

KINGDOM OF CAMBODIA  
NATION RELIGION KING



# NEARY RATTANAK V

FIVE YEAR STRATEGIC PLAN

FOR STRENGTHENING GENDER MAINSTREAMING

AND WOMEN'S EMPOWERMENT

2019-2023



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# PREFACE

The Royal Government of Cambodia has adopted the Rectangular Strategy-Phase IV (RS-IV), which sets out a clear strategic and policy framework for Growth, Employment, Equity and Efficiency to build a solid foundation towards realizing the Cambodia Vision 2050.

The RS-IV and the National Strategic Development Plan (2019-2023) demonstrate the commitment of the government to strengthen gender equality in every sector and at every level, and to promote the advancement and empowerment of women, who are considered the backbone of the Cambodian economy and society. Accordingly, the Ministry of Women's Affairs (MoWA), mandated with guiding/leading the promotion for gender equality and monitoring the implementation of gender mainstreaming and women's empowerment, formulated and updated the Neary Rattanak Strategic Plan. It builds on the progress of Neary Rattanak IV (2014-2018) and is linked to the principles of CEDAW, the rule of law, national policies, government reforms and sectoral frameworks, as well as to the 2030 Agenda for Sustainable Development to ensure that *no one is left behind*. Moreover, it responds to both priority development issues and regional and global development trends.

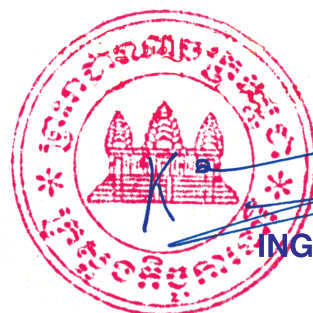
Neary Rattanak V (2019-2023) focuses on promoting gender mainstreaming in policies, strategic plans, and development programs across all sector and at all levels, especially in key strategic areas related to the economy, education, health, legal protection, governance and climate change. The five-year strategic plan for strengthening gender mainstreaming and women's empowerment is supported by an institutional support strategy that concentrates on capacity development and efficiency programs, which are key factors for achieving Neary Rattanak V approaches and targets. In this context, capacity development and institutional development programs will need to respond to development trends and transformations, including the 4<sup>th</sup> Industrial Revolution and Digitalization, as well as to new and changing contexts – globally, regionally, and nationally.

Neary Rattanak V is formulated in parallel with the process of formulating the draft National Policy on Gender Equality. Ultimately, it is envisioned that NRV plays a strong role in the implementation of the national policy, by way of acting as a catalyst and lead coordinating framework for line-ministries and stakeholders and promoting commitment and accountability across all sectors and at all levels.

I sincerely hope that line ministries, other government institutions, and relevant partners will continue their active participation and valued cooperation for realizing gender equality and women's empowerment, as well as the successful implementation of NRV for the benefit of our entire nation.

Phnom Penh, 24 June, 2020

**Minister, Ministry of Women's Affairs**



**ING KANTHA PHAVI**

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# ACRONYMS

CCWC	Commune/Sangkat Committee for Women and Children
CCTWG	Climate Change Technical Working
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CGA	Cambodia Gender Assessment
CNCW	Cambodia National Council for Women
CoM	Council of Ministries
COMMIT	Coordinated Mekong Ministerial Initiative against Trafficking
CSOs	Civil Society Organizations
CSDGs	Cambodian Sustainable Development Goals
D&D	Deconcentration and Decentralization
DPs	Development Partners
GBV	Gender-Based Violence
GMAG	Gender Mainstreaming Action Group in the line ministries
GMAP	Gender Mainstreaming Action Plan
JMI	Joint Monitoring Indicators of TWG-G
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
MAFF	Ministry of Agriculture, Forestry and Fisheries
MCFA	Ministry of Culture and Fine Art
MEF	Ministry of Economic and Finance
MoInfo	Ministry of Information
MISTI	Ministry of Industry, Science, Technology and Innovation
MLTV	Ministry of Labor and Vocational Training
MOC	Ministry of Commerce
MOE	Ministry of Environment
MoEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
MoWA	Ministry of Women's Affairs
MCS	Ministry of Civil Servant
NAPVAW	National Action Plan to Prevent Violence on Women
NASLA	National School of Local Administration
NCDM	National Committee for Disaster Management
NBC	National Bank of Cambodia
NCDD	National Committee for sub-national Democratic Development
NCSD	National Council for Sustainable Development

NEC	National Election Committee
NIS	National Institute of Statistic
NRV	Neary Rattanak V – Five Year Strategic Plan (2019-2023)
NSDP	National Strategic Development Plan
SME	Small and Medium-sized Enterprises
SNA	Sub-National Administration
LMs	Line Ministries/Institutions of the government
PAR	Public Administration Reform
PDOWA	Provincial Department of Women’s Affairs
PFMRP	Public Financial Management Reform Program
RGC	Royal Government of Cambodia
SNA	Sub-National Administration
RS IV	RGC’s Rectangular Strategy phase IV
RSA	Royal School of Administration
STEAM	Science, Technology, Engineering, Art, and Math
TWG-G	Technical Working Group on Gender
TWGG-GBV	TWGG on Gender-Based Violence
TWGG-WLG	TWGG on Women in Leadership and Governance
WCCC	Women and Children Consultative Committee at District, Khan, Municipality, and Capital, Provincial levels
WDC	Women Development Center – MoWA

# Introduction

During the implementation of the Neary Rattanak IV (NRIV) in 2014-2018, the Ministry of Women's Affairs (MoWA) of the Royal Government of Cambodia (RGC) achieved remarkable success in mainstreaming gender equality and women's empowerment in key priority areas and sectors at the national and sub-national levels. The goal of RGC's *Rectangular Strategy Phase IV (RSIV) for Growth, Employment, Equity and Efficiency: Building the foundation toward realizing the Cambodia Vision 2050* is to strengthen gender equality in the side 4 of the rectangle 1 on Human Resource Development. The RGC commits to strengthening the role of women whose contributions are critical to the economy and society by focusing on the following measures: 1. Continue promoting the role of women in society by enhancing their capacity and increasing the proportion of women in leadership positions in ministries and national institutions and in sub-national administrations, and 2. Updating and implementing the Neary Rattanak Strategic Plan by streamlining gender in development policies and plans in all sectors at levels, promoting women's entrepreneurship through expanded education, technical and vocational training for women, uplifting social morality, i.e., the value of women and Cambodian families by investing in gender equality, and strengthening partnerships between stakeholders to prevent trafficking of and violence against women and children.

The Neary Rattanak V report is a response to the indications of the study and assessment of the implementation of Neary Rattanak IV (2014-2018), the findings of the 2019 Cambodia Gender Assessments (CGA), as well as the principles and recommendations of the CEDAW implementation, current national macro and sectoral policies and the global and regional contexts. Based on indication and in accordance with the mandate of MoWA as the national mechanism to lead the coordination of gender mainstreaming and empowerment of women in all sectors and at all levels, MoWA has formulated and will coordinate the implementation of NRV with line ministries/institutions, Development Partners (DPs), NGOs and the private sector.

Neary Rattanak V was formulated in the framework of drafting the first National Policy on Gender Equality, and it will become a key strategic plan to support the implementation of this new national policy in all areas and all levels, especially in coordination with line ministries/institutions and stakeholders.

## PART I

# KEY ACHIEVEMENTS, CHALLENGES AND OPPORTUNITIES

The status of gender equality and women's empowerment in Cambodia is progressively improving. The World Economic Forum (WEF) reported that gender gaps in Cambodia have been reduced, with a new ranking of 89<sup>th</sup> in 2019 (out of 153 countries) compared to the previous ranking of 108<sup>th</sup> in 2014 (out of 142 countries).

The implementation of Neary Rattanak IV 2014-2018 achieved considerable progress in the promotion of gender equality and women's empowerment via policy development, implementation and monitoring the implementation of the strategic plan, government reform programs and other key sectors.

Significant progresses and achievements have been made in the following areas:

### 1. Women's Economic Empowerment

1.1. Cambodia has made significant progress in expanding opportunities and participation of women in economic activities. The World Economic Forum recorded in 2019 that Cambodia ranked 25<sup>th</sup> (total of 153 countries) in women's economic opportunities and participation which is an improvement compared to the 2014 ranking of 77<sup>th</sup> (total of 142 countries).

1.2. Women's Economic Empowerment (WEE) has been recognized in the RGC's agenda priorities and responses through national policies, with programs for 2014-2018 including a national policy framework for social protection (2016-2025), a National Policy on Technical Vocational Education and Training (2017-2025), a National Employment Policy (2014-2025), a National Framework on Small and Medium Enterprise (SME), and national programs addressing agriculture, rural development and land management reform.

1.3. A supportive environment to promote women entrepreneurs and women in business leadership positions has been expanded through the rise of public events, networking and social media outreach organized in partnerships with the public, private sector and other partners. The Cambodian Women Entrepreneurs Association (CWEA) and the Cambodia Women Business Federation (CWBF) membership have more than 500 active members and these groups are critical in support of the development of the market for their products, development of women entrepreneurship and leadership, and the promotion of the response of the issues, as well as provide a collective voice of women entrepreneurs at the local and regional level. Finally, Cambodian women entrepreneurs have actively participated in the ASEAN Women Entrepreneurs Network (AWEN), and 34 Cambodian women entrepreneurs have been awarded the ASEAN Women Entrepreneurship Award (as of 2018).

1.4. Women's participation in vulnerable employment has been notably decreased (from 70 percent in 2012 to 54.8 percent in 2017) due to increased access to decent work, more opportunities for employment and other wage employment opportunities.

1.5. The MoWA through Women Development Centers (WDCs) in 14 provinces and the Provincial Development of Women's Affairs (PDoWA) have provided vocational training to a total of 3,740 women annually starting from 2014-2018. In addition, the ministry has organized 211 manufacturing and saving groups (with 5,080 families) in non-agricultural industries, including handicrafts, poultry production, food



production, other business management skill development areas, life skills, and the production chain in 5 target provinces (Prey Veng, Svay Rieng, Takeo, Kampot and Kandal).

### **Challenges and Opportunities:**

- Most women working in the informal economy and industrial employment within a lower wage range require additional support for capacity and skill development, strengthened social protection and safety at work.
- The skill and capacity of women's participation in economic activities remains limited, and the opportunities and resource management open to women remain lower than men, with barriers to access including time availability and access to information, production resources, finances and technology.
- Community products, especially products by women-owned businesses, cannot respond to the market demands and cannot compete with other local and foreign markets.
- Women traditionally have been required to balance both paid and family care work, and consideration is needed for the fact that higher social constraints are placed on their activities and time. In order to progress in this aspect, men need to share family responsibilities and care work. Furthermore, consideration of a work/life balance system in the workplace is also critical.

## **2. Promoting access to education for women and girls and behavioural change**

2.1. Gender gaps in education have been reduced at all levels due to the increase in scholarship opportunities for poor students, especially female students, an increase in schools at the local level, and dormitories for female students. Policies and programs in the education sector have been implemented to respond to gender equality and inclusion including an integration of gender concept into education curriculums and key indicators.

2.2. The MoWA contributed to the establishment of literacy classes to female garment workers, a home-based learning program for a total of 1,926 people (1,559 women) by 2018 and also mobilized communities to strengthen community pre-schools for 12 target provinces in 137 villages for a total of 749 girls, five of whom are girls with disabilities.

2.3. In response to the Action Plan to Prevent and Respond to Violence Against Children (2017-2021), the MoWA, along with a technical working group with line ministries, led the coordination to develop and implement a Positive Parenting Strategy (2017-2021), including the tools and materials to implement the pilot action plan on preventing child marriage and teen pregnancy (2017-2022) in Ratanakiri province.

2.4. A public awareness program and materials for organizing public awareness activities toward positive behavior change and promoting women's rights have been produced and used, including 300 topics on Neary Rattanak radio program, 120 educational videos, 30,000 Neary Rattanak magazines, 204 public forums, 480 instances of cooperating with the national radio program, and 2,880 instances with a private radio program.

### **Challenges and Opportunities:**

- Gender stereotypes and attitudes of society and family continue to divide work by sex, which hinders the development of women's roles in modern society. Women have been encouraged to embrace skills and work according to gender stereotype and perspectives of society and family, which has not enabled women to select and decide for jobs following market demands. In addition, this has led to a dearth of women who study or work in Science, Technology, Engineering, Art, and Math (STEAM), which is a severe loss to society. Part of the MOWA's mission is to find and apply more possibility

methods and interventions to promote the participation of women and girls at high education levels, following job market skills, and the context of society, especially related with STEAM.

- Technologies and social media tools are likely the new platforms could bring both challenge and opportunity to promote gender equality and the status of women and girls.
- Negative gender stereotypes and attitudes in the family, the workplace, and the public space continue to occur against the LGBTI population and other vulnerable groups of people. These are barriers to enjoyment of their rights and their potentials.

### **3. Promote the health of women and girls, prevent and protect against HIV infection and malnutrition**

3.1. In 2015, Cambodia was one of 10 other countries that achieved their Millennium Development Goals (MDGs) before their timeline with respect to maternal and child health. The mortality rate dropped dramatically from 437 among 100,000 lives in 2000 to 170 among 100,000 lives in 2014. The prevalence of HIV among the general population aged 15-49 has dropped from 1.6% in 1997 to 0.5% in 2019 and, due to this, Cambodia was awarded an honorary award by the United Nations. The nation in 2017 achieved the goal of 90-90-90 (i.e., 90% of all people living with HIV are aware of their HIV status, 90% of them are diagnosed and treated by antiretroviral drugs that are routinely administered and 90% of all people receiving antiretroviral therapy experienced an efficient reduction of the amount of HIV in their body, which is no longer a threat to people living with HIV).

3.2. The MoWA in partnership with the Ministry of Health (MoH), the National Maternal and Child Health Center (NMCHC), the National Reproductive Health Program (NRHP), the National Nutrition Program (NNP), the National AIDS Authority (NAA), the National Program for Eye Health, and the Council for Agricultural and Rural Development (CARD) and other relevant partners joined forces to implement and promote gender responsiveness in strategic plans and programs related to health such as maternal health, reproductive and sexual health, HIV protection and prevention, eye health, food security, nutrition, hygiene and clean water.

3.3. The MoWA and the PDoWA built capacity and awareness of the Women and Children Consultative Committees (WCCCs), the Women and Children Committee at the Commune/Sangkat, village representatives and communities on reproductive health, sexual health, nutrition, malaria and eye health. As a result, 172 people (126 women) were educated on reproductive health and maternal health. With respect to reproductive and sexual health, 2,480 people (245 women) were educated on reproductive health and prevention of HIV infections, 249,044 people (1,719 women) were educated with an awareness of nutrition, sanitation and clean water, 249,044 people (153,318 women), were given an awareness of malaria, and 59,762 people (48,796 women) received information on gender and eye health.

