



**CAPACITY DEVELOPMENT FRAMEWORK**  
**of the 'Leading the Way for Gender Equality' (LWGE) Program**  
**2017-2020**

**Supported by:**



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## **Acronyms**

AWPB	Annual Work Plan and Budget
CGA	Cambodia Gender Assessment
CNCW	Cambodian National Council for Women
CSO	Civil Society Organization
DP	Development Partner
GMAG	Gender Mainstreaming Action Group (in Line Ministries)
GMAP	Gender Mainstreaming Action Plan (in Line Ministries)
LM	Line Ministry
LWGE	Leading the Way for Gender Equality Program
M&E	Monitoring and Evaluation
MoCS	Ministry of Civil Service
MoEYS	Ministry of Education, Youth and Sports
MoInf	Ministry of Information
MoWA	Ministry of Women's Affairs
NR	Neary Rattanak (National Strategic Plan for Gender Equality and Women's Empowerment)
PAR	Public Administration Reform
PBA	Program Based Approach
RSA	Royal School of Administration
TCD	Technical Coordination Desk (in MoWA)
TWG-G	Technical Working Group on Gender
TWGG-WLG	Technical Working Group-Women, Leadership & Governance

## Definition of Key Terms Used in the framework

- **Pilot ministries:** 03 pilot line ministries have been approached to explore and confirm their interest in working with MoWA to strengthen gender equality mainstreaming within Ministry of Education, Youth and Sport (MoEYS), Ministry of Civil Service (MoC), and Ministry of Information (MoInf).
- **LWGE Program Coordination and Management Team:** A group of technical staff of MoWA who leads coordinating and managing the implementation and monitoring of LWGE program.
- **Pilot departments/units:** 03 MoWA Technical Departments (Gender Equality Department, Women and Education Department and Information Department), the Young Professional Network and 03 Secretariats of TWG-G and TWGG-WLG within MoWA; and General Secretariat of CNCW who targeted for the program implementation from 2017-2020.
- **MoWA Young Professionals' network/Youth Network:** A group of young professionals at MoWA who was established (Nov 2014) to empower, motivate and retain young civil servants within the ministry. The network is comprised by 79 MoWA young officers and counts with 6 working groups.
- **MoWA Technical Coordination Desk (MoWA/TCD):** A group technical senior management of MoWA was established (Dec 2015) with the goal of improving external and inter-departmental coordination of MoWA and strengthening the role of MoWA technical managers in order to upgrade their advisory and managerial skills to steer the MoWA portfolio more effectively. MoWA/TCD is a Permanent Advisory Board of the program who provides technical and coordination advisory support to the program.
- **Technical Assistants (TAs):** the international and national advisors and consultants working for the LWGE program for either a long-term or short-term period.
- **TWG-G Secretariat:** A group of technical staff of MoWA who work to support the permanent work of TWG-G and for the follow-up and preparatory of TWG-G meetings.
- **TWGG-LWG:** One of the sub-groups of TWG-G which lead to facilitate and coordinate the technical work on women and leadership in governance. This also includes promoting gender mainstreaming in the Public Administration Reform program and Decentralization and Deconcentration Reform program as well. The secretariat of the group is located in MoWA Gender Equality Department.
- **CNCW Permanent Secretariat:** A group of technical staff who work to support the permanent work of CNCW and for the follow-up and preparatory of CNCW meetings.

## 1. INTRODUCTION

The Royal Government of Cambodia has laid down strategies to promote gender equality in policies, projects and programs, particularly in the *Rectangular Strategy for Growth, Employment, Equity and Efficiency*, and the *National Strategic Development Plan* that continue to consider and identify gender equality as a key priority and cross-cutting issue.

The Ministry of Women's Affairs is the Royal Government of Cambodia's leading institution to promote gender equality and plays a role to coordinate the design, implementation and monitoring of the National Strategic Plans for Gender Equality and Women's Empowerment (Nearby Ratanaks 1, 2, 3 and 4) and National Action Plans to Prevent Violence Against Women (NAPVAWs). The Ministry of Women's Affairs in partnerships with development partners (DPs) has led the establishment and support to the cross-sectoral integration of gender across line government's ministries/institutions such as Technical Working Group on Gender (TWG-G) and the line ministries' Gender Mainstreaming Action Groups (GMAGs) and their Gender Mainstreaming Action Plans (GMAPs).

The Cambodian National Council for Women (CNCW) is a high-level national mechanism providing oversight, monitoring and compliance with international women's rights frameworks, especially the Convention on Elimination of All forms of Discrimination Against Women (CEDAW). The CNCW coordinates the development of reports from the Kingdom of Cambodia to the CEDAW and the implementation and monitoring of the CEDAW Concluding Observations..

The implementation of policies and functioning of the key mechanisms to promote gender equality through a multi-stakeholder partnership approach has resulted in reduction of gender inequality in specific areas. However challenges remain, especially in women's participation in decision-making, tertiary education and formal economic sector. Meanwhile, in the current context, the socio-economic situation dictates that ownership, accountability and effectiveness of the national mechanisms must be enhanced and scaled-up due to the fact that Cambodia has graduated as a low middle-income country. In this regard, funds and official development assistance for gender work has markedly decreased.

On the abovementioned basis and by utilizing the Program-based Approach (PBA), the Technical Working Group on Gender (TWG-G) Secretariat has led a coordination effort and worked very closely with the management and technical working groups of the Ministry of Women's Affairs to develop the Leading the Way for Gender Equality program under the implementation framework of Nearby Ratanak Strategic Plan.

### **About the Program: Leading the Way for Gender Equality program**

The Leading the Way for Gender Equality program - a Ministry of Women's Affairs's program – is focused on strengthening the competencies of mechanisms and institutions to mainstream gender with the aim of moving ahead towards expanding an environment for promoting gender equality and women's leadership. The design and implementation of this program is the process and implementation of the Program-based Approach with development partners providing supports and partnerships and the

Ministry of Women's Affairs leading and coordinating through the Technical Working Group on Gender (TWG-G) mechanism.

In the first phase from 2017 to 2020, the program is focused on three main results below:

1. More effective institutionalization of gender policies across government, and more effective performance of Gender Machinery to lead gender equality mainstreaming with inclusion of disadvantaged groups of women and girls.
2. Public behavioural change in favour of gender equality and women's economic empowerment is improved among young Cambodians.
3. Increased number and capacities of women in decision-making positions and strengthened feminist leadership

## 2. STRATEGY FOR CAPACITY DEVELOPMENT

The “**Strategy for Capacity Development**” of LWGE program was developed based upon a capacity development needs assessment in late 2017 and the results of a consultation with MoWA's staff and leadership that directly lead and implement the program and targeted line participating ministries and institutions in the first phase of the program and development partners that have worked in partnership with the Ministry of Women's Affairs.

Capacity development is a fundamental and core component of LWGE program that aims to apply a new and innovative methodology to ensure a tangible transfer of knowledge, information and skills to MoWA to enhance its ownership and competencies in leading and coordinating gender mainstreaming work. In this sense, the program is mainly focused on capacity development in order to perform its organizational work as defined in LWGE program. It is required that the program lays down concrete measures for monitoring and evaluation that looks into the impact on the four levels below:

- **Individual level:** MoWA and LWGE program's staff directly involved in the program implementation gain capacity development and increased knowledge in line with the work and duties under their responsibility.
- **Program level:** the LWGE program staff and their direct partners acquire increased capacities, particularly the abilities to implement and produce the work as defined in the program's expected outputs. This level has strong emphasis on building capacities for the program's direction, management, monitoring and financial management.
- **Organizational level:** this refers to the staff's and program's capacities that will have impact on the institution in order to improve the work performance of the Women's Machinery.
- **Network-stakeholders level:** this refers to knowledge and capacities to be transferred to partners and institutions outside MoWA, especially to members of the pilot ministries, Royal School of Administration, universities, etc.

