitation and abuse (SH/SEA).
- The UNDP in Cambodia is committed to the global UNDP Gender Equality Strategy (2022-2025) and SES and establishing an all-encompassing system that integrates gender equality and women’s empowerment across the country-level programming, operations, communications and partnerships. UNDP Cambodia commits to reviewing, updating and developing the UNDP Cambodia Gender Equality Strategy and Action Plan in line with the global UNDP Gender Strategy. To achieve greater progress and raise standards in the implementation, the Cambodia Country Office aims to obtain the Seal in 2024.

The UNDP Cambodia Gender Focal Team (GFT) is established to assist the Country Office (CO) in the integrated implementation and monitoring of the UNDP Cambodia Country Office Gender Equality Strategy and Action Plan; and facilitate the CO’s participation in the GES Programme, in coordination with the CO’s

Units, regional and global Gender Focal Teams (GFTs), and other COs. In addition, the GFT will contribute to the application of the SES Principles on Gender Equality and Women’s Empowerment through active participation in the work of the UNDP Cambodia Country Office SES Focal Team. The GFT functions as a coordination and oversight body under the auspices of the UNDP Resident Representative (RR) and Senior Management Team, and reports to them.

Objectives

The overall objectives of the GFT include:

- Ensure gender mainstreaming in the CO’s programming, operations, communications, advocacy and partnerships by developing and coordinating the implementation and monitoring of the UNDP Cambodia Gender Equality Strategy and Action Plan, as well as the GFT Annual Action Plans;
- Oversee the Gender Equality Seal process;
- Support the CO to create a more gender-responsive workplace by promoting a culture of learning and experience sharing across the Units;
- Facilitate the CO’s participation in the GES Programme, including supporting the online self-assessment process, developing, implementing and monitoring the GES Action Plan and supporting the final assessment.

Composition

1	Resident Representative	Chair
2	Deputy Resident Representative	Member
3	Assistant to Resident Representative (ARR) – Head of Programme Unit	Member
4	Assistant to Resident Representative (ARR) – Head of Policy Unit	Member
5	Assistant to Resident Representative (ARR) – Head of Operation Unit	Member
6	Head of RBM Unit	Member
7	Head of Communication Unit	Member
8	Head of Procurement Team	Member
9	Head of Human Resources	Member
10	A representative from Projects	Member
11	A representative from AccLab	Member
12	Focal Point for Protection from Sexual Exploitation and Abuse (PSEA)	Member
13	CO Gender Focal Point	Secretariat
14	Gender Analyst	Secretariat

Members

The GFT is comprised of at least one representative from each Unit, including Programme, Policy, Operations, RBM and Communications, as well as the UNDP PSEA Focal Point. Where possible, the Unit's Team Leader should have a membership. Otherwise, it is the responsibility of the Unit's Team Leader and/or DRR to ensure representation of each Unit in the GFT. GFT members should be allocated time and resources by Senior Management to ensure strong engagement and contribution.

The responsibilities of the GFT include the following areas of work:

1. Strategic

- Understand and promote the workplace policies/tools related to gender equality and women's empowerment, such as the global UNDP Gender Equality Strategy (2022-2025), Gender Markers, SH/PSEA, and work-life balance, and support their implementation;
- Actively engage in the Gender Equality Strategy (GES) process, including a collection of evidence for the online self-assessment process, development, implementation and monitoring of the GES Action Plan;
- Provide updates to respective Units and all UNDP staff regarding GFT activities;
- Actively participate in the development, implementation, and monitoring of the UNDP Cambodia Gender Equality Strategy and Action Plan and GFT Annual Plans;
- Conduct a mid-term review of the GFT key results with the DRR and present a brief overview to staff highlighting key results on GES, challenges and priorities for rest of the year;
- Ensure gender equality goals are mainstreamed into all Monitoring, Evaluation and Learning (MEL) frameworks, supported by the collection of gender-disaggregated data.

2. Programming

- Mainstream gender throughout UNDP Cambodia projects;
- Assess status of gender markers and the implementation of gender-related project activities.

3. Operations

- Actively participate in capacity-building activities, information and knowledge sharing initiatives, and other events aimed at creating a more gender-responsive workplace. Also ensure gender is reflected in the CO Annual Learning Plan/ budget.
- Seek gender parity in CO staffing and human resources;
- Support gender equality and women's empowerment in procurement process.
- Prepare gender inputs into corporate reporting, including ROAR, as required.