#### **Challenges and Opportunities**

- Women and girls still lack access to information of and the full implementation of their rights to reproductive and sexual health, which requires promoting, strengthening, and expansion of comprehensive measures, especially among women and children in vulnerable groups.
- The health of women and girls still needs more attention, especially in remote areas with a focus on expanding information and understanding of the importance of health care, hygiene and nutrition.
- Strengthening mechanisms and methods to support the formulation and implementation of programs and related implementation plans in the health sector. All health services need to be gender responsive through on-going capacity development.

#### **4. Legal protection for women and girls**

4.1. A national policy framework, including the national action plans to respond to all forms of violence against women and girls and to promote multi-sector services at provincial levels, has been developed and implemented in recent years. The implementation and coordination of this policy framework has been across government sectors such as health, social, justice, legal services, and good cooperation from national and international partners, as well as the establishment pilot of multi-service centers to support victims of GBV in two provinces.

4.2. National Action Plan on Prevention Violence Against Women II (NAPVAWII) was developed and approved by the RGC to provide direction for implementation through multi-institutional operational plans and roles and mandates to the national and sub-national institution at all levels.

4.3. The MoWA led facilitation and support for the establishment and implementation of multi-sectoral Working Groups on GBV in eight provinces and plans to expand to all provinces. This diversified service helped 1,191 victims of domestic violence. Ninety-four civil servants of the MoWA (85 women) have been appointed as judicial police officers and were trained.

4.4. The MoWA and the Ministry of Information (MoInfo) developed and implemented a Media Code of Conduct for reporting violence against women and disseminating it to reporters, journalists and other media networks.

4.5. The Ministry has developed and launched legal minimum protection protocols and standards to protect women and children. These include Minimum Standards provided to community-based counselling for Women and Girls, Data Collection and Management Guidelines on Violence and Guidelines on the Transfer of Women and Children, Women who are victims of GBV, as well as developing the capacity of GBV responses to gender at the national and sub national levels.

4.6. The Cambodian Working Group on Combating Human Trafficking in the Greater Mekong Subregion COMMIT (Coordinated Mekong Ministerial Initiative against Trafficking) signed a Memorandum of Understanding (MoU) on Combating Human Trafficking (Cambodia, China, Laos, Myanmar and Vietnam) and signed the Joint third Statement to commit to anti-human trafficking. The International Cooperation Working Group of the National Committee for Counter Trafficking in Person (NCCT) established and chaired by the Minister of MoWA.

#### **Challenges and Opportunities**

- Women and girls still face physical, sexual, emotional and economic violence that may occur at home, at work and in the community, and all forms of violence may be perpetrated against women and girls regardless of income, education and knowledge levels.
- The MoWA needs to review methods and strengthen the implementation of the Positive Parenting Program, a culture of non-violence, and promote the implementation of laws and strategic plans to prevent all forms of violence against women and girls, as well as promote family well-being and social protection for women and girls.
- The need to strengthen and expand the partnership mechanisms with the private sector and its stakeholders, including the participation of men and journalists in preventing violence against women and promoting gender equality.
- Multi-sectoral services to help women victims of violence become an effective mechanism for responding to and addressing GBV.

- Continue strengthening and expanding the response to GBV, focusing on existing mechanisms at the sub-national (provincial, district) levels.

## 5. Women in public sector and politics

5.1. The promotion of women's participation in the public sector and leadership at all levels is a key priority in the Rectangular Strategies, national programs, sectoral policies, Public Administration Reform (PAR) Program, the Decentralization and Deconcentration (D&D) program, as well as in sectoral Gender Mainstreaming Action Plans (GMAP) in all ministries and institutions.

5.2. Institutionally, most line ministries (LMs) promoted women's participation through new staff recruitment and increasing the number of female civil servants, implementation of a Ministry of Civil Service (MCS) guideline to increase the recruitment of female candidates from 20 percent to 50 percent, implementation of the Royal Decree on expanding working retirement age of female civil servants to the age of 60, and the intention to promote at least one women to a position of leadership and management in line ministries and Sub-National Administrations (SNAs). As a result, as of 2018, 41 percent of civil servants were women working at the national and sub-national level and 24% of women held the position of deputy chief of office at the general director levels. In the capital and provincial board of governors, 4% of provincial governors were women, and 17.44% of deputy governors were women (26). In the board of municipality/district/khan governors, six women are governors (3.06%) and 194 women are deputy governors (25.52%).

5.3. The MoWA, in partnership with Royal School of Administration (RSA), LMs and the National School of Local Administration (NASLA), implemented the women's leadership training program. In 2016, the RSA trained 100 hours leadership training for women leaders to 33 female Secretaries of State, and 50 Under-Secretaries of State from the line ministries. The MoWA strengthened the network and capacity of 933 members of the Capital, Provincial, Municipal, District, Khan, Governors and Deputy Governors, and 933 directors and deputy directors of the PDoWAs.

5.4. Public awareness and advocacy campaign programs to promote women's participation in politics and leadership were organized and disseminated through social media platforms and the community, in partnership with civil society and stakeholders at all levels.

5.5. MoWA established and operated the Technical Working Group on Women in Leadership and Governance (TWGG-WLG) in 2015 as part of the Gender Technical Working Group on Gender (TWG-G), which aims to coordinate the promotion of women's participation in decision-making and the promotion of gender equality in the process of good governance, and is composed of the following line ministries/institutions: the Ministry of Interior (MoI), the MCS, the Ministry of Education, the Ministry of Youth and Sports (MoEYS), the NCDD Secretariat, the Permanent Secretariat of CNCW, the RSA, the DPs (UNDP, UN Women, Oxfam) and CSOs. The working group holds quarterly meetings to review progress in performance and share experiences related to women's leadership and gender mainstreaming in reform programs.

5.6 The NCDD Strategic Plan to Increase the Number of Women in Management Positions in the Sub-National Administration was developed in 2017 and implemented. This plan increased women in management positions at the provincial level from 16 percent in 2017 to 22 percent in 2019, and targeted for the district level to increase women in management positions from 23 percent in 2017 to 27 percent in 2019.

### Challenges and Opportunities:

- The trend of increasing women's representation in politics is still limited compared to participation of women in the economic and public sectors.

- Gender stereotypes reinforce the idea that household duties and unpaid care works fall under the responsibility of women, and this is still a major barrier to women being able to exercise their rights and participating in public works and holding leadership positions.
- Flexible support and supportive environments are needed in the workplace for women to achieve work and life balance, which can be the encouraging factor for more effective and productive work.
- Continue to promote women's representation at national and community levels, and, as such, they need to be continuously supported and this support needs to be based on demand.
- Building capacity and promoting youth and young women in leadership are the key potential areas which will lead to gender equity and social inclusiveness in the good governance agenda.

## **6. Gender and Climate Change**

6.1. The MoWA, as a member of the National Council for Sustainable Development (NCSD) and the National Committee for Disaster Management (NCDM), is involved in advocating and addressing the issues of women, girls and gender in the development and implementation of the policies on green growth development, climate change, disaster risk reduction and impact management.

6.2. The MoWA Committee for Gender and Climate Change (CGCC) has developed the capacity of relevant civil servants at the national and sub-national levels, with the result that 357 officials (53% women) have been trained in gender mainstreaming in climate change programs. National guidelines on gender mainstreaming in investment for adaptation to climate change in five inter-sectors have been prioritized (Agriculture, Rural Development, Health, Water Resources, Public Works and Transport)

6.3. The National Strategic Plan on Gender and Climate Change 2014-2023, Master Plan for Gender and Climate Change (2018-2030) and Action Plan on Gender and Climate Change 2019-2023 were prepared and used as a roadmap for formulating the projects and programs. There are four pilot projects related to gender analysis, capacity building for women and climate change resilience and adaptation, safe water management and hygiene, disaster risk reduction during flood and drought season in Kampong Thom, Battambang, Prey Veng and Kampot, and these projects have been implemented effectively.

### **Challenges and Opportunities:**

- A lack of information, gender disaggregated data and qualitative studies on the impacts of climate change to women, children, and vulnerable groups.
- Insufficient resources for the implementation of new activities related to gender mainstreaming into resilience and adaption to reduce risks of disaster and climate change.
- It is necessary to further expand the promotion of women representatives, especially women who are living in rural areas and ethnic minority women who can participate in policy dialogues, implementation plan development and implementations related to climate change and disaster.
- It is necessary that coordination mechanisms at all levels are strengthened with partnerships. It is required that more technical capacity building occurs for gender analytical skills in climate change, and that potential opportunities are explored to empower women and mainstream gender into climate change projects or programs.

## **7. Gender mainstreaming into policies and government reform programs**

7.1. A national policy framework was developed to protect women's rights and respond to gender equality including the National Youth Development Policy, the National Policy on Lifelong Learning, the National Population Policy, the Social Protection Policy Framework, the National Policy on Technical and Vocation

Education Training, Employment, Green Growth, and other legal and strategic frameworks in the Public Administration Reform (PAR) and Deconcentration and Decentralization (D&D) program.

7.2. Gender Equity has been mainstreamed in the key RGC's reform programs such as the Public Administration Reform (PAR) program, the Public Financial Management Reform (PFM) program, and the National Program for Sub-National Democratic Development (NPSDD) and its implementation plans.

7.3. Significant progress has been made in strengthening gender mainstreaming in machineries and institutions including the Technical Working Group on Gender (TWG-G) which is part of a national coordination forum between the government and development partners within the process of gender mainstreaming action groups (GMAGs) at different ministries. In 2018, 28 out of 30 ministries have prepared and implemented strategic segregation strategies by sector. At the sub-national level, the Women and Children Consultative Committees (WCCC) at the Capital, Provincial, Municipal, District and Khan levels and the Committees on Women and Children at Communes and Sangkats have been implementing programs to improve the status of women and children at the local level.

#### **Challenges and Opportunities:**

- Insufficient accountability of ministries and other government institutions on promoting gender equality, and updating and institutionalizing the gender mainstreaming action plan.
- As a result, capacity building and implementation mechanisms and functions for gender mainstreaming at all levels and strengthen monitoring and evaluation framework are a challenge.
- It is required that there be a mechanism to strengthen and expand networking, share experiences, and award those outstanding actors/sectors.
- It is necessary to formulate operational guidelines on sectorial gender mainstreaming for technical support to ministries and other institutions for mainstreaming gender in their own sector and organization.
- The reduction of Official Development Assistance (ODA) in all sectors includes gender work that needs to be explored for new opportunities, as well as increased private sector participation and the national budget.

### **8. Institutional development and capacity to implement Neary Rattanak IV (2014-2018)**

8.1. The MoWA actively participated in the RGC's reform programs, especially in the PAR program to strengthen institutional capacity development and promote the effectiveness of public services, in the D&D program in functional transfers to sub-national administration, and the PFM reform in implementation and managing public resources more effectively.

8.2. In MoWA's civil servants, both at the national and sub-national levels, in total, 236,182 women were promoted, a total of 2,457 (2,121 women) were regulated and, as an incentive, 583 civil servants (497 women) were awarded medals. With the retiring of 162 civil servants (148 women), the Ministry also recruited 139 civil servants (103 women), and developed administrative management capacity for a total of 666 civil servants (507 women).

8.3. Through the RGC's Program Budgeting (PB) and the support from relevant partners, the MoWA focused on building the capacity at the staff and management level of the MoWA, the PDoWAs and WDCs in key areas including leadership development, public administration management, gender responsive planning, monitoring and evaluation, ASEAN and MOU preparation. In addition, the Ministry sent 286 (209 women) senior management and civil servants to participate in international events and overseas training.

8.4. MoWA initiated the establishment and operation of a day care for infants and young children to help ease the burden on officials to have the opportunity and time to fulfil their roles and responsibilities more effectively.

8.5. The MoWA Disability Action Working Group was established in 2015 as a mechanism for coordination and consultation on disability issues within the Ministry. From 2015-2018, the working group was actively involved in improving the response of people with disabilities who are staff of the MoWA and in the Neary Rattanak IV. At the same time, the working group prepared and implemented an action plan on capacity development in gender and disability and advocacy skills for gender equality and disability for a total of 540 leaders and officials of the Ministry and relevant ministries (including 520 women). MoWA's representatives have been actively collaborating with a disability action council (DAC) to implement a national disability strategic plan 2014-2018, especially on Strategic Direction 9, which focuses on gender equality and promoting the capacity of women and children with disabilities.

8.6. The MoWA Young Professional Network has been in the process of empowerment and capacity building for young MoWA staff and strengthening the partnership with youths working at other ministries including other educational institutions by engaging them to participate in promoting gender equality and women's rights. Within this, officers from the MoWA attended mandatory training on work foundations for implementation of gender mainstreaming and the key functions of the MoWA as well as for the development of leadership and soft skills (consisted of 85 women).

8.7. Within the Neary Rattanak IV framework, two Program-Based Approach (PBA) frameworks have been in process, supported by development partners and stakeholders with MoWA's ownership, such as the National Action Plan to Prevent Violence Against Women (NAPVAW), and the Leading the Way for Gender Equality program (LWGE).

8.8. MoWA has extended and strengthened the collaboration and partnership with development partners, and national and international organizations to implement strategic plan Neary Rattanak IV. Key development partners who have partnered to support the implementation of program and project during 2014-2018 included: Asian Development Bank (ADB), International Fund for Agricultural Development (IFAD), the Australian Government, the Indian Embassy, the Global Fund, the Fred Hollow Foundation, the Department of Foreign Affairs and Trade (DFAT), GIZ, UNFPA, JICA, UNICEF, UNDP, UN Women, Oxfam, Save the children, CHEC, HEIFER, CARE, GVC, PYD, KWDI, APHEDA and many more.

8.9. The MoWA has met 20 times with the ASEAN Commission on the Promotion and Protection of the Rights of Women (ACW), and the ASEAN Commission on the Promotion and Protection of the Rights of Women and children (ACWC).

8.10. The social media channels of MoWA are new platforms to communicate and disseminate information to the public through digital technology. As of 2018, the MoWA's Facebook page has more than 70,000 members/followers and has an annual average of more than a million views.

#### **Challenges and Opportunities:**

- The human resources development of MoWA is the core framework and it needs sufficient time to implement and transform, especially the capacity based on demands and social contexts.
- The implementation of strategic plan NRIV is a new step to transform the functions of MoWA in implementing the Program Based-Approach and move forward as experts who provide technical support as gender specialists in the field.
- Inclusion of women in the vulnerable groups in the implementation of strategic plan NRIV remains limited. Remedy of this requires capacity building in line with the specific needs and new contexts of

society, as well as providing specific measures to promote and monitor in various units and in cooperation with relevant partners at all levels.

- A monitoring and evaluation system of the NRIV strategic plan has not yet fully implemented, which requires determination of a clear mechanism and system at both the national and sub-national levels.
- The DP fund to support MoWA's departments and units has been reduced which requires a search for new sources to strengthen strategic partnerships and expand the effectiveness of national budget-supported programs.



## PART II

# VISION AND MISSION

## VISION

All Cambodian citizen enjoy equal rights in accordance with the law, in particular women and girls, to have personal safety, fully participate in public life, work, be empowered and make decisions at all levels and in all fields equally with men and boys to ensure self-ownership and harmony in family, community and society.