## Capacity Development at Individual Level

In the first phase of the program from 2017 to 2020, the LWGE program works to build the capacity of MoWA's and program's staff that directly participates in the implementation of the program. These include the management and members of the Program Coordination and Management Team, the program implementing units and the young professionals' network of MoWA.

As measures and mechanisms to bolster and ensure the effective responses of all capacity development activities to the individuals participating in the program, the Ministry of Women's Affairs identified individuals from each unit who directly participate in the program and individuals who remain in the unit. Based on the list of these individuals, the program will develop a data and information management system for those who will receive and take part in the capacity development activities.

In general, the impact of the program's capacity development activities on individuals takes two specific shapes as follows:

- **Core competencies** that each individual receives from the program support such as capacity to make public presentations about LWGE program, the mandate and priorities of MoWA and in each sectoral area of their work, capacity to communicate via emails and timely response to emails as well as general knowledge of gender mainstreaming concept, including feminism and inclusiveness.
- **Competencies associated with their respective organizations** through direct acquisition in order to pass on and transfer to their organizations or by acquiring knowledge through the impact of the capacity development institutionalization.

## Capacity Development at Program Level

In the program's phase from 2018 to 2020, the program coordination and management team creates and puts in practice the coordination with the program implementing units based on the program's expected outputs and decision of the program's Steering Committee. Here, the capacity and ability of the program coordination and management team are chiefly focused on leading the team, managing, monitoring and financial management of the program. The program development is fostering and ensuring that MoWA has subsequently the ability to lead and own its work by reducing technical supports provided by experts or the program's development activities in areas where it has been supported so far while keeping its operations or the types of capacity development going effectively, including the capacities and system for financial management of the program.

Another priority is that capacity development at program level needs to ensure that staff directly involving with the program receives regular supports and makes continuous improvements in their capacities. To this end, the program needs to make a clear list of staff that directly benefits from the program, including the program coordination and management team, the three pilot departments, young professionals' network of MoWA and the permanent secretariat of the Cambodian National Council for Women (CNCW).

## Capacity Development at Institutional Level

The main goal of the program is institutional strengthening stemming from the start at individual level moving towards making a positive impact on their institutions. During the period 2018-2020 of the program, the **first priority** institutions identified as direct target group for capacity development are the three departments and young professions' network of MoWA. The capacities that create an impact on a positive change in an institution are:

- Improved human resource and technical management capacity of the units supported by the program
- Improved technical capacity of MoWA to lead, facilitate and coordinate gender work with line ministries/institutions

The **second priority** of capacity development at institutional level refers to an impact resulting from the aforesaid first priority by sharing lessons learnt and experiences being applied and existing in the units mentioned in the first priority. The program may also have the ability to support other units within MoWA than those identified in the first priority, providing that these departments or units have intentions and commitments to accept the capacity development moving towards making a positive change. The approval will be made as per request submitted by the unit concerned and pursuant to the decision of the Minister of MoWA in her capacity as the Chairperson of the Program Steering Committee. In this sense, the program may have an impact on the entire MoWA, which results from the program implementation, particularly by implementing the program's capacity development.

## Capacity Development at Network and Stakeholders Level

As defined in the program's operational plan for 2017-2020, the networks and stakeholders that have been identified with specific activities to carry out include:

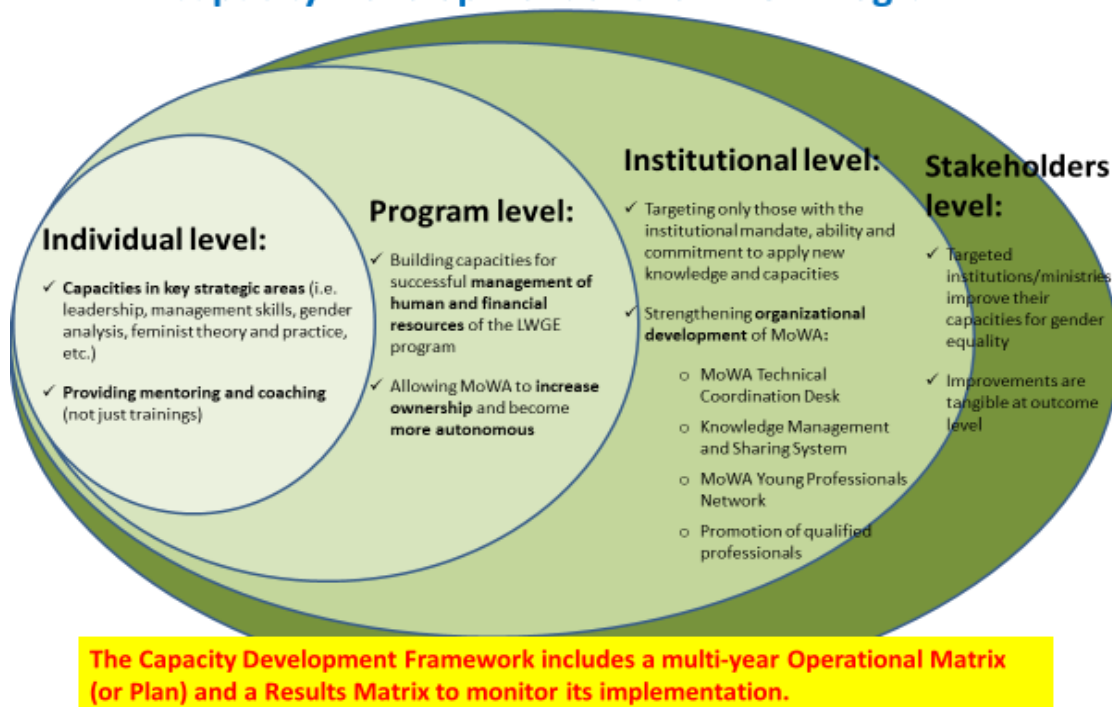
- **Line ministries and institutions:** Ministry of Civil Service, Ministry of Education, Youth and Sports, Ministry of Information, and Ministry of Culture and Fine Arts, Cambodian National Council for Women and the National Assembly.
- **Educational institutions:** Royal School of Administration and at least four universities
- **Relevant networks:** Clubs of Journalists, youth networks and Civil Society Organizations (CSOs).

Even though the capacity development at stakeholders and networks level is a direct accountability of each institution concerned it has two main specific objectives. First, it aims at building the capacity of the program and the program's implementing units/departments of MoWA to be able and effectively cooperate with and provide technical support to the line ministries, institutions and stakeholders described above. Second, the program aims to develop the capacity of stakeholders to perform their gender mainstreaming functions by applying the institutionalized methodology for gender mainstreaming. The approval and monitoring of specific areas of progress in the capacity development



will be stated in agreements between the Ministry of Women’s Affairs and stakeholders identified above and in the program Steering Committee’s meetings where representatives of these institutions are invited to participate.

## Capacity Development of the LWGE Program



### 3. TYPE AND METHODOLOGY

According to experiences, the methodology for capacity development using training alone cannot contribute for a full achievement of the individual’s and institutional capacity development. Other methodologies need to be used in the program’s capacity development strategy. These include coaching, facilitation, reflection, consultation, etc.

- **Training:** Training courses tailored to the needs of each level of the capacity development strategy will be delivered where topics are new or need to be refreshed. Training courses can be conducted in team or individually by expert(s) or a training institute. The program ensures that all curricular must be developed with clear training materials or lessons, so that it can be used to monitor the progress made by the participants in a short, medium and long term after the training. Each participant needs to express his/her expectations that respond to their work before the training begins and the next steps after the training is over, so that the program can use them as inputs for monitoring.