4. Inter-Agency Work

- Promoting gender networking and dialogue among the government, UN Agencies and civil society organizations;
- Strengthening gender dimension of inter-agency activities and providing inputs to gender implementation of joint documents, such as the United Nations Sustainable Development Cooperation Framework (UNSDCF);
- Support activities coordinated by the UNCT Gender Theme Group, including the Technical Sub-Working Group on Gender-Based Violence.
- Provide inputs for the UN System-Wide Action Plan (SWAP) on gender equality process.

5. Partnerships and Communication

- Identify areas for potential partnerships to further the CO's work on gender equality;

- Promote knowledge of gender equality and UNDP gender equality work through social media campaigns, blog posts, op-eds and other communication projects.
- **Chair**

The GFT is chaired by the RR, accountable for the effective implementation and results of the UNDP Cambodia Gender Equality Strategy and Action Plan, GFT Annual Action Plans and GES Action Plan, and relevant periodic reports.

The Chair's responsibilities include:

- Review and endorse the UNDP Cambodia Gender Equality Strategy and Action Plan, GFT Annual Plans and GES Action Plan and sign off on the periodic reports;
- Chair the GFT meetings and provide overall guidance to the work of the GFT;
- Ensure that all CO staff are informed of the progress made by the GFT in the deliverance of the UNDP Cambodia Gender Equality Strategy and Action Plan, GFT Action Plans and GES Action Plan;
- Ensure that the GFT have access to resources and time allocation to actively contribute to the GFT and gender-related joint activities at both the CO- and UNCT levels;
- Prepare a short annual report of activities for the UNDP Resident Representative, with a copy to the Gender Unit/BRH, to indicate achievements, challenges and areas of support needed.

Secretariat

The Gender Focal Point (GFP) is appointed by the RR on an annual basis based on her/his qualifications and engagement in gender-related programming at the country level.

The GFP's responsibilities include:

- Develop and circulate meetings' agenda, take and circulate notes as required, schedule meetings, organize the meeting venues, etc.;
- Monitor and track progress against the UNDP Cambodia Gender Equality Strategy and Action Plan, GFT Annual Action Plans, GES Benchmarks and GES Action Plan;
- Manage the Gender Focal Team folders to facilitate information sharing and communication of the GFT;
- Update the GFT mailing list: gender.kh@undp.org;
- Attend regional and global information sessions relevant to the work of the GFT and keep GFT members updated;
- Establish a digital archiving system for meeting minutes, publications, reports and other relevant material.

Tools

Tool 1. UNDP Cambodia: Gender Equality, Diversity and Inclusion (GEDSI) Analysis Checklist for Projects

This document should be used when designing a new project. Its goal is to identify areas where the project could support gender equality, as well as determine the Gender Equality Marker score (GEN 0/1/2/3).

Answers to each section should be 300 words or less.

You can also later use this information to fill in the QA checklist and the SES questionnaire.