## MISSION

The Ministry of Women's Affairs' mission is to lead, partner, cooperate with line ministries and partners to lead the way for gender equality and eliminate all forms of discrimination against women and girls in society through:

- Mainstreaming gender through the process of formulating and implementing laws, policies, royal government reform programs, national strategic plans and sectoral policies.
- Leading cooperation and partnerships with line ministries and partners, including civil society development partners, the private sector and sub-national administrations, in designing, implementing and monitoring the implementation of national programs, action plans and policies to promote gender equality and women's empowerment.
- Strengthening the capacity and effectiveness in performing the functions of the mechanism at national and sub-national levels to promote gender mainstreaming and women's empowerment.
- Promoting and encouraging the implementation of specific measures and initiatives in order to promote gender equity, women's empowerment and inclusion via economic growth, social protection and good governance.
- Expanding the research programs on gender impact by sectors and target groups to promote inclusive development and the new social contexts, and to explore responsive measures.

## PART III

# OBJECTIVE

**Neary Rattanak V has the following main objectives:**

1. Strengthen the capacity of institutions and mechanisms at the national and sub-national levels to mainstream a gender-transformative approach through the process of formulating and implementing laws, policies, strategic plans, national and sectoral programs at all levels with equity and inclusion.
2. Expand the programs on public behavioural change and social attitudes in promoting gender equality and eliminating all forms of discrimination against women and girls in the family, community and society.
3. Promote gender responsiveness and transformative approaches in policy frameworks, strategic plans and national programs on economy and entrepreneurship development, and to promote women's economic empowerment.
4. Strengthen and expand gender responsiveness in national policies and programs related to education and youth, especially higher education for women and girls, education in line with social needs and positive parenting education programs with gender responsive strategies.
5. Expand gender responsiveness in health-related policies, strategies, and programs, especially to promote women's and girls' health, nutrition, reproductive health, and sexual health.
6. Lead and facilitate the implementation and monitoring of national action plans and strategies related to the prevention of violence against women and girls.
7. Promote the participation of women in decision-making at all levels and the promotion of gender equality in leadership at all levels.
8. Promote women's empowerment to adapt and build resilience to climate change and gender mainstreaming related to climate change policies, development plans and programs.
9. Strengthen the capacity of the MoWA and its subordinate units, strengthen the public administration, create a friendly environment, and strengthen the effectiveness of monitoring and evaluation, as well as expand the management mechanism and dissemination of information on gender and inclusivity.

## PART IV

# STRATEGIC FRAMEWORKS

Neary Rattanak V 2019-2023 focuses on gender mainstreaming as the core and cross-cutting strategy with six sectoral strategies, and is supported by the Institutional Support Strategy on Capacity Development Efficiency.

### NEARY RATTANAK V 2019-2023

Five-Year Strategic Plan for Strengthening Gender Mainstreaming and Women’s Empowerment

<b>Gender Mainstreaming Framework</b> Legal and Policy Frameworks, National Programmes and Strategic Plans and Public Behavior Change					
<b>Strategy 1</b>  <b>Women’s Economic Empowerment</b>	<b>Strategy 2</b>  <b>Education of Women and Girls</b>	<b>Strategy 3</b>  <b>Health of Women and Girls</b>	<b>Strategy 4</b>  <b>Legal Protection for Women and Girls</b>	<b>Strategy 5</b>  <b>Women Public Leadership and Politics</b>	<b>Strategy 6</b>  <b>Gender and Climate Change</b>
<b>Institutional Support Strategy: Capacity Development and Efficiency</b> Implementing Public Administration Reform, Public Financial Management Reform, D&D program, Upgrading the Institution, Human Resource Development, M&E System, Information Management and Cooperation					

### CORE STRATEGY. GENDER MAINSTREAMING FRAMEWORK

The RGC continues to promote gender mainstreaming in the policies and plans in all areas, sectors and levels. The Gender Mainstreaming strategy of Neary Rattanak V (NRV) is the core and cross-cutting strategy which focuses on mainstreaming gender-transformative approaches and gender inclusivity into the process of formulating, implementing and monitoring the implementation of legal and policy frameworks, strategic plans, programs and sectors at all levels, and promoting public behavior change and social attitudes regarding gender equality and eliminating all forms of discrimination against women in the family, community and society. Gender mainstreaming addresses and responds within all the strategic areas of the NRV, including economy, education, health, legal protection, governance and climate change, as well as provides institutional support strategies on capacity development and efficiency of the MoWA in leading the coordination with relevant ministries, institutions and stakeholders.

In this context, Neary Rattanak V focuses on the following priorities:

1. Expand research and assessment programs on gender and formulate and coordinate in order to implement the first National Policy on Gender Equality and sectoral programs.

2. Promote and facilitate gender mainstreaming within the sectoral framework strategic plans and national programs, including the Public Administration Reform (PAR) program, the Decentralization and De-concentration (D&D) program, and the Public Financial Management Reform program (PFMRP).
3. Strengthen the capacity of gender mainstreaming mechanisms at all levels, including the Gender Mainstreaming Action Group (GMAG) in different sectors, the Technical Working Group on Gender (TWG-G), the Women and Children's Consultative Committees at the Capital, Provincial, Municipal, District and Khan (WCCC), the Women and Children Committee at Communes and Sangkats and relevant stakeholders.
4. Strengthen systems and mechanisms for monitoring and evaluating gender mainstreaming and women's empowerment in the different sectors.
5. Promote public awareness and support for the promotion of gender equality, including the implementation of programs on public behavior change and overcome negative gender stereotypes in society that discriminate against women and girls in all forms.
6. Promote new initiatives, lessons learned and best practices on the implementation of gender mainstreaming in policies, programs and sectors, as well as to strengthen the knowledge of management and sharing.

### **STRATEGY 1. WOMEN'S ECONOMIC EMPOWERMENT**

The RGC has recognized that strengthening women's economic empowerment is a key priority strategy for 2019-2023. The RGC's Rectangular Strategy Phase IV guides continue to promote women's entrepreneurship through the expansion of vocational education and training programs. At the same time, the government promotes the implementation of the national policy on education and the national policy on technical and vocational training, as well as the implementation of the national fund for skills development and promotion of entrepreneurship in educational programs. In preparation for the digital economy and the Fourth Industrial Revolution (IR 4.0), the government will develop entrepreneurship and a digital ecosystem that is conducive to the creation of new businesses, by promoting the use of digital systems in business, and establishing an entrepreneur cooperation mechanism with the RGC or some forms of partnership with the private sector. The RGC is finalizing the preparation of the SME's Development Policy, establishing an SME Bank, a National Entrepreneurship Fund and an Entrepreneurship Development Center, as well as promoting productivity for SMEs. These key agendas are opportunities to promote gender equality and inclusion for employment, human resource development and economic diversification, as well as to promote women's entrepreneurship in line with the digital age. The MoWA will strengthen its partnership with the private sector, development partners and relevant stakeholders to promote gender responsiveness and inclusion in these policy frameworks, strategic plans and national programs related to the economic sector and the development of entrepreneurship and women's potential in the economic sector.

In this context, Neary Rattanak V focuses on the following priorities:

1. Strengthen and expand policy frameworks and investment in women's economic empowerment.
2. Expand opportunities and an enabling environment for the development of innovative entrepreneurship and women-led businesses with inclusiveness.
3. Expand the environment and the support for women to acquire professional skills, especially in line with the needs of the digital economy and inclusivity.
4. Promote the attention and support of women's activities in the informal economy.

5. Promote work-life balance program and friendly and safe environments for women in economic activity.
6. Expand economic opportunities in the community including access to affordable financial services for women, especially poor women, women with disabilities, ethnic minority women, indigenous women, and women who are heads of households.

## **STRATEGY 2. EDUCATION OF WOMEN AND GIRLS**

Education for women and girls is a necessary condition for promoting gender equality and empowering women and girls in all fields. In line with the RGC’s vision to accomplish Cambodia Vision 2050 and to respond to new demands for socio-economic development, there is a need to develop quality and equality of human resources that are more inclusive and include women and girls. At the same time, gender gaps in higher education at the tertiary level and the acquisition of skills by gender roles are still a challenge that requires more attention. At the same time, the participation of young people is a key opportunity to change and cultivate a positive mindset for moving forward towards true gender equality. The MoWA will focus on strengthening and expanding gender responses in national policies and programs related to education and youth, especially women's and girls' education at the higher levels and in line with education and social needs as well as the expansion of gender-responsive parenting education programs.

In this context, Neary Rattanak V focuses on the following priorities:

1. Strengthen partnerships with relevant ministries and institutions, especially the Ministry of Education, Youth and Sports (MoEYS), to integrate gender-transformative approaches into the educational and youth policy frameworks and to facilitate access of women and girls to higher education and Science, Technology, Engineering, Art and Mathematics (STEAM) education.
2. Strengthen partnerships with educational institutions and stakeholders to promote gender equality among young people.
3. Promote the establishment of nursery programs in public and workplace institutions and expand local community-based pre-school programs, as well as parent education programs, awareness of the importance of care and education for young children, and positive parenting.
4. Strengthen and expand the implementation of the gender responsive Positive Parenting Program and strategies.
5. Develop and implement social welfare education programs, especially for women and families, aimed at promoting the full implementation right of women and girls.
6. Promote research and study programs on new issues related women and gender in education, youth and sport.

## **STRATEGY 3. HEALTH OF WOMEN AND GIRLS**

The RGC continues to implement and update the Health Strategic Plan 2016-2020, which aims to improve the quality, efficiency and equity of health services through the health system and increase financial risk prevention. Achieving equitable health outcomes among people living in both urban and rural areas with different economic situations and social conditions requires a continuous health system to achieve this long-term vision: “All Cambodians have better health and well-being to contribute to sustainable socio-economic development.” In that context, gender inequality in the health sector remains an obstacle for women and girls to access quality and equity in health services, which derives from a number of factors including varying education levels, a lack of access to information, and a lack of economic resources, as well as varying housing workloads, child and elderly care.

The MoWA will coordinate with stakeholders to analyze and address the gender gap in this sector and promote gender mainstreaming through the process of formulating and implementing policies, strategic plans and programs related to health, especially nutrition, reproductive and sexual health of women and girls, and continue to play role of raising awareness of the right to access and use equity funds in conjunction with other social health protection programs, such as the National Social Security Fund (NSSF), access to health insurance for women and girls, and empowering women and girls to receive quality services, equity and inclusiveness. This should contribute to a reduction in maternal and infant mortality, morbidity and mortality due to the effects of behaviors such as GBV, drug use, drugs, alcohol, traffic accidents and more. In this context, Neary Rattanak V focuses on the following priorities:

1. Strengthen and expand gender mainstreaming into policies, strategic plans, health action plans, and programs including reproductive health programs, maternal and child health, sexual health, mental health, eye health, nutrition, food security, and communicable and non-communicable diseases.
2. Empower women and girls in access to quality, safe and effective health services in public health facilities.
3. Continue to develop the capacity of officials and stakeholders at the national and sub-national levels in terms of gender analysis in the areas of health, nutrition and food security.
4. Promote gender equality and empower women through the process of implementing a social protection framework.
5. Monitor and evaluate the implementation of the strategic plan for the health of women and girls of NRV and prepare a system of work to collect new data on gender and health (reproductive health, sexual health, communicable and non-communicable diseases, nutrition and food security).

#### **STRATEGY 4. LEGAL PROTECTION FOR WOMEN AND GIRLS**

Legal protection for women and girls aims to promote the protection of rights for women and girls and the elimination of all forms of violence against women and girls, especially in vulnerable groups, and to increase the provision of services to women and girls on GBV to be more effective, increased in quality, inclusive and timely. The MoWA continues to lead and coordinate with the line ministries, development partners, civil society, media and the private sector in formulating and implementing the Third National Action Plan on the Prevention of Violence against Women (NAPVAW) 2019-2023. Preventing and responding to GBV, including sexual abuse and exploitation and human trafficking, especially women and children, is essential to the elimination of all forms of discrimination against women and girls to ensure their rights have been promoted and protected.

In this context, Neary Rattanak V focuses on the following priorities:

1. Promote gender mainstreaming in the process of drafting and implementing laws and in the framework of Legal and Juridical Reform programs.
2. Coordinate and promote the implementation of the National Action Plan on the Prevention of Violence against Women 2019-2023 (NAPVAW III) through the development of the annual action plan and the strengthening of the implementation of the Gender Technical Working Group on the Prevention of Gender-Based Violence (TWG-GBV) at the national and at the sub-national level.
3. Organize public events and campaigns to prevent violence against women and girls.

4. Develop and implement legal protection and multi-sectoral services to support the GBV victims.
5. Promote the implementation of laws, policies and regulations related to the prevention of GBV and all forms of sexual exploitation of women and girls.
6. Monitor and evaluate the implementation of the National Action Plan on the Prevention of Violence against Women and Girls 2019-2023.
7. Coordinate and support the implementation of national, regional and sub-regional action plans related to the fight against human trafficking, especially women and children, and sexual exploitation.
8. Participate in supporting the implementation and updating of the Action Plan on the Prevention and Response to Violence Against Children 2017-2021 (NAPVAC).
9. Research on new issues related to all forms of GBV in accordance with the current developments and situations of society.

### **STRATEGY 5. WOMEN PUBLIC LEADERSHIP AND POLITICS**

The RGC's Rectangular Strategy IV has committed to enhancing the role of women by increasing the proportion and capacity building of women in leadership positions at both the national and sub-national levels and in both political and professional arenas. These priorities can be achieved through developing the strategy with active participation and partnership, including the commitment in the RGC's reform programs, such as the Public Administration Reform program and the D&D program, and in the National Election Committee (NEC) and political parties. The MoWA will facilitate the development and implementation of the framework for the Promotion of Women Public Leadership and Politics through the Gender Technical Working Group on Women in Leadership and Governance (TWGG-WLG).

In this context, Neary Rattanak V focuses on the following priorities:

1. Expand the policy that provides an enabling environment and friendly working environments as well as support from the stakeholders for women's public leadership and in politics at all levels.
2. Strengthen the network and development of women's public leadership and politics at the national and sub-national levels
3. Promote public awareness and behavior change, with both men and women as leaders, and include young people and stakeholders to support gender equality and equity in order to promote women's participation in leadership development, governance and community development.
4. Promote the participation of young people in gender-responsive leadership and governance.

### **STRATEGY 6. GENDER IN CLIMATE CHANGE**

The RGC has focused on gender mainstreaming in the climate change agenda, in particular via the addition of a new strategic area of NRIV (2014-2018), by putting women's empowerment measures into the adaptation and resilience to the climate change agenda, and mainstreaming gender equality into relevant development policies and plans.

The MoWA will strengthen the technical expertise and effective capacity to participate in the agenda of the sustainable development program and with the relevant ministries and institutions through the continued implementation of the Strategic Plan for Gender and Climate Change 2014-2023, the Master Plan on Gender and Climate Change 2018-2030 and the Gender and Climate Change Action Plan 2019-2023.