- **Learning by doing:** All staff's participation in activities implementation is an opportunity for practising and learning about their potentials. Linking activities with the program's training strategy, the program strives to ensure that all training curricular are closely linked to its activities. This means that the delivery of training can be permitted to go ahead only when there is an indication that it is part of the knowledge and skills transfer leading towards an improved capacity to implement certain activities or tasks of the program.
- **Coaching and mentoring:** Coaching is a crucial activity of the program's capacity development. This methodology needs to be ensured and included in all tasks of the program coordination and management team and of the program's long-term advisor (s) as well as short term consultants to make sure that the staff and units/departments in the program are enabled to receive regular supports and that the knowledge gained from the training courses or other activities of the program is put in practice and supported for progressive improvements. This coaching needs to specifically set concrete monitoring indicators and regular monitoring by the program coordination and management team. At the same time, attention also needs to be drawn on the knowledge and skills transfer from the individual level to their organizational level.
- **Information Management and Sharing System:** this is included as a methodology of the program's capacity development in the approach for extending diversity of and maintaining information in the institution and organization to each individual. The institution as a whole can apply the extended knowledge, information and skills to carry out their tasks more effectively.
- **Post-meeting or post-workshop feedback program:** as a specific approach and indicator of the program to improve work performance and capacity of the working group for implementing each activity, the program requires that meetings and reflection activities are conducted to collect feedback to review lessons learnt from previous activities implementation and areas for improvements in order to formulate next and future activities. These points will be stated in the meeting report or post-activities evaluation.

Other methodologies will be applied as well, depending on actual circumstances and needs of the program with the aim of achieving the program's expected outputs and capacity development goal.

#### 4. OPERATIONAL MATRIX OF THE CAPACITY DEVELOPMENT **FRAMEWORK**

Expected results	Key activities	Targeted Units and Groups	Timeframe				Resource and support
			2017	2018	2019	2020	
<b>EXPECTED RESULT 1: MANAGEMENT OF HUMAN AND FINANCIAL RESOURCES WITHIN THE PROGRAM FRAMEWORK AND THE UNITS SUPPORTED BY THE PROGRAM IS IMPROVED</b>							
<b>EXPECTED OUTPUT 1: Internal management of pilot MoWA departments (Gender Equality, Information and Education Departments and Youth Network) is more effective</b>							
<b><u>Coordination and Office Management</u></b>							
<p>1.1. Annual work and budget plans for each implementing unit are developed jointly by unit staff and monitored regularly. These plans shall be informed by the gender policies and include the LWGE program's activities as well as other activities supported by other DPs.</p> <p>1.2 Regular team meetings for internal coordination of implementing units take place (at least once a month) to monitor progress of Annual Work Plans and share information. Minutes of meeting are taken and shared within the department.</p> <p>1.3. Work calendar of the three pilot departments is established and used within each pilot department.</p>	<ul style="list-style-type: none"> <li>Annual Reflection Meeting: Review progress in performance of LWGE program implementing units and prepare annual work and budget plans.</li> </ul> <p><i>A tool applied to the meeting is to monitor progress in the capacities of the three levels (individual, program and institution) and further needs</i></p>	<p>Department of Gender Equality, Department of Information, Department of Women and Education</p> <p>Young Professionals' Network</p>		X	X	X	Technical support from the Program Coordination and Management Team <b>and TAs</b> in each meeting successively decreased; meeting results are progressively improved
	<ul style="list-style-type: none"> <li>Monthly and quarterly meetings of pilot departments and youth's network (quarterly) to review and follow up progress of work performance.</li> </ul> <p><i>Use the results of annual meetings to measure progress in the capacities of the three levels (individual, program and institution) and further needs</i></p>	<p>Department of Gender Equality, Department of Information, Department of Women and Education</p> <p>Young Professionals' Network</p>			X	X	Program Coordination and Management Team supports and monitors regularity and results of meetings through focal point staff and meeting reports, <b>with observance support from TAs.</b>

<p>1.4. Director Generals/Deputy Director Generals (LWGE Framework Team) meet regularly with their corresponding directors of departments at least two (02) times a month to monitor progress of the implementation of annual action plan and discuss challenges and lessons learnt.</p>	<ul style="list-style-type: none"> <li>Coaching and technical support to LWGE program implementing units' staff in writing concept note paper for formulating activities in the program.</li> </ul> <p><i>This activity has been started since 2017 and now the capacity of MoWA team to develop the concept note paper is increased - all key activities of the program have concept note paper to attached with request letter to the Management team which inform about the objective, expected out - link with the result framework of the program - this needed to be strengthened by coaching support from TAs in the year 2019 and 2020</i></p>	<p>Phase 1: Program Coordination and Management Team and Focal Point Staff in each implementing unit</p> <p>Phase 2: Staff in each LWGE program implementing unit</p>	X	X	X	X	<p>Program Coordination and Management Team supports and monitors progress of capacities to formulate concept note papers for the various activities, with support from TAs when required.</p>
	<ul style="list-style-type: none"> <li>Training and coaching: Minutes or report writing skill for focal points in each unit</li> </ul> <p><i>Pre and post training: participants identify expected results and will be responsible for preparing reports for their respective unit and LWGE program.</i></p> <p><i>In 2018, some of Management team members have been selected to take minute of the meetings and getting support the management team and TA to improve it quality - this needs to be continued to all members of the team and program implementation units in 2019 and 2020.</i></p>	<p>Phase 1: Program Coordination and Management Team and Focal Point Staff in each implementing unit</p> <p>Phase 2: Staff in each LWGE program implementing unit</p>		X	X	X	<p>Send to training provided outside or inside the country or recruit short-term consultant(s)</p> <p><i>LWGE program's TAs to provide coaching and follow-up.</i></p>
	<ul style="list-style-type: none"> <li>Technical support: Quarterly and biannual meetings of General Department for Gender Equality and Economic Development and General Department for Social Development</li> </ul>	<p>General Department for Gender Equality and Economic Development</p> <p>General Department for Social Development</p>			X	X	<p>Program Coordination and Management Team discusses with leaders of General Departments to explore possibilities for better and more</p>

	<i>In the meetings, MoWA's Technical Coordination Desk (TCD) serves as a mechanism to push and explore possibility to improve this activity.</i>						regular meetings
	<ul style="list-style-type: none"> <li>Support and coaching: Focal point staff from the three pilot departments in developing and activating work calendar of each department</li> </ul> <p><i>Through the monthly meetings of each unit, study and explore the possibility to push and support this task.</i></p>	Department of Gender Equality, Department of Information, Department of Women and Education			X	X	TAs of the LWGE program. LWGE Program Coordination and Management Team
<b><u>Human Resource Management</u></b>							
1.5. Roles and responsibilities of all three department staff are clear and reflected in individual TOR.	<ul style="list-style-type: none"> <li>Support each implementing unit of LWGE program in developing, reviewing and revising documents describing roles and responsibilities of the management and staff of the three departments.</li> </ul> <p><i>This task is included in the TOR of the long-term advisor (Human Resource staff of LWGE Program Coordination and Management Team)</i></p>	Department of Gender Equality, Department of Information, Department of Women and Education			X	X	TAs of the LWGE program. LWGE Program Coordination and Management Team
1.6. Personal Human Resources files are created for each staff from pilot departments, which shall include TOR, annual goals and annual performance evaluation by supervisor							
1.7. Evaluations of staff's annual performance are undertaken by each corresponding supervisor (as per Activity 2.2).	<ul style="list-style-type: none"> <li>Support to the development and operation of personal files of Human Resource staff in LWGE program implementing units to manage and evaluate annual work performance</li> </ul> <p><i>This task is included in the TOR of the long-term advisor (Human Resource staff of LWGE Program Coordination and Management Team)</i></p>	Department of Gender Equality, Department of Information, Department of Women and Education			X	X	LWGE program's TAs.
1.8. Information and knowledge management and sharing system at department level is established, operated and constantly used, including systematic reporting back after missions or trainings of staff outside.	<ul style="list-style-type: none"> <li>Training and coaching: Leadership and Human Resource Management for management of departments and bureaus under LWGE program implementing units</li> </ul> <p><i>Pre- and post-training: participants</i></p>	Department of Gender Equality, Department of Information, Department of Women and Education  Youth's Network			X	X	Within MoWA's Leadership Program

	<i>have their expected results recorded in the data management system.</i>	Program Coordination and Management Team						
	• Technical support: the three departments in setting up and operating the information and knowledge management and sharing system in each department, including systematic reporting back after missions or training outside	Department of Gender Equality, Department of Information, Department of Women and Education Program Coordination and Management Team			X	X		Program Coordination and Management Team, with support from TAs.
	• Program for coaching and reflection on leadership, management and teamwork with the management of General Departments and their corresponding departments (that implement the program framework)	MoWA's Technical Coordination Desk (MoWA/TCD)			X	X		
	• Organize and share leadership and human resource management program with MoWA's management (at least once a year)	Management of MoWA holding positions from Deputy Directors of Department and above		X	X	X		External speakers
<b><u>Financial Management</u></b>								
9. Annual work and budget plans of pilot departments are effectively costed.	• Collaborate with the Public Financial Management Reform program working group to understand and enhance capacities of the three departments in formulating annual budget plan	Department of Gender Equality, Department of Information, Department of Women and Education Program Coordination and Management Team			X	X		Department of Finance and Logistics in cooperation with the Program Coordination and Management Team
1.10. The pilot departments' budget proposals for government's budget are regularly developed and submitted to MoWA's management and for negotiation in defence of the proposed budgets.	• Meeting working groups of the three departments to prepare annual budget plan, following the format required by the State's and Development Partners' budgets (annually)	Department of Gender Equality, Department of Information, Department of Women and Education Program Coordination and Management Team		X	X	X		Use the formats approved by LWGE Program Coordination and Management Team for departments, with support from TAs
<b><u>OUTPUT 2: Technical and Financial Management of LWGE Program is effective and of adequate standards</u></b>								
<b><u>Coordination</u></b>								
2.1. Regular meetings of LWGE Program	• Program Coordination and Management Team holds regular meetings on a monthly basis to discuss	Program Coordination and Management Team	X	X	X	X		TAs join as observers and provide advise to Coordination and

<p>Coordination and Management Team - extended to director of pilot departments and finance staff- take place at least once per month. Meetings are action- oriented and serve to discuss on lessons learnt and decide on further improvements by Program Coordination and Management Team</p> <p>2.2. Implementation of program’s activities is undertaken timely in every quarter, with delivery of at least 90 percent of annually planned budget.</p>	<p>lessons learnt and decide on improvements</p>						<p>Management Team before and after the meetings.</p>
	<ul style="list-style-type: none"> <li>Coaching on skill and competency: <i>Effective leadership, management and teamwork</i> for Program Coordination and Management Team</li> </ul> <p><i>In 2018, one training on project management has been provided to the program coordination and management team. This knowledge and performance need to strengthen by coaching and team reflection.</i></p>	<p>Program Coordination and Management Team</p>		X	X	X	<p>TAs to provide ongoing coaching.</p> <p><i>Team reflection by Team leaders of the program coordination team</i></p>
	<ul style="list-style-type: none"> <li>Coaching and mentoring: Coaching skill and institutionalization of skills</li> </ul>	<p>Program Coordination and Management Team</p>			X	X	<p>Short courses outside</p> <p>Discussion Meeting of the Team for post-course monitoring and improvements</p> <p><i>LWGE program’s TAs.</i></p>
	<ul style="list-style-type: none"> <li>Coaching on <i>meeting minutes taking skill</i> for members of Program Coordination and Management Team</li> </ul>	<p>Program Coordination and Management Team</p>		X	X	X	<p><i>LWGE program’s TAs.</i></p>
	<ul style="list-style-type: none"> <li>Meeting of Program Coordination and Management Team with Development Partners that support the program to share information and mobilize resources</li> </ul>	<p>Program Coordination and Management Team</p>	X	X	X	X	<p>LWGE program’s TAs.</p>
<p><b><u>Monitoring and Evaluation</u></b></p> <p>2.3. Quarterly Technical Progress Reports prepared by program staff are results-based</p>	<ul style="list-style-type: none"> <li>Training and coaching: Project development and management, report writing and monitoring and evaluation skills (learn to do practical work) consistent with the program framework and respective implementing units’</li> </ul>	<p>Program Coordination and Management Team</p>		X	X	X	<p>Team leaders and TAs of the LWGE program. LWGE Program Coordination and Management Team</p>

and follow adequate standards.	tasks (quarterly and annual reports of LWGE program)						provide technical support and coaching on a regular basis
2.4. M&E systems for the program and the Capacity Development Framework are followed by the Program Coordination and Management team on a quarterly basis.	<ul style="list-style-type: none"> <li>Sharing and disseminating: LWGE Monitoring and Evaluation Framework, including annual and quarterly progress reports work and budget plans with/to the management and staff of LWGE program implementing units and management team</li> </ul>	Program Coordination and Management Team Departments and Units		X	X	X	LWGE Program's Coordination and Management Team, with support from TAs.
<b><u>Human Resources Management</u></b>							
2.5. TOR of Program Coordination and Management Team members and other positions is developed.	<ul style="list-style-type: none"> <li>Inclusion of the agenda of the reflection on the defined Terms of References (ToRs) with actual implementation in the meetings of the Program Coordination and Management Team and explore tools for capacity enhancement of members of each working group</li> </ul>	Program Coordination and Management Team		X	X	X	LWGE the Program's Coordination and Management Team
2.6. Program and incentives tool for management and implementing staff within LWGE program framework.							
2.7. Lessons learnt are systematically discussed after completion of program's activities, and at annual activity and budget planning meetings of the LWGE program.	<ul style="list-style-type: none"> <li>Training and coaching: Human Resource Management for the Program Coordination and Management Team and leadership of the implementing units within the program framework</li> </ul>	Program Coordination and Management Team Directors and Deputy Directors of Departments and Chiefs of Bureaus			X	X	Training program outside Or Skill short course Ongoing support from TAs.
2.8. Pre-training and post-training evaluations are systematically undertaken for trainings supported by LWGE program in order to assess the degree of improved knowledge/capacities of individuals targeted. Analysis of these evaluations must show a high degree of satisfaction from trainees and that at least 70% of them improved their knowledge/capacities after the trainings.	<ul style="list-style-type: none"> <li>Collaboration with MoWA's Public Financial Management Reform Working Group to share and disseminate on a regular basis (including reviewing areas of improvements) in human resource management work within the three departments that implement the program</li> </ul>	Program Coordination and Management Team Directors and Deputy Directors of Departments and Chiefs of Bureaus			X	X	In cooperation with Department Administration and Personnel



<p>2.9. System for competitive recruitment of long-term and short-term consultants/consultancy firms is put in place and used by MoWA, following adequate standards.</p>	<ul style="list-style-type: none"> <li>Coaching: how to conduct needs assessment, management planning and monitoring of progress in capacity development of the three departments' staff</li> </ul>	Program Coordination and Management Team 03 pilot departments and youth network			X	X	LWGE Program's TAs and Coordination and Management Team
	<ul style="list-style-type: none"> <li>Coaching and monitoring: Utilization of tools for measuring progress of knowledge and skill gained before and after training courses conducted through the program support</li> </ul>	Program Implementing Units/departments			X	X	LWGE Program Coordination and Management Team, and TAs.
	<ul style="list-style-type: none"> <li>Coaching and technical support: in designing and activating the process for a wide transfer of information and knowledge from individual level to organizational level in their respective unit</li> </ul>	Program Implementing Units/departments			X	X	LWGE Program Coordination and Management Team, and TAs.
	<ul style="list-style-type: none"> <li>Coaching and technical support for application of PFM manual for recruitment of consultants by MoWA.</li> </ul>	LWGE program's Coordination and Management Team.			X	X	MoEF officer. Support from TAs as required.
	<ul style="list-style-type: none"> <li>Inclusion of agenda: in the annual meeting of LWGE program to provide an opportunity for sharing new experience and lessons resulting from the program implementation</li> </ul>	Program Implementing Units and departments		X	X	X	LWGE Program Coordination and Management Team
<p><b>Financial Management</b></p> <p>2.10. MoWA appointed staff are capable to manage the computerized financial accounting system following adequate quality standards.</p> <p>2.11. Financial quarterly reports are prepared by LWGE program following good quality standards and in accordance with the</p>	<ul style="list-style-type: none"> <li>Sensitization and Orientation Meeting on Development Partners' Procedures such as NIM  <b>Done by UNDP CO.</b></li> <li>Sensitization Workshop on Financial and Procurement, Administrative and Human Resource Guidelines of the State's institutions or any formats approved for use in LWGE program</li> </ul>	Program Coordination and Management Team	X	X			UNDP Country Office
		Program Coordination and Management Team  Focal point staff in each unit/departments			x		Short-term consultant

<p>Standard Operating Procedures (SOP).</p> <p>2.12. LWGE program staff are able to cost activities of annual work plans and other planning documents effectively.</p> <p>2.13. Procurement processes of the LWGE program follow adequate quality and integrity standards in line with the Standard Operating Procedures (SOP).</p> <p>2.14. Sida and other partners's funds are increasingly managed and used/spent by MoWA/LWGE program following adequate standards</p>	<ul style="list-style-type: none"> <li>• Training, guidance and coaching: computerized financial management skill, tax registration, tax payment procedures for projects and development and management of computerised filing system</li> </ul> <p>(Done)</p>	<p>Financial and Administrative focal points of Program Coordination Management Team</p>		<p>x</p>			<p>External expert(s) and Training Institute(s)</p>
<p><b>OUTPUT 3: MoWA Technical Coordination Desk is effectively functioning</b></p>							
<p><b><u>Coordination and Functioning of Technical Coordination Desk of Ministry of Women's Affairs (MoWA/TCD)</u></b></p> <p>3.1. Meetings of MoWA's Technical Coordination Desk take place at least one (01) time a month and address progresses and challenges in improvement of MoWA management practices and all TCD members are encouraged to raise their needs for topics or agendas in the meetings.</p> <p>3.2. Director Generals/Deputy Director Generals meet their corresponding directors of departments regularly at least once (1) a month to monitor progress in the implementation of Annual Work Plans and discuss challenges and lessons learnt.</p>	<ul style="list-style-type: none"> <li>• Prepare and document key progresses, including challenges and lessons learned in human resource management of LWGE program implementing units/departments and share and discuss them in meetings of the Technical Coordination Desk held every three months and MoWA's Public Financial Management Reform Working Group every three months</li> </ul>	<p>Program Coordination and Management Team</p>		<p>X</p>	<p>X</p>	<p>X</p>	<p>Support from TAs as needed.</p>
	<ul style="list-style-type: none"> <li>• Technical support: create meeting schedules of General Departments and orientate the working groups on meeting minutes preparation</li> </ul>	<p>Program Coordination and Management Team</p>		<p>X</p>	<p>X</p>	<p>X</p>	
<p><b><u>Human Resources and Knowledge Management</u></b></p>	<ul style="list-style-type: none"> <li>• The same as activities above</li> </ul>			<p>X</p>	<p>X</p>	<p>X</p>	
<p>3.3. Best practices on management of LWGE pilot departments and other MoWA departments are discussed in TCD meetings,</p>	<ul style="list-style-type: none"> <li>• Prepare and document key progresses, including challenges and lessons learned in human resource management of LWGE program</li> </ul>	<p>Program Coordination and Management Team</p>					

aiming at making further improvements within MoWA (the activity can include in activity 3.1)	implementing units and share and discuss them in meetings of the Technical Coordination Desk held every three months						
	<ul style="list-style-type: none"> <li>Program for coaching and reflection on leadership, management and teamwork with the management of General Departments and their corresponding departments (that implement within LWGE program framework)</li> </ul>	MoWA's Technical Coordination Desk					
	<ul style="list-style-type: none"> <li>Organize and share leadership and human resource management program with MoWA's management (at least once a year)</li> </ul>	Management of MoWA holding positions from Deputy Directors of Department and above	X	X	X	X	External speakers

**RESULT 2: MoWA's technical capacities to lead and coordinate gender work across Government are enhanced**

**OUTPUT 4: Technical capacities of LWGE team and pilot MoWA departments (Gender Equality, Information and Education) are improved**

<b>Coordination and Analysis</b>							
<p>4.1. Systematic collection and analysis of relevant sectoral and MoWA-led policies is undertaken by pilot MoWA departments, including GMAPs, sectoral strategies related to Cambodia Gender Assessment (CGA) and NR strategy, etc.</p> <p>4.2. Effective coordination and organization of meetings/workshops with stakeholders takes place, with invitations and agenda sent out at least 2 weeks in advance.</p>	<ul style="list-style-type: none"> <li>Training and coaching: Facilitation skill for staff participating in LWGE program implementation</li> </ul>	<p>Phase 1: Management and Focal Point Staff in each implementing unit and Program Coordination and Management Team</p> <p>Phase 2: Extending to cover all staff in the units participating in the implementation of LWGE program</p>			X	X	Support from LWGE program's TAs in a decreasing fashion.
	<ul style="list-style-type: none"> <li>Training and coaching: Event Management Skill for the management and focal point staff in the program implementing units</li> </ul>	Management and Focal Point Staff in each implementing unit and Program Coordination and Management Team			X		Training program outside LWGE Program Coordination and Management Team stimulates and supports after the training. <b>LWGE program's TAs provide ongoing</b>

	<ul style="list-style-type: none"> <li>Training and program for sharing information and knowledge about gender mainstreaming concept and gender analysis in each sectoral area (education, information, governance)</li> </ul> <p>The phase 1 has started and need to be strengthening and continue for the phase 2 in 2019 and 2020.</p>	<p>Phase 1: Management and Focal Point Staff in each implementing unit and Program Coordination and Management Team</p> <p>Phase 2: Extending to cover all staff in the units participating in the implementation of LWGE program</p>		X	X	X	<p>support too.</p> <p>Training program outside</p> <p>LWGE Program Coordination and Management Team stimulates and supports after the training.</p> <p>LWGE program's TAs provide ongoing support.</p>
<b>Policy and Advisory skills</b>				X	X	X	LWGE Program Coordination and Management Team, with support from TAs.
4.3. Pilot MoWA departments play leading role in further development of each sectoral CGA chapter and Neary Ratanak strategies.	<ul style="list-style-type: none"> <li>Coaching: information gathering and analysis and regular update of Cambodia Gender Assessment and Gender Analysis of each sectoral area of the three departments (education, information and gender equality)</li> </ul>	<p>Phase 1: Management and Focal Point Staff in each implementing unit and Program Coordination and Management Team</p> <p>Phase 2: Across units</p>		X	X	X	LWGE Program Coordination and Management Team coordinates and monitors improvements through previous and last reports
4.4. Pilot departments are in regular contact with respective Gender Mainstreaming Action Groups (GMAGs) and Technical Working Groups in line ministries for integration of gender in ministerial strategies and line ministries' Annual Work and Budget Plans.	<ul style="list-style-type: none"> <li>Assign staff of the thee departments to join the advisor in their capacity development in the process to update the Cambodia Gender Assessment document</li> </ul>	Two focal point staff members in each sectoral area		X	X		LWGE Program Coordination and Management Team provides post-training coaching and support.
4.5. Integration of measures to address the rights and needs of 5 vulnerable groups of women and girls in pilot MoWA departments' and pilot line ministries' annual work plans.	<ul style="list-style-type: none"> <li>Training and coaching: Gender mainstreaming and Gender Institutionalization Skill for the specialized departments (all three)</li> </ul>	Program Implementing units/departments			X		External consultants.
	<ul style="list-style-type: none"> <li>Training and coaching: Inclusion of and responses to the vulnerable groups in the three departments</li> </ul>	Inter-departmental Working Group		X	X	X	External consultant General Department for Social

							Development pushes and coaches MoWA staff, with support from TAs
<p><b><u>Resource Mobilization and Gender-Responsive Budgeting</u></b></p> <p>4.6. Advice about LWGE program implementation from MoWA to pilot ministries on Annual Activities and Budget Plans results in better and increased allocation of ministries' national budget for gender work.</p>	<ul style="list-style-type: none"> <li>• Training and coaching: Advocacy and negotiation for the management of LWGE program implementing units and Program Coordination and Management Team</li> </ul>	Management of each implementing unit and Program Coordination and Management Team		X	X	X	Expert team or Training Institute  LWGE Program Coordination and Management Team, with support from TAs.
<p><b><u>Technical skills of the implementing departments and units under MoWA in response to LWGE program's outputs</u></b></p> <p>4.7. Media outlets selected annually use at least 12 press release texts (at least 4 times a year) written and issued by MoWA.</p> <p>4.8. Quality and quantity of technical work performance of the specialized departments get results and successively improved.</p>	<ul style="list-style-type: none"> <li>• Delivery of training and coaching: Gender-responsive news article writing and analytical skills</li> <li>• Develop checklist and tools to measure and follow-up the progress/growth of technical work performance of line department and units under LWGE framework</li> </ul>	<p>Department of Information and Program Coordination and Management Team</p> <p>MoWA Social Media Inter-departmental working group</p> <p>All departments and unit under LWGE framework</p> <p>Program Coordination and Management Team will use the checklist in the quarterly bases and highlight in the quarterly and annual meeting and report of the program</p>		X	X	X	External experts (from DMC of RUPP) and LWGE program's TAs.
<p><b><u>OUTPUT 5: Secretariats of Technical Working Group on Gender (TWG-G), Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG) and Cambodian National Council for Women (CNCW) are strengthened</u></b></p>							
<p><b><u>Functioning of Technical Working Group on Gender (TWG-G) and Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG)</u></b></p> <p>5.1. Effective coordination and organization of meetings with stakeholders takes place, with invitations and agenda sent out at least 3</p>	<ul style="list-style-type: none"> <li>• Training and coaching: Meeting report and minutes writing skills for secretariat staff of Technical Working Group on Gender (TWG-G) and Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG)</li> <li>• Leadership Development and Meeting</li> </ul>	<p>Secretariat staff of Technical Working Group on Gender and TWG-WLG</p> <p>Chairpersons of Technical</p>			X	X	Short courses LWGE Program Coordination and Management Team provides further coaching. Ongoing support from TAs.
					X	X	Short courses

weeks in advance.	Chairmanship Program for Chairpersons of Technical Working Group on Gender (TWG-G) and Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG) and their secretariats	Working Group on Gender and TWG-WLG Chiefs of Secretariats						
5.2. Meetings of Technical Working Group on Gender (TWG-G) and Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG) are held regularly, (at least twice a year for TWG-G) and (at least 3 times a year for TWG-WLG).	• Training and coaching: Result-based and participatory project management for secretariat team of Technical Working Group on Gender and LWGE Program Coordination and Management Team	Secretariat of Technical Working Group on Gender Program Coordination and Management Team			X	X	Training Institute or expert.  Program Coordination and Management Team monitors further.  LWGE program's TAs.	
5.3. TORs of TWG-G and TWG-WLG are developed (TWG-WLG) and updated (TWG-G).								
5.4. TWG-G and TWG-WLG meetings are results-based, participatory and used to improve coordination, agree on joint measures, and facilitate information exchange between stakeholders.	• Monitoring and Evaluation (M&E) Training for the Secretariat Team	Secretariat of Technical Working Group on Gender			X		Expert or Training Institute LWGE program's TAs.	
<b><u>Monitoring role of Cambodian National Council for Women (CNCW)</u></b>	• Training and coaching: Monitoring and Evaluation linking with gender equality policy formulation	Permanent Secretariat of Cambodian National Council for Women (CNCW) and relevant units			X	X	LWGE program's TAs.	
5.5. CNCW Secretariat develops formats for annual reporting of line ministries on progresses in implementation of national gender policies. CNCW Secretariat advises line ministries and follows-up with them for proper use of formats.	• Training and meeting with government's ministries/institutions that are members of CNCW to encourage them to use their annual reporting formats for progress in the implementation of the national gender equality policy.	Permanent Secretariat of Cambodian National Council for Women (CNCW) and relevant units  (For Technical Working Groups of line ministries/institutions)			X	X	LWGE program's TAs	
5.6. Monitoring reports from line ministries are consolidated and incorporated in CNCW annual reports								
<b><u>RESULT 3: Core competencies of MoWA staff are improved</u></b>								
<b><u>OUTPUT 6: Core competencies of MoWA individuals targeted by the LWGE program's capacity development framework are strengthened</u></b>								
<b><u>Public speaking, communication, negotiation and advocacy skills</u></b>	• Training and coaching: Public Speaking Skill, Communication Skill, Report Writing Skill	Phase 1: Program Coordination and Management Team			X	X	External expert or Training Institute Ongoing support	

6.1. All staff of pilot MoWA departments and units are capable to present in public the program and each of its outcomes and the mandate and priorities of MoWA in general, and of their respective departments/units' sectoral areas.  6.2. Email communications of MoWA staff become more regular and email responses are provided more timely.  6.3. Written reports, emails, concept notes, TOR and other docs produced in Khmer language by pilot departments and LWGE program are of adequate quality		Phase 2: Management and Staff in direct charge of the program implementing units Phase 3: Staff in the program implementing units					and coaching from TAs.
	• Coaching: Email using and writing skill	Program Coordination and Management Team Phase 2: Management and Staff in direct charge of the program implementing units		X	X	X	Integrate in the tasks of the communication staff of Program Coordination and Management Team
	• Capacity enhancement: Basic knowledge of computer for office (Microsoft Office)	Program Coordination and Management Team Phase 2: Staff in the program implementing units			X	X	External courses. Ongoing coaching and support from TAs.
	• English language capacity development to assist in core work	Program Coordination and Management Team Management and Staff in charge of the program implementing units			X	X	External courses This program is provided with conditions imposed. Ongoing coaching and support from TAs.
	• Skills and capacity to write concept note paper are laid down in expected output 1.1				X	X	
	• Negotiation and advocacy skills and capacities are laid down in expected output 4.6						
<b><u>Gender mainstreaming knowledge and concept, including feminism and inclusiveness</u></b>  6.4. MoWA staff are able to challenge sexist and conservative gender norms with sound arguments	• Review and revision of gender mainstreaming concept note paper, including feminism and inclusiveness (compulsory course for MoWA's new recruits)	Department of Gender Equality, Young Professionals' Network Team	X	X			Department of Gender Equality. Ongoing coaching and support from TAs.
	• Training on gender mainstreaming concept, including feminism and inclusiveness (compulsory course for MoWA's new recruits)	Phase 1: Trainers Team Phase 2: Program Implementing Team/departments Phase 3: Young Staff		X	X	X	Trainers Team. Ongoing coaching and support from TAs.



## 5. MONITORING AND EVALUATION

### Formulation of Annual Work Plan

Based on the Operational Matrix of the LWGE Program's Capacity Development Framework, the Program Coordination and Management Team will -in partnership with relevant units and development partners- build the program's annual work and budget plans for submission to the Program Steering Committee to review and approve. The formulation and review of the annual work plan will be conducted at the end and the beginning of each year. **In the annual work plans, the CD measures will be identified and reflected.**

### Monitoring and Follow-Up

The monitoring of the implementation of the Capacity Development Framework and its impact will be guided using the Results Matrix presented in this document. The LWGE Program Coordination and Management team will report on the monitoring of the CD Framework to the LWGE Program's Steering Committee on a quarterly and annual basis, along with the Quarterly and Annual Technical and Financial Progress Reports of the LWGE program. The LWGE Program Coordination and Management Team will insert the Results Matrix of the CD Framework in Quarterly and Annual Program Progress Reports.

**Technical meetings comprised by LWGE Coordination and Management team, LWGE program staff and TAs, UNDP Country Office and -and other partners as relevant- will take place on a quarterly basis to monitor progress and provide oversight.**

### Evaluation

In order to review effectiveness and efficiency of LWGE Program Capacity Development Framework, the mid-term evaluation (by mid 2019) and end-project evaluation (by end 2020) of the LWGE program will also evaluate the implementation of the Capacity Development Framework. The evaluation will be conducted by independent, external experts with a wide range of stakeholders participating.

The findings of progress evaluation of the capacity development program are important inputs for consideration and making decision on the program's directions and next steps.



## 6. RESULT MATRIX OF THE CAPACITY DEVELOPMENT

AREAS OF FOCUS	RESULTS/TARGETS	BASELINE		TARGETS (by frequency of data collection)					MEANS OF VERIFICATION
		Value	Year	2017	2018	2019	2020	Date of First Milestone	
<b>RESULT 1: MANAGEMENT OF HUMAN AND FINANCIAL RESOURCES WITHIN THE PROGRAM FRAMEWORK AND THE UNITS SUPPORTED BY THE PROGRAM IS IMPROVED</b>									
<b>OUTPUT 1: Internal management of pilot MoWA departments and units (Gender Equality, Information and Education departments, and Youth Network) is more effective</b>									
Coordination and Office Management	1.1. Annual work and budget plans for each implementing department and unit are developed jointly by department and unit staff and monitored regularly. These plans shall be informed by the gender policies and include the LWGE program's activities as well as other activities supported by other DPs.	<i>1 per annual and budget plan for each dpt./unit</i>	2017	0	0	3	3	April 2019	Review of annual work and budget plans of pilot departments. Review of agendas and minutes of pilot department's team meetings.
	1.2 Regular team meetings for internal coordination of implementing departments and units take place at least once a month to monitor progress of Annual Work Plans and share information. Minutes meeting are taken and shared within the department.	<i>1 per dpt./unit per month</i>	2017			36	48	April 2019	Review of agendas and minutes of the pilot units/departments' team meetings.
	1.3. Work calendar of the three pilot departments and used within each pilot department	<i>0=no</i>	2017	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	April 2018	Review of calendars from each pilot department.
	1.4. Director General/Deputy Director Generals (LWGE Framework Team) meet regularly with their corresponding directors of departments at least one (1) a month to monitor progress of the implementation of annual action plan	<i>1 per dpt./unit per month</i>				<i>10</i>	<i>22</i>	<i>March 2019</i>	<i>Review of agendas and minutes of the pilot General Directorates' team meetings.</i>

<b>Human Resources and Knowledge Management</b>	1.5. Roles and responsibilities of all department staff are clear and reflected in individual TOR	0=no	2017	0=no	1=yes	1=yes	1=yes	Oct 2018	Review of TOR of all staff from pilot departments.
	1.6. Personal Human Resources files are created for each staff from pilot departments, which shall include TOR, annual goals and annual performance evaluation by supervisor	0=no	2017	0=no	0=no	1=yes	1=yes	Jan 2019	Review of personal files for all staff from each MoWA pilot department.
	1.7. Annual performance evaluations of staff are undertaken by corresponding supervisors	0=no	2017	0=no	0=no	1=yes	1=yes	Jan 2019	Review of annual performance evaluations for all staff from each MoWA pilot department.
	1.8. Information and knowledge system at department level is established, updated and constantly used, including systematic reporting back after missions/trainings of staff outside	0=no	2017	0=no	1=yes	1=yes	1=yes	Sept 2018	Review of agendas and minutes of each MoWA pilot department's team meetings. Knowledge system established (i.e. Intranet, shared files, Google Drive, Dropbox, etc.).
<b>Financial Management</b>	1.9. Annual work plans of pilot departments are effectively costed	0=no	2017	0=no	0=no	1=yes	1=yes	Jan 2019	Review of Annual Work Plans from MoWA pilot departments.
	1.10. Department's budget proposals with increased government budget for the department are informed by LWGE program, submitted and negotiated	0=no	2017	0=no	1=yes	1=yes	1=yes	May 2018	Review of budget proposals from MoWA pilot departments.

**OUTPUT 2: Technical and Financial Management of LWGE Program is effective and of adequate standards**

<b>Coordination</b>	2.1. Regular meetings of LWGE Program Coordination and Management Team -extended to director of pilot departments and finance staff- take place at least once per month. Meetings are action- oriented and serve to discuss on lessons learnt and decide on further improvements.	4	2017	4	12	24	36	Jan 2019	Review of meeting minutes.
	2.2. Implementation of LWGE program's activities is undertaken timely in every quarter, with delivery of at least 90 percent of annually planned budget	0=no	2017	0	1=yes	1=yes	1=yes	Feb 2018	Review of quarterly progress reports.

<b>M&amp;E</b>	2.3. Quarterly technical progress reports prepared by LWGE program staff are results-based and follow adequate standards	<i>0=no</i>	2017	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	April 2018	Review of quarterly progress reports.
	2.4. M&E systems for the program and the Capacity Development Framework are followed by the LWGE management team on a quarterly basis	<i>0=no</i>	2017	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	April 2018	Review of quarterly M&E and reporting system.
<b>Human Resources and Knowledge Management</b>	2.5. TOR of LWGE Program Coordination and Management Team members and key positions are developed.	<i>0=no</i>	2017	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	Feb 2018	Review of TORs.
	2.6. Incentives tool to LWGE program staff (i.e. assignment for missions abroad) are provided based on good performance and achievements	<i>0=no</i>	2017	<i>0=no</i>	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	June 2019	Review of criteria used for
	2.7 Lessons learnt are systematically discussed after completion of program's activities, and at annual planning meetings of the LWGE program	<i>0=no</i>	2017	<i>0=no</i>	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	Feb 2019	Review of agendas and meeting minutes.
	2.8. Pre-training and post-training evaluations are systematically undertaken for trainings supported by LWGE program in order to assess the degree of improved knowledge/capacities of individuals targeted. Analysis of these evaluations must show a high degree of satisfaction from trainees and that at least 70% of them improved their knowledge/capacities after the trainings.	<i>0=no</i>	2017	<i>0=no</i>	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	March 2019	Review of pre and post training evaluations.

	2.9. System for competitive recruitment of long-term and short-term consultants/consultancy firms is put in place and used by MoWA, following adequate standards.	0=no	2017	0=no	0=no	1=yes	1=yes	May 2019	Review of Program Financial Management manual and its endorsement letter. Review of documents used for competitive recruitment of consultants.
<b>Financial Management</b>	2.10. MoWA appointed staff are capable to manage the computerized financial accounting system following adequate quality standards.	0=no	2017	0=no	1=yes	1=yes	1=yes	Oct 2018	Review of quarterly financial reports undertaken by computerized system. Feedback from Financial Management Advisor/Consultancy Firm.
	2.11. Financial quarterly reports are prepared by LWGE program following good quality standards and in accordance with the Standard Operating Procedures (SOP).	0=no	2017	0=no	1=yes	1=yes	1=yes	Oct 2018	Review of financial quarterly reports.
	2.12. LWGE program staff are able to cost activities of annual work plans and other planning documents effectively	0=no	2017	1=yes	1=yes	1=yes	1=yes	Sept 2017	Review of LWGE annual work plans with costed activities.
	2.13. Procurement processes of the LWGE program follow adequate quality and integrity standards in line with the Standard Operating Procedures (SOP)	0=no	2017	0=no	1=yes	1=yes	1=yes	Oct 2018	Feedback from UNDP country office, Project Assistant and Financial Management Advisor/Consultancy Firm.
	2.14. Sida's funds are increasingly managed and used/spent by MoWA following adequate standards	<i>Percentage of actual expenditures under MoWA financial management</i>	2017	0%	43.3% <i>(191,444 USD out of 441,940 USD)</i>	60%	80%	Dec 2018	Financial statements and annual financial reports that show actual expenditures of Sida's funds under MoWA and under UNDP.

### **OUTPUT 3: MoWA Technical Coordination Desk is effectively functioning**

<b>Coordination and Functioning of TCD</b>	3.1. TCD meetings take place at least once a month and address progresses and challenges in improvement of MoWA management practices	0.5= partially	2017	0.5= partially	1=yes	1=yes	1=yes	Jan 2018	Review of agenda and minutes of TCD meetings.
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	3.2. Director/Deputy Director Generals meet their corresponding director of departments regularly, at least once (1) a month, to monitor progress in the implementation of Annual Work Plans and discuss challenges and lessons learnt	0=no	2017	0=no	1=yes	1=yes	1=yes	Feb 2018	Review of minutes of meetings.
<b>Human Resources and Knowledge Management</b>	3.3. Best practices on management of LWGE pilot departments and other MoWA departments are discussed in TCD meetings and used by TCD for further improvements within MoWA	0=no	2017	0=no	1=yes	1=yes	1=yes	May 2018	Review of agenda and minutes of TCD meetings.

## **RESULT 2: MoWA's technical capacities to lead and coordinate gender work across Government are enhanced**

### **OUTPUT 4: Technical capacities of LWGE team and pilot MoWA departments (Gender Equality, Information and Education) are improved**

<b>Coordination and Analysis</b>	4.1. Systematic collection and analysis of relevant sectoral and MoWA-led policies is undertaken by pilot MoWA departments, including GMAPs, sectoral strategies, respective CGA chapter and NR strategy, etc.	0=no	2017	0=no	1=yes	1=yes	1=yes	Feb 2018	Review and feedback on internal management and knowledge management practices undertaken by LWGE Program Coordination and Management Team and long-term advisors.
	4.2. Effective coordination and organization of meetings/workshops with stakeholders takes place, with invitations and agenda sent out at least 2 weeks in advance	0=no	2017	0=no	1=yes	1=yes	1=yes	Jan 2018	Review of dates from letters and email invitations.
<b>Policy and Advisory skills</b>	4.3. Pilot MoWA departments play leading role in further development of next sectoral CGA chapters and NR strategies	0=no	2017	0=no	1=yes	1=yes	1=yes	March 2018	Review of agenda and minutes of consultative meetings with stakeholders. Observation on the spot about performance of department staff at meetings.

	4.4. Pilot departments are in regular contact with respective GMAGs/line ministries for integration of gender in ministerial strategies and line ministries' Annual Work and Budget Plans	0=no	2017	0=no	1=yes	1=yes	1=yes	Jan 2018	Review of agenda and minutes of meetings between MoWA and pilot ministries.
	4.5. Integration of measures to address the rights and needs of 5 vulnerable groups of women and girls in pilot MoWA departments' and pilot line ministries' annual work plans.	0=no	2017	0=no	0=no	1=yes	1=yes	March 2018	Review of annual work plans of line ministries and MoWA pilot departments.
<b>Resource Mobilization and Gender-Responsive Budgeting</b>	4.6. Advice from MoWA/pilot departments to pilot ministries on Annual Budget Plans results in better and increased allocation of ministries' national budget for gender work	0=no	2017	0=no	0=no	1=yes	1=yes	Jan 2019	Review of budget plans from line ministries/GMAGs
<b>Technical Skills of the implementing departments and unit under MoWA in response to LWGE program's outputs</b>	4.7. Media outlets selected annually use at least 12 press release texts (at least 4 times per year) written and issued by MoWA	0=no	2017	2	4	4	4	Jan 2018	Review annual progress report of LWGE
	4.8. Quality and quantity of technical work performance of the MoWA departments under LWGE framework get results and successively improved	0=no	2017	1	1	1	1	Jan 2019	Review Annual report of the program
<b>OUTPUT 5: Secretariats of the Technical Working Group on Gender (TWG-G), Sub-Technical Working Group on Women, Leadership and Governance (TWG-WLG) and the Cambodian National Council for Women (CNCW) are strengthened</b>									
<b>Functioning of TWG-G and TWG-WLG</b>	5.1. Effective coordination and organization of meetings with stakeholders takes place, with invitations and agenda sent out at least 3 weeks in advance.	0=no	2017	0=no	1=yes	1=yes	1=yes	Jan 2018	Review of agenda and minutes of meetings. Review of dates of email and letter invitations sent out to stakeholders.

	5.2. TWG-G and TWG-WLG meetings take place regularly, 3 every year for TWG-WLG and at least 2 per year for TWG-G.	0	2017	0	5	10	15	Feb 2018	Review of agenda and minutes of meetings. List with signatures of participants.
	5.3. TOR of TWG-G and TWG-WLG are developed (TWG-WLG) and updated (TWG-G).	0=no	2017	0=no	1=yes	1=yes	1=yes	March 2018	Review of TORs.
	5.4. TWG-G and TWG-WLG meetings are results-based, participatory and used to improve coordination, agree on joint measures, and facilitate information exchange between stakeholders.	0=no	2017	0=no	1=yes	1=yes	1=yes	Feb 2018	Review of agenda and minutes of meetings. Review of agreed work plans.
<b>Monitoring role of CNCW</b>	5.5. CNCW Secretariat develops formats for annual reporting of line ministries on progresses in implementation of national gender policies. CNCW Secretariat advises line ministries and follows-up with them for proper use of formats.	0=no	2017	0=no	1=yes	1=yes	1=yes	Oct 2018	Review of formats developed by CNCW.
	5.6. Monitoring reports from line ministries are consolidated and incorporated in CNCW annual reports	0=no	2017	0=no	0=no	0=no	1=yes	Jan 2020	Review of reports from line ministries and consolidated CNCW annual report.

### **RESULT 3: Core competencies of MoWA staff are improved**

#### **OUTPUT 6: Core competencies of MoWA individuals targeted by the LWGE program's capacity development measures are strengthened**

<b>Public speaking and communication skills</b>	6.1. All staff of pilot MoWA departments and units are capable to present in public the program and each of its outcomes and the mandate and priorities of MoWA in general, and of their respective departments/units' sectoral areas.	0=no	2017	0=no	0=no	1=yes	1=yes	May 2019	Post-training evaluations and feedback from trainers.
	6.2. Email communications of MoWA staff become more regular and email responses are provided more timely	0=no	2017	0=no	1=yes	1=yes	1=yes	March 2018	Observation and assessment by LWGE management, long-term advisors and UNDP country office.

	6.3. Written reports, emails, concept notes, TOR and other docs produced in Khmer language by pilot departments and LWGE program are of adequate quality	<i>0.5= partially</i>	<i>2017</i>	<i>0.5= partially</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	Oct 2017	Observation and assessment by long-term advisors and UNDP country office
<b><u>Gender mainstreaming knowledge and concept, including feminism and inclusiveness</u></b>	6.4. MoWA staff are able to challenge sexist and conservative gender norms with sound arguments.	<i>0=no</i>	<i>2017</i>	<i>0=no</i>	<i>1=yes</i>	<i>1=yes</i>	<i>1=yes</i>	Sept 2018	Minutes of meetings. Observation of participation at meetings undertaken by LWGE management and long-term advisors. Review of speeches and presentations delivered in by MoWA staff in public.