GENERAL INFORMATION	
Project Title	
Unit	

1. DEVELOPMENT CHALLENGE DESCRIPTION																	
<p><i>In a project design, gender analysis helps you to develop a situational analysis of a given context and identify concrete development challenges. You must use this information to make decisions about the design of your project.</i></p>																	
Development Challenge Description	Describe the development challenge that UNDP is trying to address with this project.																
<p>Who is impacted by this challenge? You may select more than one.</p> <p><input type="checkbox"/> All people in Cambodia (<i>not specific groups</i>).</p> <p><input type="checkbox"/> Cambodians living outside the country.</p> <p><input type="checkbox"/> Specific regions of the country.</p> <p><input type="checkbox"/> Urban areas.</p> <p><input type="checkbox"/> Rural areas.</p> <p>Name the areas: <u><specify></u></p> <p><input type="checkbox"/> A particular group of people. <i>You may select more than one.</i></p> <table border="0"> <tr> <td><input type="checkbox"/> Women</td> <td><input type="checkbox"/> People with low digital literacy</td> </tr> <tr> <td><input type="checkbox"/> Men</td> <td><input type="checkbox"/> People with low financial literacy</td> </tr> <tr> <td><input type="checkbox"/> Persons with Disabilities or their caregivers</td> <td><input type="checkbox"/> Elders</td> </tr> <tr> <td><input type="checkbox"/> Young girls</td> <td><input type="checkbox"/> Immigrants</td> </tr> <tr> <td><input type="checkbox"/> Young boys</td> <td><input type="checkbox"/> Migrant workers</td> </tr> <tr> <td><input type="checkbox"/> Students</td> <td><input type="checkbox"/> People and households in poverty</td> </tr> <tr> <td><input type="checkbox"/> Fathers</td> <td><input type="checkbox"/> People with low level of education</td> </tr> <tr> <td><input type="checkbox"/> Mothers</td> <td><input type="checkbox"/> Workers in the informal sector</td> </tr> </table>		<input type="checkbox"/> Women	<input type="checkbox"/> People with low digital literacy	<input type="checkbox"/> Men	<input type="checkbox"/> People with low financial literacy	<input type="checkbox"/> Persons with Disabilities or their caregivers	<input type="checkbox"/> Elders	<input type="checkbox"/> Young girls	<input type="checkbox"/> Immigrants	<input type="checkbox"/> Young boys	<input type="checkbox"/> Migrant workers	<input type="checkbox"/> Students	<input type="checkbox"/> People and households in poverty	<input type="checkbox"/> Fathers	<input type="checkbox"/> People with low level of education	<input type="checkbox"/> Mothers	<input type="checkbox"/> Workers in the informal sector
<input type="checkbox"/> Women	<input type="checkbox"/> People with low digital literacy																
<input type="checkbox"/> Men	<input type="checkbox"/> People with low financial literacy																
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<input type="checkbox"/> Fathers	<input type="checkbox"/> People with low level of education																
<input type="checkbox"/> Mothers	<input type="checkbox"/> Workers in the informal sector																

<input type="checkbox"/> LGBT+ people <input type="checkbox"/> Indigenous peoples <input type="checkbox"/> Ethnic minorities <input type="checkbox"/> Religious minorities <input type="checkbox"/> Mine survivors <input type="checkbox"/> Other: <i><specify></i>	<input type="checkbox"/> MSME owners <input type="checkbox"/> Large businesses/corporations <input type="checkbox"/> Activists <input type="checkbox"/> Members of political groups <input type="checkbox"/> Civil Society Organizations (CSOs) <input type="checkbox"/> Royal Government of Cambodia <input type="checkbox"/> Sub-national governments
Gender analysis and Disaggregated Data	<p><i>Is gender-disaggregated data available? If so, what does it tell you about how the challenge affects men and women differently? Are there any gender gaps? What about data disaggregated by disability, ethnicity, geography, etc.?</i></p> <p><i>Has a gender analysis been conducted to inform the project design?</i></p>
Stakeholder/Expert Views	<p><i>What do relevant experts, stakeholders, women’s groups, research papers, reports, etc. on this topic say about the development challenge’s impact on gender equality and other LNOB groups?</i></p>
Gender Impacts	<p><i>Based on the data and evidence, how do you think the development challenge impacts men and women differently? What are the implications for gender equality?</i></p>
Underlying Causes	<p><i>What are the underlying causes of the gender gaps or other specific gaps for LNOB groups? For example, are the causes related to</i></p> <ul style="list-style-type: none"> <i>• individual conditions (access to resources, freedom from violence, access to health and education)</i> <i>• individual capability (knowledge, skills, commitment to change towards equality)</i> <i>• formal rules, law policies that discriminate against gender and LNOB groups</i> <i>• informal discriminatory social/gender norms?</i>
Lessons Learned	<p><i>Are there any lessons learned from when UNDP tried to address this issue in the past?</i></p>

2. CONSULTATIONS

To support the project design stage, identify relevant stakeholders and which information/hypotheses to discuss with them. For the QA checklist, it will be important to demonstrate that a participatory approach was used in the gender analysis.

Key Stakeholders	<i>Who are the key stakeholders in this area? What organizations, CSOs, women's groups, etc. represent them?</i>
Planned Consultations	<i>Which stakeholders will/ have you consult(ed) to inform the design of the project? How will you ensure that the voices of women and other LNOB groups are included? What consultation methods will be used to ensure the participation of women and LNOB groups are meaningful and have influence on the decision making?</i>
Knowledge Gaps	<i>What missing information or knowledge gaps will you try to fill in through your conversations with stakeholders?</i>
Hypotheses to Test	<i>What ideas or hypotheses will you try to verify by discussing with stakeholders?</i>

3. PROJECT STRATEGY

Fill out this section after doing the consultations described above.