In this context, Neary Rattanak V focuses on the following priorities:

1. Strengthen the technical capacity and build the commitment of stakeholders in implementing strategic plans on gender and climate change and build adaptation capacity, green growth and disaster risk reduction.
2. Promote gender mainstreaming into the process of formulating and implementing policies, programs and strategic plans related to climate change, green growth and disaster risk reduction, including the ecosystems of the Tonle Sap Lake and the Mekong River.
3. Support and develop initiatives to address the specific needs of women and vulnerable groups of women and girls in climate change programs, green growth and disaster risk reduction
4. Establish a knowledge and sharing system and conduct new studies and research on the gender impact of climate change.

### **INSTITUTIONAL SUPPORT STRATEGY. CAPACITY DEVELOPMENT AND EFFICIENCY**

In the sixth legislature of the National Assembly, the RGC prioritizes reforming and capacity building of ministries and institutions, strengthening the cleanliness of public administration and improving the efficiency of work. The necessity and success factors of implementing NRV depends on the strength and efficiency of the MoWA and the PDoWA. In this context, institutional capacity building programs are designed to reflect and respond to the rapid changes in recent global and national developments and contexts, as well as to respond to the Fourth Industrial Revolution and digitalization. At the same time, NRV will continue to enhance the capacity of the MoWA, to strengthen the public administration and the effectiveness of monitoring and evaluation of work performance and expand the management and dissemination of information for gender responsiveness.

At the same time, promoting the institutional environment to respond the inclusion of women and girls with disabilities and who are a part of disadvantaged and vulnerable groups is a cross-cutting approach of the MoWA, which requires mainstreaming and putting specific measures in accordance to each unit and strategy, as well as taking environmental measures in the implementation of the day-to-day activities of the ministry.

In this context, Neary Rattanak V focuses on the following priorities:

1. Rationalize the roles and duties and improve work performance based on result and management.
2. Strengthen institutional human resources and innovate the functions of the MoWA at all levels.
3. Promote the implementation of family work-life balance programs and gender-friendly environments in the workplace at all levels.
4. Strengthen the planning, statistics, monitoring and evaluation systems with gender, economic and social status.
5. Strengthen the mechanisms to coordinate the communication and information management systems using modern systems and in accordance with the social context.
6. Strengthen mechanisms to expand national, regional and global cooperation to promote and protect the rights of women and children.
7. Strengthen the capacity and efficiency of inclusivity responses in institutions in the implementation of the NRV.
8. Implement the RGC's reform programs to strengthen the efficiency of the institutions.



## PART V

# MoWA ACTION PLAN (2019-2023)

### Core Strategy. Gender Mainstreaming Framework

**Objectives:** Strengthen the capacity of national and sub-national mechanisms for gender mainstreaming in the process of formulating and implementing laws, policies, strategic plans, national and sectoral programs at all levels with equity and environment, and to expand programs to change attitudes and social attitudes in Promote gender equality and eliminate all forms of discrimination against women and girls in the family, community and society.

Strategy	Indicators	Key activities	Partners	Time (2019-2023)					Resource	
				19	20	21	22	23	National	DPs
1. Expand research and assessment programs on gender and formulate and coordinate in order to implement the first National Policy on Gender Equality and gender responsive sectoral programs	- Number of updated Cambodia Gender Assessment (CGA) chapters and published	Develop and update CGA (by technical assistants, internal and stakeholders' dialogues, finalize and publish).	MoWA LMs DPs, CSOs Private sectors	✓	✓	✓			✓	✓
	- National Policy on Gender Equality approved and published	Formulate National Policy on Gender Equality (internal and inclusive stakeholder dialogues, reviews, submit to government for the endorsement and publish).	MoWA CNCW, LMs DP, CSOs Private sectors	✓	✓				✓	✓
	- Number of dissemination materials developed - Number of media channels used - Number of participants in dissemination workshops and events	Develop materials for dissemination of CGA chapters and the National Policy on Gender Equality. Organize the disseminate workshops on CGAs and the National Policy on Gender Equality to stakeholders.	MoWA LMs DPs, CSOs Private sectors	✓	✓	✓			✓	✓

<p>2. Promote and facilitate gender mainstreaming within the sectoral framework strategic plans and national programs, including the Public Administration Reform (PAR) program, the Decentralization and De-concentration (D&amp;D) programs, and the Public Financial Management Reform program (PFMRP)</p>	<ul style="list-style-type: none"> <li>- Number of legal documents responding to gender equality, inclusive and social equity developed</li> </ul>	<p>Provide technical support to LMs in mainstreaming gender in the framework of the National Program for Sub-National Democratic Development (NPSDD). Collaborate with the NCDD Secretariat to review and comment on legal documents in response to gender equality, inclusive and social equity.</p>	<p>MoWA LMs NCDD Secretariat</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>- M&amp;E reports on the implementation of the Strategy and the Policy prepared and disseminated</li> </ul>	<p>Collaborate with the NCDD Secretariat to promote, monitor and evaluate the implementation of the Strategy to Increase Women in Management Positions at Sub-National Administration (SNA) and the Policy on Promotion of Gender Equality for Sub-national Democratic Development.</p>	<p>MoWA NCDD Secretariat LMs SNAs</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
<ul style="list-style-type: none"> <li>- Number of Gender Audit reports prepared and published</li> </ul>	<p>Partnership with the NCDD Secretariat to conduct Gender Audits in the Implementation of IP3 and the National Program for Sub-National Democratic Development.</p>	<p>MoWA NCDD Secretariat LMs SNAs</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									
<ul style="list-style-type: none"> <li>- Number of mission and activities to provide technical support to PDoWA, WCCCs and CCWCs</li> <li>- Number of officials receiving technical support by MoWA team</li> </ul>	<p>Provide technical support and capacity development program to PDoWA, WCCCs and CCWC on gender mainstreaming, inclusive and social equity, and empowerment of women.</p>	<p>MoWA NCDD Secretariat PDoWA, WCCCs, CCWC</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									
<ul style="list-style-type: none"> <li>- National Program on Public Administration Reform</li> </ul>	<p>Provide technical support to promote gender mainstreaming</p>	<p>MoWA MCS</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									

	<p>2019-2030, which consists of specific components and indicators that address gender issues in PAR</p> <ul style="list-style-type: none"> <li>- Number of regulations within the framework of the national program responding to gender equality</li> </ul>	<p>in the formulation and implementation of the National Program on Public Administration Reform (PAR) 2020-2030.</p> <p>Promote gender mainstreaming within the framework of the National Public Administration Reform Program 2020-2030.</p>	LMs							
<ul style="list-style-type: none"> <li>- Number of LMs with monitoring and budgeting system for gender equality and women's empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Number of LMs with monitoring and budgeting system for gender equality and women's empowerment</li> </ul>	<p>Develop capacity development programs on gender-responsive budgeting for gender working groups, relevant ministries and budget officers.</p> <p>Compile lessons learned, experiences and best practices in gender-responsive budgeting.</p>	MoWA GMAGs, LMs MEF							
<p>3. Strengthen the capacity of gender mainstreaming mechanisms at all levels, including the Gender Mainstreaming Action Group (GMAP) in different sector, the Technical Working Group on Gender (TWG-G), the Women and Children Consultative Committees at the Capital, Provincial, Municipal, District and Khan (WCCC), Women and Children Committee at Communes and relevant stakeholders.</p>	<ul style="list-style-type: none"> <li>- Guidelines and tools have been developed and published</li> <li>- Number of research reports have been compiled and disseminated</li> <li>- Capacity development framework of GMAGs and SNA developed</li> <li>- Number of GMAGs in different LMs receive gender mainstreaming capacity development</li> </ul>	<p>Develop guidelines and implementation tools on gender mainstreaming and institutionalization and empowerment of women in the RGC line ministries.</p> <p>Conduct capacity assessment and develop the capacity development framework for GMAGs of line ministries and sub-national administrations (SNAs).</p> <p>Provide capacity development support to GMAG and SNAs gender machineries in order to implement their functions and to promote the accountability to implement the National Policy on Gender Equality through the</p>	MoWA LMs							

							✓	✓	✓	✓	✓
			capacity development framework and the guideline on gender mainstreaming in the different sectors.		GMAGs at National and Sub-national level.						
	- Number of Ministries and Institutions Supported for Gender Mainstreaming and Women's Empowerment		Provide technical support to GMAGs in different line ministries and SNAs in gender mainstreaming as well as formulate GMAPs and mainstream gender into strategic planning, and gender mainstreaming in draft sectoral program policies (through the meeting, follow-up).				✓	✓	✓	✓	✓
	- Number of Ministries and Institutions with Gender Mainstreaming Strategic Plans (GMAPs) Updated						✓	✓	✓	✓	✓
	- Number of quarterly and annual meetings of the Gender Mainstreaming Working Group of Ministries and Institutions Organized		Organize GMAG networking meeting quarterly and annually to review and share progress, challenges and lesson learnt, and to identify the directions.	MoWA GMAGs, LMs			✓	✓	✓	✓	✓
	- Number of meeting minutes compiled						✓	✓	✓	✓	✓
	- Number of the Technical Working Group on Gender and TWG-WLG meetings		Conducted quarterly meetings and support the work of the Gender Technical Working on Group (TWG-G) and the it sub-groups within the framework of the Joint Monitoring Indicators	TWG-G Secretariat LMs, DPs			✓	✓	✓	✓	✓
	- Number of professional units and officers in the MoWA who have developed their skills in sectoral analysis and gender mainstreaming in accordance with the institutional capacity development framework		Coordinate the preparation and implementation of capacity development programs for professional officers, units and institutions of MoWA in the analysis and mainstreaming of gender by sector.	TWG-G Secretariat MoWA and PDoWA Public Administrative Reform team of MoWA			✓	✓	✓	✓	✓

	- Number of specific annual measures put in place to promote a culture of non-violence, social morality and promoting of the role and values of women by the National Committee for Upholding, women's and Khmer Family Values	Support the Secretariat of the National Committee for the Promotion of Social Morality, the Values of Women and the Khmer Family to fulfill their functions. Annual review meeting and conference of the National Committee to review the progress and further direction.	National Committee for the Promotion of Social Morality, the Values of Women and the Khmer Family Secretariat	✓	✓	✓	✓	✓	✓	✓
4. Strengthen systems and mechanisms for monitoring and evaluating gender mainstreaming and women's empowerment in the different sectors	- Number of the key reports prepared and disseminated on the implementation of the National Policy on Gender Equality and related policies	Join the General Secretariat of CNCW in developing and promoting the implementation of M&E systems and tools for the implementation of the National Policy on Gender Equality and related policies, including the implementation of the CEDAW Convention.	MoWA CNCWS LMs	✓	✓	✓	✓	✓	✓	✓
5. Promote public awareness and support for the promotion of gender equality, including the implementation of programs on public behavior change and overcome negative gender stereotypes in society that discriminate against women and girls in all forms	- Number of outreach programs of the MoWA and PDoWAs to promote public awareness and change the negative gender stereotype in society that discriminate against women in all forms	Develop and implement outreach programs in all ways to promote gender equality and change the negative gender stereotype in society that discriminate against women and girls in all its forms.	MoWA MoInfo Mass Media	✓	✓	✓	✓	✓	✓	✓
6. Promote new initiatives, lessons learned and best practices on the implementation of gender mainstreaming in policies, programs and sectors as	- Number of case studies on the implementation of gender mainstreaming in policies, programs and sectors at the national level has been compiled and	Compile and disseminate case studies, lessons learned, and work practices to promote gender equality, gender mainstreaming in program and sectoral policies.	MoWA LMs, Relevant partners	✓	✓	✓	✓	✓	✓	✓

well as to strengthen the knowledge of management and sharing	disseminated - Number of case studies, lessons learned shared in the events, meetings, workshops, national, international and regional platforms	Share case studies, lessons learned and experiences compiled in events, meetings, seminars, conferences in the country and internationally.	MoWA LMs			✓		✓		✓	
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## Strategy 1. Women's Economic Empowerment

**Objective:** Promote gender responsive in the framework of policies, strategic plans and national programs related to the economic sector and to develop entrepreneurship and to leverage the potential of women in the economic sector in particular to in the context of preparation for Digital Economy and the Fourth Industrial Revolution (IR 4.0).

Strategy	Indicators	Key activities	Partners	Time (2019-2023)					Resource	
				19	20	21	22	23	National	DPs
1. Strengthen and expand policy frameworks and investment in women's economic empowerment	- Number of priority policies and programs that contribute to women's economic empowerment and gender responsive in the economic sector	Conduct research and compile inputs on gender issues in the development of relevant economic sectors.  Seek support and advocate for gender equality and empowerment of women into the process of formulating programs and policies in areas related to economic development, including SME development, fund programs and entrepreneurship developments.	MoWA MISTI MEF MoC MAFF MLVT	✓	✓	✓	✓	✓	✓	✓
	- The number of measures in NRV and CGA chapter on Gender and the Economy, are included in the GMAPs and sectoral strategic plan of the relevant LMs.	Produce and dissemination of Cambodia Gender Assessment (CGA) Chapter on Gender and Economy.  Provide technical support in the process of updating and implementing the Gender Mainstreaming Action Plans (GMAPs) and the Sectoral Strategic Plans in the fields of economy, employment and vocational training, trade, industry, agriculture, tourism and rural development that are aligned with NRV and CGA	MoWA LMs SNAs  MoWA LMs SNA	✓	✓				✓	✓

	<p>- Program on Women's Economic Empowerment formulated and implemented (2020-2023)</p> <p>- Number of Public and Private Partnership (PPP) agreements between the MoWA and the private sector to promote gender equality and women's empowerment and related to Corporate Social Responsibility (CSR)</p>	<p>chapters.</p> <p>Study and formulate a Program on Women's Economic Empowerment.</p> <p>Implement the Program on Women's Economic Empowerment 2020-2023.</p> <p>Explore and promote the PPP and CSR modalities in the promotion of women's economic empowerment and gender equality.</p>	<p>MoWA MoC MEF Private sector LMs</p> <p>MoWA Private sector LMs</p>								
<p>2. Expand opportunities and an enabling environment for the development of innovative entrepreneurship and women-led businesses with inclusiveness</p>	<p>- Cambodia Women Entrepreneurs Network (Cam WEN) has been established and operationalized (network meeting number)</p> <p>- Number of Outstanding Cambodian Woman Entrepreneurs recognized and awarded by the national, regional and international programs</p>	<p>Facilitate, establish and support operationalizing Cambodia Women Entrepreneurs Network in order to represent the common voice of women in entrepreneurship in Cambodia.</p> <p>Promote awareness and seek support for the major challenges and needs of women in MSME in the national measures, dialogues and policies in response to the context of globalization, digital economy and IR 4.0.</p>	<p>Members of Cam WEN</p>								
	<p>- Number of programs and projects that support women entrepreneurs within the framework of Cam WEN designed and implemented</p>	<p>Conduct regular meetings of the Cam WEN to promote policy interventions and programs for the development of women entrepreneurs in Cambodia.</p>	<p>Cam WEN</p>								



			Organize and lead programs and centers for the development of women entrepreneurs and research to support young women, entrepreneurship, women's leadership.	Partnerships with the private sector	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			Partnership with the National Bank of Cambodia and other institutions to promote the financial inclusive for women.	NBC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			Facilitate and collaborate in identifying the better ways to enhance market for the products of women's community group and producers domestically and globally.	MoWA Private sectors MoC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			Partner with stakeholders in the implementation of CSR to promote the capacity development and entrepreneurship for young women. Lead and coordinate the implementation of leadership and entrepreneurship development programs for women and girls to improve their well-being.	MoWA WE-CAN WEDU Private sector	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			Number of women and young women receiving full-time, long-term leadership and entrepreneurship programs within the framework of the agreements between MoWA and relevant partners											
			Number of women getting trained by vocational training centers and institutes under the coordination of the MoWA and PDoWAs											
3. Expand the environment and the support for women to acquire professional skills, especially in line with the needs of the digital economy and inclusivity			Mainstream gender into vocational training policies and programs. Coordinate with vocational training centers and institutes to provide vocational skills training opportunities for women in the context of the local and global	MoWA MISTI MEF MoC MAFF MLVT	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

4. Promote the attention and support of women's activities in the informal economy	<ul style="list-style-type: none"> <li>- Number of women trained and received internship by Women Development Centers (WDCs) and PDoWAs</li> <li>- Number of WDCs that have diversified their functions in initiatives to meet the specific needs of women and girls in their area</li> <li>- Number of formal measures to recognize and address access to social protection service for women in the informal economy</li> </ul>	digital economy and the inclusive growth. Diversify the functions and upgrade WDCs operation to provide vocational training programs.	SDC WDCs WDCs Private sector	✓	✓	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>- Study to understand the major needs of women in the informal economy and set specific recommendations for response and policy interventions.</li> <li>- Participate in mainstreaming gender and responding to women in the informal sector into the policy agendas and interventions.</li> </ul>	Study to understand the major needs of women in the informal economy and set specific recommendations for response and policy interventions. Participate in mainstreaming gender and responding to women in the informal sector into the policy agendas and interventions.	MoWA MEF MLVT Oxfam	✓	✓	✓	✓	✓	✓	✓	✓

5. Promote work-life balance program and friendly and safe environments for women in economic activity	<ul style="list-style-type: none"> <li>- Number of programs and formal measures that address and recognize the work-life balance and unpaid care and domestic work</li> </ul>	<p>Organize Information, Communication and Education (ICE) and advocacy programs to promote awareness and attention to recognize and address work-life balance and unpaid care and domestic work.</p> <p>Promote initiatives and expand CSR programs in partnership with the private sector and support a friendly environment in workplace for women.</p> <p>Develop programs and initiatives to enhance men's responsibility for unpaid care and domestic work.</p>	MOWA MLVT Private sector DPs Oxfam ILO CSOs	✓	✓	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>- Number of initiatives and programs that focus on improving the atmosphere of peace and safety of women through coordination of MoWA and PDoWAs</li> <li>- The number of women in leadership positions in the private sector has increased after seeking support from MoWA</li> </ul>	<p>Raise awareness and initiative on childcare setting and equitable measures for women in the workplace.</p> <p>Raise awareness of workplace safety for women, including the implementation of policies to prevent sexual harassment in the workplace.</p> <p>Raise awareness, seek support and encourage more women in leadership roles in private sector institutions and organizations.</p>	MoWA LMs Private sector DPs CSOs	✓	✓	✓	✓	✓	✓	✓	

<p>6. Expand economic opportunities in the community, including access to affordable financial services for women, especially the poor women, women with disabilities, ethnic minority women, indigenous women, and women who are heads of households</p>	<p>- Number of target groups: women and families directly benefiting from livelihood and economic empowerment projects and programs for rural women, led by MoWA and PDoWAs in collaboration with other ministries with the formal agreements</p>	<p>Strengthen and expand community-based women's groups to enhance their technical skills, digital technologies and resources to increase productivity and product quality, as well as access information and marketing.  Facilitate the provision of financial literacy programs for women in the community through collaboration with the NBC, microfinance institutions and microfinance associations.</p>	<p>MoWA MAFF NBC LMs DPs CSOs</p>	✓	✓	✓	✓	✓	✓	✓
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## Strategy 2. Education of Women and Girls

**Objectives:** Strengthen and expand gender responses in national policies and programs related to education and youth development, especially women's and girls' education at the higher education in line with education and social needs as well as to expand gender-responsive parenting education programs.

Strategy	Indicators	Key activities	Partners	Time (2019–2023)					Resource	
				19	20	21	22	23	Nati onal	DPs
1. Strengthen partnerships with relevant ministries and institutions, especially the Ministry of Education, Youth and Sports (MoEYS), to integrate gender transformative approaches into the educational and youth policy frameworks and to facilitate access of women and girls to higher education and Science, Technology, and Engineering, Art and Mathematics (STEAM) education	- Number of policies, action plans, events relevant to education sector and youth development respond to gender equality through the participation of MoWA.	Provide technical support to line ministries in promoting gender mainstreaming into policies, programs and action plans related to education and youth development.  Participate in the development of policies, action plans and programs related to education and youth development in response to gender.	MoWA MoEYS LMs	✓	✓	✓	✓	✓	✓	✓
	- Number of participants in forums, trainings and outreach programs to promote the importance of girls' education in STEAM and the number of girls enrolled	Collaborate with relevant ministries and institutions to organize educational programs to promote and encourage female students to pursue higher education, especially in STEAM education.	MoWA MoEYS MoInfo LMs, DPs CSOs	✓	✓	✓	✓	✓	✓	✓

	<p>- Number of female students receiving higher education scholarships through the intervention of MoWA</p>	<p>Collaborate with MoEYS, educational institutions, LMs and development partners to increase the number of scholarships for female students with inclusive to pursue higher education. Encourage and motivate female students to receive scholarships to pursue higher education through IEC campaigns, outreach, promote role model, and share experiences of women who have completed higher education.</p>	<p>MoWA MoEYS MoInfo LMs Educational Institutions Private sector DPs</p>	✓	✓	✓	✓	✓	✓	✓
	<p>- Number of dormitories and female students who received scholarships and stayed (overall and under the coordination of the MoWA)</p>	<p>Seek support with the MoEYS, relevant ministries and development partners. Produce and disseminate educational outreach programs on the importance of higher education for female student. Collect and analyze data on female students living in dormitories.</p>	<p>MoWA MoEYS DPs CSOs Private sector</p>	✓	✓	✓	✓	✓	✓	✓

<p>2. Strengthen partnerships with educational institutions and stakeholders to promote gender equality among young people</p>	<ul style="list-style-type: none"> <li>- Number of relevant educational institutions and development partners working with the MoWA to promote gender equality and women's empowerment and girls in vulnerable groups</li> <li>- Number of agreements on cooperation between the MoWA, MoEYS and educational institutions at all levels</li> <li>- Number of forums and participants on life skills, culture, non-violence and gender equality organized by the MoWA and PDoWAs</li> </ul>	<p>Collaborate with educational institutions to develop programs on raising awareness and support gender equality and empowerment of women, especially among young people.</p> <p>Collaborate with the Ministry of Education, Youth and Sports and educational institutions at all levels to develop agreements to implement programs and plans to promote gender equality in education.</p> <p>Organize awareness raising programs on life skills, non-violent culture and gender equality.</p>	<p>MoWA MoEYS Educational institutions Relevant partners</p>	✓	✓	✓	✓	✓	✓
<p>3. Promote the establishment of nursery programs in public and workplace institutions and expand local community-based pre-school programs, as well as parent education programs, awareness of the importance of care and education for young children, and positive parenting</p>	<ul style="list-style-type: none"> <li>- Number of nurseries established in the workplace</li> <li>- Number of community preschools</li> <li>- Number of IEC campaigns, public forums and parents, guardians and caregivers receiving education on the importance of early childhood education</li> </ul>	<p>Collaborate with line ministries and institutions to promote and support the establishment and operation of nurseries in the workplace.</p> <p>Coordinate and cooperate with the MoI, MoEYS, LMs and DPs in the implementation of work related to community preschools and IEC programs to educate parents, guardians and caregivers about the importance of early childhood education.</p>	<p>MLVT MoI MoEYS LMs DPs</p>	✓	✓	✓	✓	✓	✓
<p>4. Strengthen and expand the implementation of the gender responsive</p>	<ul style="list-style-type: none"> <li>- Number of training courses on positive parenting</li> <li>- Number of Target Provinces Expanded to Implement</li> </ul>	<p>Develop and implement outreach and capacity building programs on positive parenting. Collaborate with relevant</p>	<p>MoWA Relevant ministries and development</p>	✓	✓	✓	✓	✓	✓

<p>Positive Parenting Program and strategies</p>	<p>Positive Parenting Strategies</p> <ul style="list-style-type: none"> <li>- Number of parents, guardians and caregivers receiving positive parenting education</li> <li>- Monitoring and evaluation system have been established</li> </ul>	<p>partners to explore the possibility of expanding target provinces to implement positive parenting strategies.</p> <p>Organize educational programs for parents, guardians and caregivers on positive parenting.</p> <p>Establish a system for monitoring, monitoring and evaluating the effectiveness of the implementation of strategies on positive parenting.</p>	<p>partners</p>							
<p>5. Develop and implement social welfare education programs, especially for women and families, aimed at promoting the full implementation right of women and girls</p>	<ul style="list-style-type: none"> <li>- Number of training courses and participants on social welfare education</li> </ul>	<p>Develop and implement national and sub-national master trainers capacity development programs on social welfare education.</p> <p>Support and implement outreach programs on social welfare education.</p> <p>Produce documents and promote materials on education, social welfare and dissemination.</p>	<p>MoWA SNAs DPs</p>							
<p>6. Promote research and study programs on new issues related women and gender in education, youth and sport</p>	<ul style="list-style-type: none"> <li>- Number of research studies on the current situation and issues related to the situation of women and gender in education and sports</li> </ul>	<p>Compile and research on new issues related to situation of women and gender in education and sports.</p>	<p>MoWA MoEYS Research institutions</p>							



### Strategy 3. Health of Women and Girls

**Objective:** To expand gender responses in policies, plans, strategies and programs related to health, especially women's and girls' sexual and reproductive health, nutrition, and communicable and non-communicable diseases.

Strategic	Indicators	Key activities	Relevant responsible	Timeframe (2019-2023)					Resource	
				19	20	21	22	23	nati on	DP
1. Strengthen and expand gender mainstreaming into policies, strategic plans, and health action plans, and programs including reproductive health programs, maternal and child health, sexual health, mental health, eye health, nutrition, food security, and communicable and non-communicable diseases	- Number of policies, strategic plans, action plans, programs of the health sector are gender responsive	Review the existing policies, strategic plans, action plans and programs related to health, food security, nutrition to identify gender gaps.  Develop approaches and method to advocate in order to promote gender mainstreaming into policies, strategic plans, and programs related to health, food security, and nutrition.  Strengthen partnerships, collaborations and provide technical support on gender mainstreaming in health-related policies, strategic plans and programs.	MoWA MoH MRD LMs	✓	✓	✓	✓	✓	✓	✓
2. Empower women and girls in access to quality, safe and effective health services in public health facilities.	- Data of participants in trainings, workshops, meetings, public forums and campaigns organized by MoWA and PDoWAs  - At least 15% of the population is aware of gender, reproductive health, maternal and child health, infectious diseases, non-communicable diseases, nutrition, food security and health related information and encourages	Develop capacity development and IEC programs to disseminate and raise public awareness on gender and health, food security and nutrition to targeted people, especially women, girls and vulnerable groups.  Encourage all people, especially women and girls, and vulnerable groups to access quality, efficient and equitable health	MoWA MoH MRD LMs	✓	✓	✓	✓	✓	✓	✓

		<p>services at health facilities. Establish a report system to monitor and measure the results achieved in the year and at the end of the year.</p>							
<p>3. Continue to develop the capacity of officials and stakeholders at the national and sub-national levels in terms of gender analysis in the areas of health, nutrition and food security</p>	<ul style="list-style-type: none"> <li>- Data on national and sub-national officers trained on gender and health</li> <li>- At least 15% of officers increased knowledge related to gender, reproductive health, food security, nutrition</li> </ul>	<p>Develop and implement capacity building programs for officials and stakeholders at both national and sub-national levels on gender and health, food security and nutrition.  Establish a system to monitor and measure the capacity of national and sub-national officials on gender and health.</p>	<p>MoWA MoH MRD LMs</p>						
<p>4. Promote gender equality and empower women through the process of implementing a social protection framework.</p>	<ul style="list-style-type: none"> <li>- Progress reports on policy analysis related to the national social protection framework to identify gender gaps and explore opportunities</li> </ul>	<p>Monitor the implementation and analysis the national social protection policies and framework to identify gender gaps.  Develop and implementing advocacy approaches to promote gender mainstreaming into the national social protection policies and framework to ensure that women and girls, especially women and girls in vulnerable groups, benefit from the social protection framework more inclusive.</p>	<p>MoWA LMs</p>						

<p>5. Monitor and evaluate the implementation of the strategic plan for the health of women and girls of NRV and prepare a system of work to collect new data on gender and health (reproductive health, sexual health, communicable and non-communicable diseases, nutrition and food security)</p>	<p>- Number of reports on recent performance and data on gender and health, food security, nutrition, communicable and non-communicable diseases, compiled and use</p>	<p>Research and compile work result and new issues on gender and health, food security, nutrition, communicable and non-communicable diseases. Update data and information to identify gender gaps in the health sector (CGA chapter on gender and health).</p>	<p>MoWA MoH LMs</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
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## Strategy 4. Legal Protection for Women and Girls

**Objective:** To enhance the protection of rights and reduce all forms of violence against women and girls, especially vulnerable groups, and to increase the provision of more effective services, quality and timely to woman and girl victims by GBV.

Strategic	Indicators	Keys activities	Relevant responsible	Timeframe (2019-2023)				Resource	
				19	20	21	22		23
<b>Gender mainstreaming in the process of drafting and implementing laws and in the framework of Legal and Juridical Reform programs</b>									
1. Promote gender mainstreaming in the process of drafting and implementing laws and in the framework of Legal and Juridical Reform programs	<ul style="list-style-type: none"> <li>- Number of new laws, regulations, legal frameworks and policies approved, amended and revised in order to gender responsive and address the needs of women and girls in the vulnerable groups</li> <li>- Increased number of women judges, prosecutors and lawyers</li> </ul>	<p>Participate in drafting laws, and monitoring or amending laws, policies and national action plans, guidelines and legal documents to ensure they are GBV responsive and sexual abuse and provide legal protection for women and girls.</p> <p>Coordinate in developing partnership strategies in the context of the Working Group on Legal and Judicial Reform to promote gender equality.</p> <p>Advocate to increase more scholarships for women/young women so they can study law and upgrade their degrees; increase women's representation as judges, prosecutors and lawyers.</p> <p>Advocate and seek for the increase of women in the justice system and capacity building of female judges, prosecutors and lawyers.</p>	MoWA LMs CSOs	✓	✓	✓	✓	✓	✓
<b>Coordination and strengthening cooperation between LMs and relevant partners at the national and sub-national levels to implement the National Action Plan on the Prevention of Violence against Women (NAPVAW) 2019-2023 effectively</b>									

<p>2. Coordinate and promote the implementation of the NAPVAW 2019-2023 through the development of the annual action plans and the strengthening of the implementation of the Gender Technical Working Group on the Prevention of Gender-Based Violence (TWG-GBV) at the national and at the sub-national level.</p>	<ul style="list-style-type: none"> <li>- Number of TWGG-GBV meetings</li> <li>- Key outcomes implemented in line with the agenda and minutes of the TWGG-GBV</li> <li>- Reports of relevant LMs that participate in implementing NAPVAW at the national and sub-national level to show sufficient budget to implement the activities</li> <li>- Number of TWG-GBV at the sub-national level established and participating in NAPVAW implementation</li> </ul>	<p>Organize and facilitate TWGG-GBV meetings regularly.</p> <p>Coordinate the dissemination of NAPVAW at the national and sub-national levels with relevant institutions.</p> <p>Coordinate and mobilize resources for the implementation of relevant measures of the NAPVAW, as well as TWGG-GBV operational plan.</p> <p>Coordinate the preparation of annual operational workplan for the implementation of NAPVAW at the national and sub-national levels.</p> <p>Conduct NAPVAW mid-term review and annual monitoring.</p> <p>Prepare and disseminate progress reports on the implementation of NAPVAW through the TWGG-GBV.</p> <p>Implement practical measures to address the issue related to GBV, especially women and girls in the vulnerable groups and with disabilities.</p> <p>Conduct research about GBV, especially among the victims of women and girls in the vulnerable groups and share the results within the TWGG-GBV meetings.</p> <p>Increase the numbers and strengthen the capacity GBV Working Groups at the sub-</p>	<p>MoWA TWGG-GBV Members LMs</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
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Implementation of the National Action Plan to Prevent Violence Against Women (NAPVAW) 2019-2023	national levels.									
3. Implement program to prevent violence against women	Facilitate and mobilize resources for strengthening the GBV-Working Group network at the sub-national levels.									
	<ul style="list-style-type: none"> <li>- Number of campaigns and participants in the campaign to prevent violence against women and girls</li> <li>- Number of trainers and participants in the local dissemination and public forum on prevention of domestic violence and sexual abuse</li> <li>- Number of policies that address the issue of female migrant workers</li> </ul>	<p>Organize national and sub-national campaigns to end violence against women and vulnerable groups.</p> <p>Prepare capacity development programs for trainers and grassroots outreach campaigns related to the prevention of domestic violence and sexual abuse.</p> <p>Public awareness to raise awareness about violence against women migrant workers.</p>	MoWA PDoWAs SNAs MLVT LMs DPs CSOs	✓	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>- Compilation of best practices and challenges related to the prevention of violence against women migrant workers</li> <li>- Number of forums and number of participants in local outreach forums on exploitation, human trafficking, especially women and children, risky migration and drug use and distribution</li> </ul>	<p>Collaborate with relevant ministries, institutions and partners to promote the rights and protection of women migrant workers.</p> <p>Participate in developing policies and programs to support women migrant workers.</p> <p>Organize annual national workshops to discuss and collect best practices and challenges related to the prevention of violence against women migrant workers.</p> <p>Prepare and implement capacity development programs for trainers and grassroots outreach</p>	MoWA LMs DPs CSOs	✓	✓	✓	✓	✓	✓	✓
				MoWA	✓	✓	✓	✓	✓	✓

4. Develop and implement legal protection and multi-sectoral services to support the GBV victims	<ul style="list-style-type: none"> <li>- Number of One Stop Service Center (OSSC) for women effected by GBV established and functioned</li> <li>- Numbers of provinces in establishing OSSC for women effected by GBV</li> </ul>	<p>campaigns related to preventing the use and distribution of illegal drugs, which are the key factors of domestic violence.</p> <p>Establish and expend OSSC for women effected by GBV.</p> <p>Increase numbers and strengthen the capacity and the effectiveness of GBV working group to support GBV victims more inclusive</p> <p>Strengthen the capacity of judicial polices and service providers on Minimum Service Standard (MSS), MSS essential services, referral guidelines, basic counseling and others.</p> <p>Strengthen the capacity of GBV multi-sectoral working groups members on relevant MSS.</p>	MoWA MoH LMs CSOs	✓	✓	✓	✓	✓	✓	✓
5. Promote the implementation of laws, policies and regulations related to the prevention of GBV and all forms of sexual exploitation of women and girls.	<ul style="list-style-type: none"> <li>- Number of laws and legal documents developed and revised</li> <li>- Number of capacity development program prepared and implemented for the judicial police officers and service providers</li> </ul>	<p>Facilitate to revise the laws and drafting the relevant laws to prevent GBV and all forms of sexual exploitation of women and girls.</p> <p>Strengthen the capacity of judicial police officers and service providers at national and sub-national levels on relevant laws, legal documents, guidelines and procedures to support GBV victims.</p> <p>Conduct midterm review of NAPAW III 2019-2023.</p> <p>Establish violence against women monitoring and</p>	MoWA LMs CSOs	✓	✓	✓	✓	✓	✓	✓
6. Monitor and evaluate the implementation of the National Action Plan on the Prevention of	<ul style="list-style-type: none"> <li>- NAPVAW midterm review report and number of dissemination events and activities</li> </ul>	<p>Strengthen the capacity of judicial police officers and service providers at national and sub-national levels on relevant laws, legal documents, guidelines and procedures to support GBV victims.</p> <p>Conduct midterm review of NAPAW III 2019-2023.</p> <p>Establish violence against women monitoring and</p>	MoWA LMs CSOs	✓	✓	✓	✓	✓	✓	✓

Violence against Women 2019-2023.		collecting data system. Collect and monitor the administrative data by MoWA, LMs and partners to track the progress of NAPVAW implementation.								
7. Coordinate and support the implementation of national, regional and sub-regional action plans related to the fight against human trafficking, especially women and children, and sexual exploitation.	<ul style="list-style-type: none"> <li>- Final report and results of the survey on the prevalence of GBV</li> <li>- Number of forums and participants of the dissemination forum at community level related to the fight against human trafficking, especially women and children, and sexual exploitation.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement capacity development programs and public awareness program at village level to related to the fight against human trafficking, especially women and children, and safety migration.</li> <li>Organize stakeholder meetings at national and sub-national level to follow-up and review the progress of work</li> <li>Organize public awareness programs related to the fight against human trafficking, especially women and children, and sexual exploitation.</li> <li>Coordinate to develop, update implement the MoUs with other countries in order to combat trafficking in person, especially women and children.</li> </ul>	MoWA PDoWAs MoI SNAs	✓	✓	✓	✓	✓	✓	✓
8. Participate in supporting the implementation and updating of the Action	<ul style="list-style-type: none"> <li>- Number of provincial action plan on child marriage and teenage pregnancy prevention</li> </ul>	Monitor implementation of the action plan on child marriage and teenage pregnancy	MoWA SNAs CSOs	✓	✓	✓	✓	✓	✓	✓



Plan on the Prevention and Response to Violence Against Children 2017-2021 (NAPVAC).	- Number of evaluation report of the action plan on child marriage and teenage pregnancy prevention	prevention in Rattanakiri. Develop and implement child marriage and teenage pregnancy prevention action plan in priority provinces.							
9. Research on new and emerging issues related to all forms of GBV in accordance with the current developments and situations of society.	- Number of GBV research and published	Conduct research on new and emerging issues related to GBV	MoWA	✓	✓	✓	✓	✓	✓

## Strategy 5. Women Public Leadership in Public and Politics

**Objective.** To promote the participation of women in decision-making position at all levels and to promote gender-responsive leadership and governance.

Strategic	Indicators	Keys activities	Relevant responsible	Timeframe (2019-2023)					Resource	
				19	20	21	22	23	Natio nal	DPs
1. Expand the policy that provides an enabling environment and friendly working environments as well as support the stakeholders for women's public leadership and politic at all levels	<ul style="list-style-type: none"> <li>- Number of events, meetings, forums and campaigns that discussed and sought support on the implementation of specific measures to increase the number of women in the civil service, which coordinated by MoWA</li> <li>- Number of legal documents and measures to increase the number of women in public leadership and politic prepared and implemented</li> <li>- Information on women in public leadership and politics, public, private, DPs and CSOs compiled and shared</li> </ul>	<p>Build partnership and collaboration with LMs to introduce and encourage the implementation of specific measures and intervention that support and increase the number of women in the public sector.</p> <p><i>(This work is one of the agenda of the TWGG-WLG and an entry into gender mainstreaming in public administration)</i></p> <p>Partnership with the National Assembly, the Senate, LMs, the private sector, DPs and CSOs to collect and compile data on women leaders in public and private sector, politics, DPs and CSOs.</p>	<p>MoWA MCS MOI NCDD Secretariat</p> <p>Relevant partners CSOs</p>	✓	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>- Number of political parties that implement special measures and policies to promote gender equality and increase the number of women on the top list of candidates for national electoral lists</li> <li>- Percentage of women in the national candidate electoral lists</li> </ul>	<p>Facilitate advocacy with political parties, the NEC and relevant partners in formulating and implementing gender policies with political parties and increasing the number of women in politics, especially to ensure that women are elected</p>	<p>MoWA Political parties NEC Relevant partners CSOs</p>	✓	✓	✓	✓	✓	✓	✓

	- Progress reports and lessons learned from the implementation of measures and policies set out in the systems and mechanisms coordinated by MoWA and shared	Establish and operate systems and mechanisms to monitor and encourage the implementation of relevant measures to increase the composition of women in the field of civil service and leadership position (through MCS Guidelines) and in politics	MoWA MCS MOI NCDD Secretariat Relevant partners CSOs	✓	✓	✓	✓	✓	✓	✓
2. Strengthen the network and development of women's public leadership and politics at the national and sub-national levels	<ul style="list-style-type: none"> <li>- Number of programs and activities to develop the women's public leadership at the national and sub-national levels under the framework of coordination and partnership with MoWA and PDoWA</li> <li>- Number of partnership and coordination channel established by MoWA and PDoWAs to promote women in decision making at all levels</li> <li>- Number of female leaders at all levels participating in women's leadership development program</li> <li>- Number of leadership and gender development documents compiled, published and used</li> </ul>	<p>Partnership with LMs and relevant partners to develop and implement capacity and leadership development program for women in decision-making in public sector and politics, especially at the management level of public sector, SNAs and sub-national councils.</p> <p><i>(MoWA will continue to coordinate, organize and support the implementation of the framework for the development of women's capacity and leadership, which is the function of the Gender Technical Working Group on Women in Leadership and Governance (TWGG-WLG)).</i></p>	MoWA MCS RSA NASLA Partners CSOs	✓	✓	✓	✓	✓	✓	✓
	- Number of capacity and leadership development for women program developed and operated	Develop and implement women's leadership development programs in public, political and private sectors (through training sessions, seminars, forums, trainings, study tours and digital	MoWA LMs Private sector Relevant partner CSOs	✓	✓	✓	✓	✓	✓	✓



leadership development, governance and community development	published by the MoWA's media channels	education (IEC) documents and programs on women leadership and support to gender equity.	Research institutions universities Private sector CSOs							
4. Promote the participation of young people in gender-responsive leadership and governance	- Number of leadership programs for young people implemented under the coordinated by the MoWA.	Develop and implement capacity building programs for young people especially young women on gender-responsive leadership and governance (series of trainings, internship programs, camps, study tours and other technological means).	MoWA MOEYS Universities Research Institute Stakeholders CSOs	✓	✓	✓	✓	✓	✓	✓
	- Number of young people participating in gender-responsive leadership and governance programs coordinated by the MoWA.	Facilitate programs to provide opportunities for young people to provide job and internship opportunities under the framework of MoWA youth gender-responsive leadership and governance programs.	MoWA LMs DPs Private sector CSOs	✓	✓	✓	✓	✓	✓	✓
	- Number of campaigns and forums to share experiences	Public forum and campaign to share experiences and inspiring in leadership and to promote gender equality between previous, current and future generations.	MoWA LMs Universities Stakeholders CSOs	✓	✓	✓	✓	✓	✓	✓

## Strategy 6. Gender Mainstreaming in Climate Change

**Objective:** Promote gender equality in processes and implementation of national policy and programs related to climate change, green growth, and disaster management within line ministries and sub-national levels, especially to reduce the impacts on women, children and vulnerable groups.

Strategic	Indicators	Keys activities	Relevant responsible	Timeframe (2019-2023)					Resource	
				19	20	21	22	23	National	DPs
1. Strengthen the technical capacity and build the commitment of stakeholders in implementing strategic plans on gender and climate change, adaptation, green growth and disaster risk reduction.	<ul style="list-style-type: none"> <li>- Training manual on Gender and Climate Change, Green Growth and Disaster Risk Reduction developed and updated.</li> <li>- Number of beneficiaries of the capacity development program on gender in climate change adaptation, green growth and disaster risk reduction.</li> <li>- Number of media materials produced and used by the network and partners through the media of the MoWA</li> </ul>	<p>Develop training manuals on gender mainstreaming in climate change, green growth and disaster risk reduction (for the policy makers and the public).</p> <p>Develop capacity related to gender and climate change, green growth and disaster risk reduction.</p> <p>Develop and implement programs related to raising awareness and disseminating information through digital technology on promoting gender-responsive climate change, green growth and disaster risk reduction.</p>	<p>MoWA NCSD CCTWG NCDM MOE MOI NCDDs</p>	✓	✓	✓	✓	✓	✓	✓
2. Promote gender mainstreaming into the process of formulating policies, programs and strategic plans related to climate change, green growth and disaster risk reduction, including the ecosystem of the Tonle Sap Lake and the Mekong River.	<ul style="list-style-type: none"> <li>- Policies, programs and strategic plans related to climate change climate change, green growth and disaster risk reduction are gender responsive, including the ecosystem of the Tonle Sap Lake and the Mekong River.</li> </ul>	<p>Facilitate and provide technical support to mainstream gender issue in the process of formulating and implementing relevant policies, programs, sectoral strategic plans.</p> <p>Collaborate with development partners to develop gender-responsive indicators, monitoring and evaluation tools related to climate change, green growth and disaster risk</p>	<p>MoWA NCSD CCTWG NCDM MOE</p>	✓	✓	✓	✓	✓	✓	✓

<p>3. Support and develop initiatives to address the specific needs of women and vulnerable group of women and girls in climate change programs, green growth and disaster risk reduction</p>	<p>- Number of initiative and specific programs that address the needs of women and vulnerable groups in the context of climate change and disaster risk reduction (under the coordination and direction of the MoWA)</p>	<p>reduction. Research and identify the specific needs of women and vulnerable groups and prepare recommendation responses in the context of climate change and disaster risk reduction. Initiate and pilot programs and projects to address the specific needs and issues of women and vulnerable groups in the context of climate change, green growth and disaster risk reduction.</p>	<p>MoWA PDoWA NCSD CCTWG NCDM LMs</p>	✓	✓	✓	✓	✓	✓
<p>4. Establish knowledge management and information sharing systems and recent research on the gender impact of climate change</p>	<p>- Number of research studies on gender and climate change, green growth and disaster risk reduction under the coordination and sharing system of MoWA</p>	<p>Partnership in research on new and emerging topics related to gender and climate change, green growth and disaster risk reduction. Develop and operate strategies and methods to coordinate the share information widely in line with digital technology on gender and climate change.</p>	<p>MoWA NCDM NCSD CCTWG MAFF MOE CDRI CARDI RUPP DPs CSO</p>	✓	✓	✓	✓	✓	✓

## Institutional Support Strategy. Institutional Capacity Development and Efficiency

**Objectives:** Enhance the capacity and the public administrative reform of the MoWA and the effectiveness of monitoring and evaluation in the performance of work, as well as to expend the management and dissemination information for gender responsiveness.

Strategic	Indicators	Keys activities	Relevant responsible	Timeframe (2019-2023)					Resource	
				19	20	21	22	23	Natio nal	DPs
1. Rationalize the roles and duties and improve work performance based on result and management.	- MoWA officers are appointed and assigned duties in accordance with skill, experience, seniority and vacancy.	Implement the evaluation, promotion, and adjustment term of reference (TOR) according to the guidelines and legal documents of the Public Administrative Reform (PAR).	Department Administration Personnel, MoWA MCS MEF	✓	✓	✓	✓	✓		
	- Job descriptions and TOR revised and officially approved (national and sub-national)	Review job descriptions, TOR of the units under and each position of the MoWA and PDWAs.	MoWA Inter-departments PAR Working Group	✓	✓					
	- Sub-degree of MoWA establishment amended	Review the sub-degree and submit to the government for the approval, and disseminate the revised sub-decree on the MoWA organization and function to the staff and all units	MoWA Inter-departments	✓	✓					
	- Number of MoWA progress reports and the report of the government guidelines implementation to reflect the ownership, responsibilities and accountability of each unit.	Strengthen the system and process of inspection, audit and all the guidelines of the government within the ministry in order to strengthen the ownership, responsibilities and accountability of each unit.	General Inspection	✓	✓	✓	✓	✓	✓	
2. Strengthen institutional human resource and innovate the functions of MoWA at all levels.	- Ministry achievements and emerging topics related to new developments of society and the global are included in the ministry internal meetings	Organize MoWA internal meetings and events and the annual congress to review the annual work results with the inclusion of new and emerging	MoWA Inter-departments	✓	✓	✓	✓	✓	✓	



	<p>and events.</p> <ul style="list-style-type: none"> <li>- Number of MoWA staff at all levels and related development partners and institutions participated in the ministry annual congresses.</li> </ul>	<p>topics related to the society development.</p>								
<ul style="list-style-type: none"> <li>- Administrative officers and new recruited staff at all levels receiving capacity development program related to administrative management.</li> </ul>	<p>Develop capacity and skills related to administrative management, laws on the statute of the public civil servants and PAR legal documents and guidelines.</p>	<p>MoWA Department Administration Personnel</p>								
<ul style="list-style-type: none"> <li>- The MoWA human resource development unit established and operated under the framework of the MoWA PAR Working Group.</li> <li>- MoWA capacity development data and information management system for civil servants and units established and operated</li> <li>- Number of capacity development measures and programs implemented under the coordination of the MoWA Human Resource Development Unit</li> </ul>	<p>Establish and operate a human resource development unit in order to develop and implement capacity development of MoWA officials related to the functions of each institution and as the gender experts in each sector of NRV (including gender mainstreaming and analysis).  Coordinate and manage the capacity development program of individual level and institutional levels of MoWA at all levels.  Develop and operate a management system for civil servants and units that receive capacity development programs on the performance of their duties.  Provide the capacity program for new recruited staff of MoWA as mandatory courses and leadership and management</p>	<p>Public Administration Reform Working Group MoWA</p>								

	<ul style="list-style-type: none"> <li>- Number of new programs implemented by the MoWA Youth Development Council.</li> </ul>	<p>program to senior level.</p> <p>Operate the functions of MoWA Youth Development Council in order to empower young professionals and engagement in the institution and to actively involve and lead the process of the implementation of the NRV.</p>	MoWA Young Professional Network, MoWA Youth Development Council	✓	✓	✓	✓	✓	✓	✓	✓
<p>3. Promote the implementation of family and work-life balance program and gender-friendly environments in the workplace at all levels</p>	<ul style="list-style-type: none"> <li>- Number of infants and children receiving services from the nursery program by year</li> <li>- Number of new interventions to address family and work-life balance in the ministry</li> </ul>	<p>Strengthen a nursery program for infants and children of the staff in order to reduce their burden and have more opportunities and times to fulfill their jobs more effectively.</p> <p>Train and implement intervention to prevent negative gender-related attitudes in the organization</p> <p>Strengthen the retirement incentive and connectivity programs</p> <p>Develop and implement new programs and interventions address and promote family and work-life balance in the organization.</p>	<p>Department Administration Personnel</p> <p>Department Women and education</p> <p>Department Administration Personnel</p> <p>Department Administration Personnel Youth Development Council Relevant organization</p> <p>Department Administration Personnel Inter-department</p>	✓	✓	✓	✓	✓	✓	✓	✓

4. Strengthen the planning, statistics, monitoring, and evaluation systems, with gender, economic and social status.	- Systems of planning and statistics and performance-based monitoring and evaluation system has been strengthened with quality and efficiency	Strengthen the planning progress and statistical system within the ministry, and M&E framework for the implementation of the NRV. Establish and operate a M&E working group for the implementation of the NRV.	MoWA PDoWA	✓	✓	✓	✓	✓	✓	✓	✓
- Gender equality inputs integrate into the NSDP, national programs and CSDGs	Facilitate the key inputs and achievements related to the promotion of gender equality in the implementation of the National Strategic Development Plan (NSDP 2019-2023), Action Plan, the National Population Policy and CSDGs. Participate to develop and update the Public Investment Program related to promote gender equality and women's empowerment	Facilitate the key inputs and achievements related to the promotion of gender equality in the implementation of the National Strategic Development Plan (NSDP 2019-2023), Action Plan, the National Population Policy and CSDGs. Participate to develop and update the Public Investment Program related to promote gender equality and women's empowerment	MoWA MOP Relevant ministries	✓	✓	✓	✓	✓	✓	✓	✓
- Strengthened capacity of MoWA at all levels on statistics, M&E and policy recommendation development	Strengthen capacity of MoWA at all levels on planning, statistics, and gender-responsive M&E (including collection, analysis, compilation, production, dissemination, and policy formulation)	Strengthen capacity of MoWA at all levels on planning, statistics, and gender-responsive M&E (including collection, analysis, compilation, production, dissemination, and policy formulation)	MoWA PDoWA	✓	✓	✓	✓	✓	✓	✓	✓
- Key gender statistics developed and published	Update leaflets and books on key gender statistics in Cambodia and publish	Update leaflets and books on key gender statistics in Cambodia and publish	MoWA PDoWA	✓	✓	✓	✓	✓	✓	✓	✓
- Number of national surveys with gender responsive	Study and compile national surveys that respond to gender Incorporate gender responsive into survey questionnaires.	Study and compile national surveys that respond to gender Incorporate gender responsive into survey questionnaires.	MoWA MOP NIS	✓	✓	✓	✓	✓	✓	✓	✓

	<p>- Number of official documents and studies serving to the public through MoWA information center and libraries collaborated with MoWA</p>	<p>Upgrade the information and knowledge sharing system of the ministry, including to facilitate to increase more studies related to gender and women in the MoWA information center, partner research and academic institutions.</p>	<p>MoWA CDRI Universities Public libraries Research and academic institutions</p>	✓	✓	✓	✓	✓	✓	
<p>5. Strengthen the mechanisms to coordinate the communication and information management systems using modern and digital systems and in accordance with the social context.</p>	<p>- Number of MoWA internal systems for managing and sharing information prepared and operated</p>	<p>Develop and operate internal systems for information management and sharing through modern and digital technology of the ministry at all levels.</p>	<p>Information Department Department Administration Personnel Department of Planning and Statistics</p>	✓	✓	✓	✓	✓	✓	
	<p>- The number of members of the MoWA's social media pages increased.</p>	<p>Strengthen the capacity and operate of the MoWA working group on social media management  Strengthen the systems of the MoWA's media, especially through digital technology and modern means</p>	<p>Department of Information Department Administration Personnel</p>	✓	✓	✓	✓	✓	✓	
	<p>- Number of MoWA materials and outreach programs based on the National Policy on Gender Equality and the NRV.</p>	<p>Produce information and dissemination materials based on the National Policy on Gender Equality and the NRV priorities through technology and digital means meet the social needs.</p>	<p>Department of Information Inter-department working group Social media Journalists Club</p>	✓	✓	✓	✓	✓	✓	
	<p>- Number of public events and meeting with the media to discuss on prevention of violence against women and the promotion of gender</p>	<p>Strengthen relationships and the capacity of the media and media training institutions, publishers and informants to promote gender equality.</p>	<p>Department of Information Journalists Club</p>	✓	✓	✓	✓	✓	✓	

	<p>equality.</p> <ul style="list-style-type: none"> <li>- Number of participants in gender capacity building programs with journalists under the MoWA.</li> <li>- The number of cases of VAW that affect the social morality, values of Cambodian women and families was found in the press by MoWA working group and the number of respond on time.</li> </ul>			✓	✓	✓	✓	✓	✓	✓	✓
<p>6. Strengthen mechanisms to expand national, regional and global cooperation to promote and protect the rights of women and children.</p>	<ul style="list-style-type: none"> <li>- Increased knowledge and capacity of MoWA at all levels on international relations</li> <li>- Number of Memorandum of Understanding (MoU) and agreements between the MoWA with private sector, development partners and relevant partners effectively related to promotion of gender equality and women's empowerment under the framework of NRV.</li> </ul>	<p>Follow the news through the key media channels on all forms of VAW that affect social morality and women's values and improve the implementation of the Code of Conduct for media to report VAW, report cases of VAW and respond on time</p> <p>Strengthen the capacity of MoWA at all levels on women's and ASEAN affairs and MOU arrangement with partners</p> <p>Capacity development of MoWA at all levels on international relations and the content of key international legal documents</p> <p>Facilitate the preparation of documents for the application of the MoU between the MoWA and DPs and the private sector.</p> <p>Follow-up and monitor the implementation of MoUs between the MoWA and relevant partners.</p>	<p>Department of information Department of legal protection National Committee for Upholding women's and Khmer Family Values MoInfo MoWA PDoWA MoWA PDoWA MoWA Relevant organizations Private sector MoWA Relevant organizations Private sector</p>	✓	✓	✓	✓	✓	✓	✓	✓

	<p>- Improved national, regional and global cooperation of MoWA to improve the situation and protect the rights of women and children.</p>	<p>Prepare and participate in the implementation of the strategic plan of the ASEAN Committee on Women (ACW) and the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC)</p>	MoWA Regional and global	✓	✓	✓	✓	✓	✓	✓
<p>7. Strengthen the capacity and efficiency of inclusivity responses in institution in the implementation of the NRV.</p>	<p>- A MoWA Working Group in charge of vulnerable groups of women and girls, has established and met regularly.</p> <p>- Strategic framework and tools to inclusivity respond to issues of vulnerable women and girls in units and departments of the Ministry</p>	<p>Strengthen the cooperation of technical departments in providing input on international documents related to women's affairs</p> <p>Strengthen the cooperation in preparing national reports of women's affairs and gender equality in line with state obligations and sharing in relevant international events and meetings.</p> <p>Establish and operate a Working Group in charge of vulnerable groups of women and girls. Develop and promote the implementation of the strategic frameworks of the working group and equipment to inclusivity respond to issues in units and departments of the ministry.</p> <p>Promote the implementation of principles to recruit of officials with disabilities</p> <p>Develop and implement mechanisms and tools to integrate disability issues into the work of all MoWA units and</p>	MoWA Working group in charge of vulnerable groups of women and girls	✓	✓	✓	✓	✓	✓	✓
	<p>- Increased number of female civil servants with disabilities</p>		Disability Action Group, MoWA	✓	✓	✓	✓	✓	✓	✓
	<p>- Number of specific mechanisms responding to the implementation of the National Strategic Plan on</p>		Disability Action Group, MoWA	✓	✓	✓	✓	✓	✓	✓

	gender disabilities of the MoWA	departments.									
8. Implement the RGC's reform programs to strengthen the efficiency of the institutions	<ul style="list-style-type: none"> <li>- Number of capacity development program and activities on gender and disability for MoWA and partners in order to strengthen the ability to promote gender equality and empowerment of women and girls with disabilities.</li> <li>- All level of MoWA officials are promoted.</li> <li>- Number of MoWA officials at levels announced to retire</li> <li>- Number of new officials are recruited within the MoWA</li> <li>- Number of officials and functions of the MoWA effectively transferred and implemented by SNAs under the framework of the D&amp;D Program</li> <li>- Joint action plans phase 3 and 4 of the Public Financial Management Reform Program</li> <li>- Quarterly, semi-annual and annual performance reports.</li> </ul>	<ul style="list-style-type: none"> <li>Develop capacity on gender and disability issues for MoWA and relevant partners in order to implement strategies to promote gender equality and resilience of women and girls with disabilities</li> <li>Prepare, evaluate and promote officers according to seniority, degree, experiences and medals</li> <li>Prepare seniority certificate, work history and announce the retirement of MoWA officials according to the seniority to be retired and voluntarily</li> <li>Develop staff planning and recruitment process, contract-officers and civil servants to work within the ministry</li> <li>Develop policies and implement measures to support the transfer of functions of the MoWA to SNAs under the framework of D&amp;D</li> <li>Coordinate meetings with the Public Financial Management Reform Working Group and relevant departments to prepare the third and fourth phase joint action plan</li> </ul>	Disability Action Group, MoWA	Inter-departments	Inter-departments	Department Administration Personnel	Inter-departments	Public Financial Management Reform Working Group, MoWA			





## PART VI

# RESOURCES

The implementation of the Neary Rattanak V will be based mainly on two resources: the national budget and the contributions from partnerships.

The specific estimated cost of the implementation of Neary Rattanak V will be defined in the MoWA's 3-Year Public Investment Program (PIP) and Annual Action Plan and Budget. As gender and women's empowerment is the cross-cutting issue across government agendas, the resource partners for the implementation of Neary Rattanak V do not include sectoral gender-responsive budgets in relevant sectors and programs.

The sources of support broken down by strategic area and program as follows:

Strategies	Potential Resource Support <sup>1</sup>
Gender Mainstreaming Framework	National Budget, UNDP, UN Women, Sida, JICA, DFAT, UNFPA and other partners
Women's Economic Empowerment	National Budget with, UNDP, JICA, UN-ESCAP, Oxfam, WEDU, APHEDA other partners
Education of Women and Girls	National Budget with UNICEF, UNSCO, ACTION AID, SAVE THE CHILDREN, World Bank, PLAN INTERNATIONAL, UNDP other partners
Health of Women and Girls	National Budget with Fred Hollow Foundation, Global Fund, UNFPA, UN Women other partners
Legal Protection for Women and Girls	National Budget with UN Women, UNFPA, UNICEF DFAT, Care International other partners
Women Public Leadership and Politics	National Budget with UNDP, UNFPA, Oxfam, SIDA, UN Women other partners
Gender in Climate Change	National Budget with ADB, EU, SIDA, UNDP, GEF, UN Women, FAO other partners
Capacity Development and Efficiency	National Budget with development partners that support MoWA especially UNDP, SIDA, UNFPA, UN Women, JICA, GIZ

<sup>1</sup> In the Neary Rattanak V development process, the Working Group received information about the commitment of support from potential resources in each strategy and sub-strategy; however, the MoWA is still seeking further support/contribution from others.

## PART VII

# MONITORING AND EVALUATION

### **Annual work plan and budget (AWPB)**

Based on the Neary Rattanak V, by implementing the National Policy on Gender Equality in partnership with relevant ministries/institutions and development partners, the MoWA will develop an annual work plan in accordance with its mandate and duties. This will be done within the framework of the TWG-G and relevant partners, with the support of the MoWA Department of Planning and Statistics. The preparation and review of the annual work plan will be done at the beginning and end of each year, based on the NRV priorities with the reflection of other relevant policies and programs and responses to the current situation. The MoWA will play the role of facilitator in this process through annual review meetings to reflect on the results of the year and plan for the future.

### **Monitoring and Follow-up**

Based on the indicators in this strategic plan, the annual work plan and annual report and, in partnership with line ministries/institutions, the MoWA will review the medium and long-term progress of NRV.

The MoWA, CNCW and TWG-G will regularly coordinate the preparation of progress reports on the promotion of gender equality and gender mainstreaming to share with relevant ministries/institutions and sub-national levels as well as development partners. Monitoring and follow-up of the progress of the NRV implementation will be included in these reports.

### **Evaluation**

To monitor the effectiveness and efficiency of the NRV implementation, MoWA and its partners will carry out a mid-term evaluation and a national congress. All relevant stakeholders will participate in evaluating the achievements and propose future directions of the remaining period.

A National Congress to evaluate the overall achievement and impact of the plan will be held at the end of the five years with all key stakeholders. By updating the Gender Assessment in Cambodia, a review of the achievement of key indicators in the different areas will be verified and other targets will be reviewed against the national indicators related to the promotion of gender equality and women's empowerment.

The MoWA will establish an Monitoring and Evaluation (M&E) Working Group to develop a monitoring and evaluation framework of the NRV, which outlines the roles of MoWA and relevant ministries/institutions. In this context, the NRV M&E framework is a critical approach of the NRV to strengthen the ministry in order to support the process and system of M&E in particular to promote result-based management systems and build capacity. This M&E framework will also define the baseline and the targets of NRV indicators in the action plan (2019-2023). Any indicator in the action plan of NRV can be changed or revised based on the practical realities and any situations that may arise.

The MoWA will also work with CNCW Secretariat when the first National Policy on Gender Equality is approved, in the context of the CNCW M&E framework, with the participation from line ministries and stakeholders in order to strengthen M&E capacity and the system in different sectors. This will be performed in order to respond to the requirements of national policy including the national and sectoral indicators on gender equality and women's empowerment.

Neary Rattanak V contributes to achieving and following up with the key national and sectoral indicators in particular in the National Strategic Development Plan 2019-2023 and CSDGs as shown below:

## Key Monitoring Indicators 2019-2023

Key national and sectoral indicators		Unit	Baseline	Target				Source of data and Information	
				2019	2020	2021	2022		2023
<b>Gender Mainstreaming</b>									
1.	National Policy on Gender Equality approved by the RGC	Number	0	1				COM	
2.	Legal framework, policy and program in place to promote, enforce and monitor gender equality and non-discrimination on the basis of sex	Number	50				55	CSDG 5	
3.	Cambodia Gender Assessment in sectors conducted and disseminated	Number	3	4				MoWA	
4.	Number of Ministries and Institutions with Monitoring and Budgeting System for Gender Equality and Women's Empowerment	Number	0	4	4	5	5	CNCW	
5.	Number of Ministries-Institutions Implementing the Strategic Plan for Gender Mainstreaming	Number	8	9	10	11	12	CNCW	
6.	National Program on Public Administration Reform program with a set of gender equality component and specific indicator	Number	1		2			CNCW	
7.	National Program on Sub-National Democratic Development with a set of gender equality component and specific indicators	Number	1	1	2			NCDD	
8.	Number of gender audit report in different sectors	Number	2	4	5	6	7	CNCW	
<b>Women's Economic Empowerment</b>									
1.	Percentage of employed women are 15-64 years-old	%	79.9 (2017)	82.0	84.0	85.0	87.0	90.0	CSES/NIS/MOP
2.	The share of 15-64 years-old women in								

Key national and sectoral indicators	Unit	Baseline	Target				Source of data and Information	
			2019	2020	2021	2022		2023
paid work								
<i>Agriculture</i>	%	35.0 (2017)	37.0	39.0	41.0	43.0	45.0	CSES/NIS/MOP
<i>Industry</i>	%	27.3 (2017)	29.0	30.0	31.0	33.0	35.0	CSES/NIS/MOP
<i>Service</i>	%	37.6 (2017)	38.0	39.0	41.0	43.0	45.0	CSES/NIS/MOP
3. Number of legal and policy measures to address and recognize work-life balance, and unpaid and domestic works, and promote women's increased access to decent employment	Number	5 (2016)					9	CSDGs
4. The Economic Empowerment for Women program has been designed and funded by the national budget and development partners.	Number	0			1			MoWA
5. Network of Women Entrepreneurs in Cambodia established and operating	Number	0		1	1	1	1	MoWA
6. Number of Women's Development Center improved and diversified functions	Number	5	5	6	7	7	7	MoWA
7. The ability access to women's formal financial services Increase	%		60%				65% women	National Bank of Cambodia
<b>Education of Women and Girls</b>								
1. Completion rate at lower secondary education	%	42.5	47.7	48.9	50.2	51.4	52.6	MOEYS
<i>Boy</i>	%	42.3	43.8	45.4	46.9	48.5	50.0	
<i>Girl</i>	%	51.1	52.5	53.3	54.3	55.3	56.3	
Gross enrolment rate at tertiary education (18-22 years)	%	11.6	12.4	13.3	14.2	15.1	16.0	MoEYS
<i>Boy</i>	%	13.3	14.3	15.5	16.6	17.8	18.9	MoEYS
<i>Girl</i>	%	11.3	11.6	11.9	12.3	12.7	13.9	MoEYS
3. Percentage of students studying STEM at bachelor's degree	%	27.1	28.0	29.0	30.0	31.0	32.0	MoEYS

Key national and sectoral indicators	Unit	Baseline	Target					Source of data and Information	
			2019	2020	2021	2022	2023		
Boy	%	36.7	37.1	37.5	37.8	38.2	38.6	MoEYS	
Girl	%	17.4	18.4	19.4	20.5	21.5	22.5	MoEYS	
4. Students in technical-vocational education program	Number	1,471	1,777	2,083	2,388	2,694	3,000	MoEYS	
Girls	Number	526	545	564	583	602	621		
<b>Health of Women and Girls</b>									
1. Maternal mortality rate (100,000 live births)	Per 100,000 live births	170		130				100 (target in 2025)	NSDP
2. Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern method	%			62				65 (target in 2025)	NSDP
3. Proportion of young pregnant women aged 15-19 years	%			8					NDSP
4. Percentage of women aged 30 to 49 who have been screened for cervical cancer at least once	%		4	6	8	10	12		NSDP
5. The number of laws, policies, plans and legal regulations that ensure that all women have access to information, education and sexual and reproductive health services	Number	10 (2016)					15		CSDGs
<b>Legal protection for women and girls</b> (Other specific indicator will be defined in the National Action Plan on the Prevention of Violence against Women 2019-2023, which will be approved by the Royal Government)									
1. National Action Plan on the Prevention of Violence Against Women (NAPVAW) updated and approved	Number	2		3					MoWA
2. Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in	%	30.8 (2016)						28.0	CSDGs

Key national and sectoral indicators	Unit	Baseline	Target					Source of data and Information
			2019	2020	2021	2022	2023	
the previous 12 months, by form of violence and by age								
3. Proportion of women and girls aged 15 years and older subjected to sexual violence by person other an intimate partner in the previous 12 months, by age	%	0.1 (2016)			0.08			CSDGs
4. Proportion of women aged 20-24 years who were married or in a union before age 18 years old	%	1.9 (2016)					1.7	CSDGs
5. Number of One-Stop Service Centers of Women and girls suffering from all forms of violence to facilitate in legal, social, and health services and other services	Number	0	1	2	3	4	5	MoWA
<b>Women Public Leadership and Politics</b>								
1. Proportion of seats held by women in legislation institution	%	25	25				30	MoWA
2. Proportion of women ministers, secretaries of state and undersecretaries of state	%	21	21				26	Council of Ministries
3. Proportion of female Commune/Sangkat councils	%	16.7	16.7				25%	NEC
4. Proportion of women in managerial positions in the public civil servant at national and sub-national levels (Director General, Head of Department, Head of Office and Head of Department)	%	14	14	15	16	17	18	MCS
5. Proportion of women in management position in district/municipality/Khan administration	%	25	27	28	29	30	31	MOI
6. Proportion of women civil servants	%	41	44	45	46	47	48	MCS

# TERMINOLOGY

<b>Gender Equality</b>	Refers to the principle of non-discrimination on the basis of gender and goals so that men, women, sons and daughters have the same opportunities, values, resources and interests in the family, community, institution and society.
<b>Gender Equity</b>	Refers to principles, strategies, means or positive measures that create or provide opportunities for any individual or group of genders (men and women) to reduce the gap and to achieve real gender equality
<b>Gender Inequality</b>	Refers to discriminatory attitudes and behaviors towards any gender and the problems or gaps between men, women, sons and daughters that occur in society, community, institution and family.
<b>Gender Mainstreaming</b>	Strategies and mechanisms to respond to gender inequality in policies, areas, programs, documents, legal norms, institutions and families, etc.
<b>Women’s Empowerment</b>	Refers to mechanisms to increase capacity, develop potential and protect the interests of women
<b>Inclusiveness</b>	Refers to the inclusion of attention and response to all target groups in society, institutions and families, referring to “not leaving anyone alone” in vulnerable groups and missing opportunities in society, such as people with disabilities, LGBTIQ people, Indigenous peoples, children, women, the elderly, etc.
<b>Gender Analysis (GA)</b>	Refers to the analysis of roots and effects of gender inequality in society by sector and organization.
<b>Gender Impact by Sector</b>	Refers to the type and extent of negative impacts arising from gender inequality on society, institutions, sectors and within the family
<b>Gender-Based Violence (GBV)</b>	Refers to sexual exploitation based on sex that is thought to be weaker than that which leads to or is likely to result in physical, sexual, emotional or economic harm, depending on the gender of the individual.
<b>Family Work-Life Balance</b>	Refers to institutional and state measures to support staff and families with the goal of balancing the quality of work and quality of life, including consideration and response, maternity and paternity leave, family leave, childcare arrangements with Workplace Flexible work arrangements
<b>Gender Audit</b>	Tools and methods to examine and assess progress, challenges, gaps, opportunities, and recommendations for promoting gender equality in an organization or sector by comparing the commitment or policy of the organization or sector with the actual situation.
<b>Gender Responsive</b>	Refers to the consideration of gender inequality issues at all stages and parts of any process or task or institution.  For example, gender-responsive policies refer to policies that address and address gender inequality in the design phase through gender analysis and specific measures to address gender inequality in that policy.

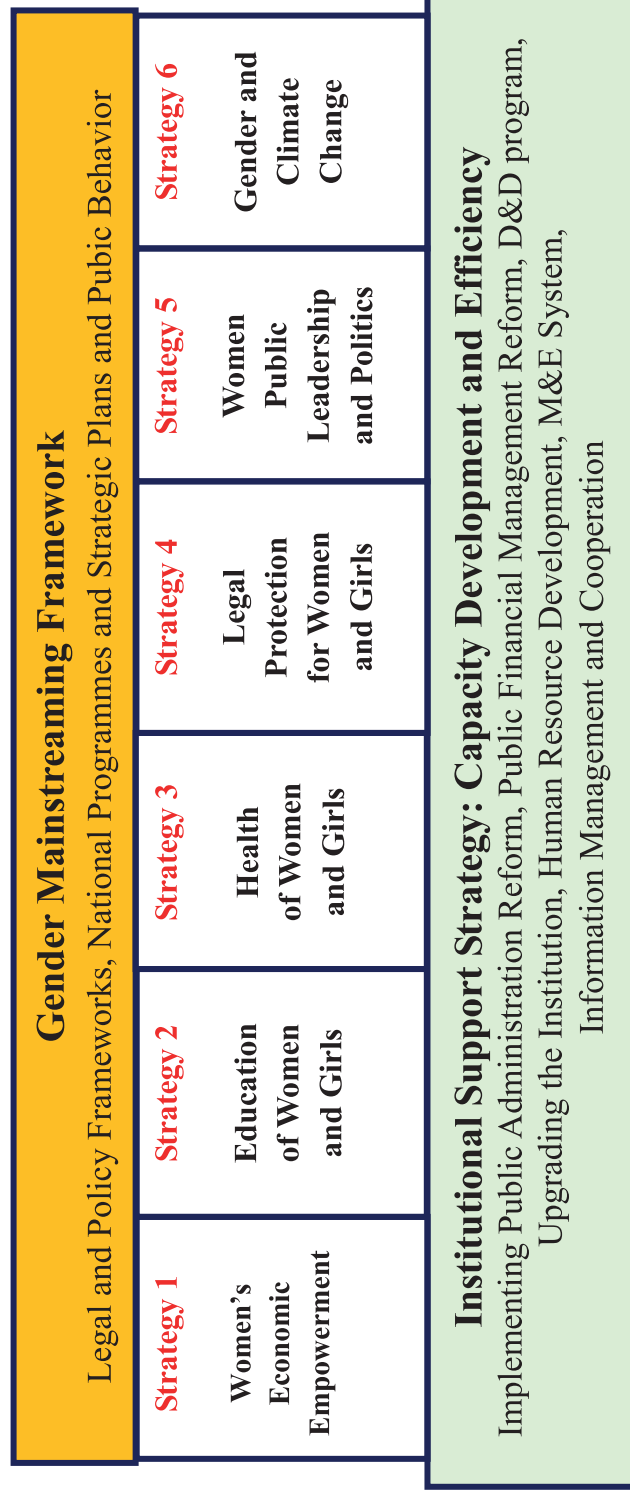


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 MINISTRY OF WOMEN'S AFFAIRS

## Diagram

### NEARY RATTANAK V 2019-2023

#### Five-Year Strategic Plan for Strengthening Gender Mainstreaming and Women's Empowerment





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