Design gender strategies for the project, and create outcomes/outputs that show how the project will support gender equality.

Theory of Change	<i>How will this project support gender equality, diversity, and inclusion of the groups who will be impacted? How will it support those at risk of being left behind? How will it ensure a long-term impact?</i>
Consultation Results	<i>What did you learn from consulting stakeholders? How did the knowledge from the consultations inform the project strategy.</i>
Outcomes and Outputs on Gender	<i>If possible, the project should aim to have at least 1 output related to gender (a requirement to meet GEN 2).</i>
Data Collection	<i>Does the project collect gender-disaggregated data, data on disability and other inclusion factors?</i>
Risks	<i>Is there any risk that this project will impact women or men in a harmful way, or make existing inequalities for certain groups worse? How will the project be designed to limit the risks? For the SES in particular, it is important to show that the project will not create new risks for women.</i>
Gender-Based Violence	<i>Are there any ways that this project could reduce gender-based violence, support survivors, or limit the risks of gender-based violence? Note that this includes violence from husbands/partners, workplace harassment, and sexual assault.</i>
Participation and Empowerment	<i>What specific mechanisms can be proposed to encourage women, men and all groups of people to participate in the project equally?</i>

	<i>What specific mechanism can be proposed to empower women and all groups of LNOB?</i>
Government Support	<i>What is the best way to build on and strengthen the government's or sub-national government's commitment to women's empowerment?</i>
Linkages	<i>How does the project link to SDG 5, the UNDP Gender Equality Strategy, and national gender policy frameworks? What about other SDGs, frameworks and strategies related to GEDSI?</i>
Implementation	<p><i>Will gender experts, women's organizations and machineries be involved in project implementation? What about organizations representing other LNOB groups?</i></p> <p><i>What is the gender/GEDSI capacity level of partners to support women and other LNOB groups?</i></p> <p><i>What is the level of partners' willingness to be inclusive in their workplace and their program?</i></p> <p><i>Do partners have any policy related to GEDSI in place? What are these policies?</i></p> <p><i>How does the project leverage GEDSI capacity of partners in implementing the project?</i></p>

4. OUTPUT/ACTIVITIES

The results indicator should be based on the theory of change. For each indicator, the text of the goal, outcomes, outputs and indicators should include explicit references to gender equality, and specific results and indicators showing the benefits to be gained by women and men.

Overall Framework	<i>Does the proposed result framework align with the challenges for men and women identified above?</i>
Indicators	<i>Are there indicators in the results framework to reflect how the project will support gender inequality?</i>
Communication	<i>Has a communication strategy been informed to make sure men, women, boys and girls are all aware of the project and how to benefit? What about other LNOB groups?</i>
Indicators	<p><i>For each output, try to define at least 1 gender-transformative or gender-responsive indicator, and list them here.</i></p> <p><i>See Annex 3 for definitions of gender-transformative and gender-responsive.</i></p>

5. MONITORING, EVALUATION, RESEARCH AND LEARNING

Gender should be included in the M&E plan to ensure that progress towards the gender outcomes can be measured.

Monitoring	<i>Who is responsible for monitoring GEDSI outcomes, outputs and targets? How often will targets be measured? What gender-disaggregated data is available? Will gender-disaggregated data, disability data and other forms of inclusion data being collected for Monitoring, Evaluation, Research and Learning (MERL)? What research methods will be used for M&E?</i>
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Questions are based on UNDP (2016): How to Conduct a Gender Analysis – A Guidance Note for UNDP Staff.

Approved by CO Gender Analyst

Signature:

Date:

Tool 2. Gender Marker by Output Table

This document must be completed in the project design stage to clearly indicate the Gender Equality Marker for each proposed project output. The project development team should clearly justify why each output meets the GEN 0/1/2/3 standard. Completing this table also supports tracking how much funding is dedicated to GEN 0/1/2/3 activities to be tracked.

Project Name: XXXXX

Outcome	Output	GEN Score	GEN Justification	Activities to Support Gender Equality	Indicators	Responsible parties	Budget Allocated
Outcome 1: ...	Output 1.1:	GEN 0/1/2/3		<ul style="list-style-type: none"> • Training on X, Y and Z... • Women’s representation in committees... 		UNDP/MoWA...	
	Output 1.2:...						

Approved by CO Gender Analyst

Signature:

Date: