

UN Women Cambodia

Country Portfolio Evaluation

Annexes

Date of the report	February 15, 2021
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Annex 1: Terms of Reference

<https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9549>

Annex 2: Evaluation Governance Structures

Composition and function of the evaluation reference group

The UN Women evaluation reference group is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

The UN Women reference group will be composed of national counterparts, UN system representatives, non-governmental organization representatives, and others identified in collaboration with UN Women Country Office.

Evaluation Reference Group members will be expected to:

- Act as source of knowledge for the evaluation
- Act as an informant of the evaluation process
- Assist in the collection of pertinent information and documentation
- Assist in identifying external stakeholders to be consulted during the process
- Play a key role in disseminating the findings of the evaluation and implementation of the management response
- Participate in any meetings of the reference group
- Provide input and quality review of the key evaluation products: ToR, inception report and draft evaluation report
- Participate in the validation meeting of the final evaluation report
- Participate in learning activities related to the evaluation report

The evaluation reference group composition includes the following:

Table 1: Evaluation Reference Group for UN Women CCO CPE

Evaluation Reference Group for UN Women Country Portfolio Evaluation	
Name	Title, Organization
H.E. Nhean Sochetra	Director General, Ministry of women's Affairs
Ros Sopheap	Executive Director, Gender and Development for Cambodia
Nimol Soth	Team Leader, UNRCO

Evaluation Management Group

UN Women Country Portfolio Evaluation Guidance recommends the establishment of an Evaluation Management Group. Given the pilot nature of this CPE with IEAS taking on the leadership responsibility, the function of the EMG

is somewhat adapted to reflect the oversight role of the Independent Evaluation and Audit Service in this evaluation process.

Composition and function of the UN Women management group

The management group is composed of the UN Women office/division senior management, the regional evaluation specialist and key programme staff as a means for ensuring engagement and ownership of the evaluation process. The majority of funds is coming from the Country Office and thus, they play a role in overseeing the contracts although the day to day management is led by the Regional Evaluation Specialist. The EMG will be consulted on key decisions regarding the scope, the timeframe, the selection of consultants and will be availed an opportunity to review key products (in parallel to IEAS oversight) from a factual perspective prior to being shared with the Evaluation Reference Group. However, the decision regarding changes made to the report rests with the Evaluation Team Leader and the Independent Evaluation Service. All suggested changes to evaluation products will be tracked in a transparent manner.

The Regional Evaluation Specialist will lead the day-to-day management of the process and will consult with the management group regarding key issues. The inputs of members are expected to strengthen the quality and credibility of the evaluation. Management group members are expected to:

- Participate in any meetings of the management group
- Participate in the consultant team member selection process
- Participation in any inception meeting/s and quality assure the evaluation inception report
- Facilitate access to information by the evaluation team
- Review and quality assure the draft evaluation report
- Disseminate and promote the use of the evaluation findings and recommendations.

Table 2: Evaluation Management Group for UN Women CCO CPE

Evaluation Management Group for UN Women Cambodia Country Portfolio Evaluation	
Sarah Knibbs	UN Women CCO CO
Sopheha Khun	UN Women CCO CO
C Tate CHHUN	UN Women CCO CO

Annex 3: List of documents consulted

Annual Work Plans

Strategic Note AWP Cover Note 2016 - 2019
Strategic Note Narrative 2016-2020
Strategic Note AWP Plan 2016 – 2020
Annual Work Plan Report 2016 - 2019
Development Results Framework SN Report 2017-2019
Revised MERP 2018-2022
MERP 2014-2017
UN Women Cambodia: Strategic Note 2016-2028, Strategic Note 2019 – 2023, Consolidated Theory of Change

Audit and Evaluations

UN Women, Country Portfolio Evaluation Guidance (2016)
UN Women, How to Manage Gender Responsive Evaluation (2015)
UNEG, “Norms and Standards for evaluation”, 2016
UNEG, “Ethical guidelines”, 2008
Mayne, John Addressing Attribution through Contribution analysis: using performance measures sensibly, The Canadian Journal of Program Evaluation, Vol. 16, No. 1, 2001, Canadian Evaluation Society
UNEG, Integrating Human Rights and Gender Equality in Evaluation, (2016)

Reports

Quarterly Monitoring Report (2017, 2018, 2019) - Office CAMBODIA
World Bank Economic Update - Cambodia, May 2019
Global Gender Gap Index 2020
UN Women Cambodia CO, AWP Cover Note (2020)
UN Women Cambodia CO, AWP Cover Note (2019)/ Asia Development Bank. Asian Development Outlook 2019 Update (September 2019).
United Nations General Assembly, Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, A/Res/72/279 (31 May 2018)
UNDP HDI report 2019
Global Climate Risk Index 2020
Convention on the Elimination of All Forms of Discrimination against Women - Cambodia, 11 August 2011
Annual Dialogue of the UNCT with Samdech Prime Minister, 06 May 2019
UNFPA, Cambodia Data Sheet on Intimate Partner Violence (2016)
UNDRR, Disaster Risk Reduction in Cambodia, Status Report 2019
Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication Putting women first: ethical and safety recommendations for research on domestic violence against women. (Geneva, World Health Organization, February 2016)
UN Women, Editorial Guidance: Writing for the UN Women global website, (shared internally April 2019)
UN Women Training Centre eLearning Campus, Results-Based Management Guidance (2017)
Progress on the implementation of General Assembly Resolution 72/279, UN-Women Executive Board, First Regular Session 2019
United Nations, Department of Public Information, "Adopting Landmark Text on Repositioning United Nations Development System, Speakers in General Assembly Hail New Era of Multilateral Support for Country Priorities". GA/12020, 31 May 2018

Financial Reports

RMS Delivery Report 2016-2020
Data package Cambodia 2020 (Atlas generated AAA report)

Human Resources

2020 Proposed Organigram

CCO Staff List from Data package Cambodia 2020

Projects

Project List CCO by March 2020

Safe and Fair

'Safe and Fair: Realizing women migrant workers' rights and opportunities in the ASEAN region' - Project Document signed 2017

'Safe and Fair: Realizing women migrant workers' rights and opportunities in the ASEAN region' flash report No. 5, No.6, No.7, No.8, No.9, No.10, No. 14, No.15, 2019

Quarterly reports 1-4,

Standard letter of agreement between UN Women and a government ministry/institution on the implementation of SAF Project – April 2019

Mid-year Narrative progress report - Spotlight Initiative in South East Asia/ASEAN region - Programme duration: 1 Jan 2018 – 31 Dec 2022 – Report Period: 01 Jan 2019 – 30 Jun 2019

Project Document 2017

EVAW

Standard letter of agreement between UN Women and a government ministry/institution on the implementation of Ending Violence Against Women Project –2019

Project Cooperation Agreement between UN Women and Child Help Cambodia - 2019

Joint Global Programme on Essential Services for Women and Girls Subject to Violence - Final Report of Phase I & II - December 2019

Project Document 2016

Empower

Standard letter of agreement between UN Women and a government ministry/institution on the implementation of Empower Project –2019

Project Cooperation Agreement between UN Women and ActionAid Cambodia - 2019

Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction - Inception Phase Report - Submitted on 11 January 2019

Project Document 2018

Coordination

Cambodia UNDAF 2016-2018

Cambodia UNDAF 2019-202

Annex 4: Evaluation Matrix

*Assumptions provide a link between the Theory of Change and evaluation question, and provide more focus to the evaluation question allowing the evaluation team to focus on what specifically to answer.¹

Key Question	1. Is UN Women's thematic focus and strategy for implementation the most relevant for advancing GEWE in Cambodia considering its added value within the sphere of actors working to advance gender equality? [relevance and coherence]		
Sub-question	What is UN Women's added value given the work of its partners and its expertise?		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women's stakeholders perceive UN Women's work to be addressing the most pressing needs for GEEW.	Share of stakeholders (across stakeholder type) consulted who identify UN Women's priority areas of work as key for advancing GEEW.	Stakeholders identified through stakeholder analysis	Interviews and/or Focus Group Discussion
UN Women's work is complementary to that of its partners, including the UN system and adding value.	<p>Extent to which UN Women is filling a niche/gap for GEEW and adding value</p> <p>Extent to which interventions are achieving synergies (coherence) with the work of the UN Country Team (evidence of partners coordinating to avoid duplication of work on similar areas of work)</p> <p>Share of stakeholders (across stakeholder type) consulted identify UN Women's partners as key for advancing GEEW.</p>	<p>UNDAF;</p> <p>Stakeholders from across different types of stakeholders</p>	<p>UNDAF analysis</p> <p>Interviews</p> <p>Survey GTG</p>
Sub-question	What contribution is UN Women making to UN coordination on GEEW?		

¹ This approach is outlined in the UNFPA Evaluation Handbook Evaluation Matrix Tool.

Assumptions	Indicators	Sources of Information	Methods for data collection
<p>UN Women’s contributions enhance the gender responsiveness of the UN system.</p>	<p>Extent of gender mainstreaming within joint programming and theme groups in Cambodia</p> <p>UNDAF outcomes “meeting requirements” of UNCT Gender Scorecard</p> <ul style="list-style-type: none"> ○ Extent to which the relevant indicators identified in SN were achieved. Select OEEF Indicators: <ul style="list-style-type: none"> ○ Indicator 1.1A: Number of UN joint initiatives to advance GEWE, including CSW, SDGs, BPfA, HeForShe, UNiTE and Free and Equal; ○ Indicator 1.1B: Number of UNCT-Government dialogues targeting policy change and the implementation of recommendations of HR mechanisms on GEWE; ○ Indicator 1.2E: (2019 only) % of UNDAF indicators disaggregated by sex; ○ Indicator 1.2F: (2019 only) Number of training provided through UN Theme Group on Gender. 	<p>UNDAF stakeholders</p>	<p>UNDAF analysis;</p> <p>Interviews</p> <p>Survey GTG</p>
<p>Key Question</p>	<p>2. How has UN Women’s contributions advanced gender equality and empowerment of women in Cambodia? [effectiveness]</p>		

Sub-question	What intended or unintended results have been achieved? (positive and negative) For who?		
Assumptions	Indicators	Sources of Information	Methods for data collection
<p>UN women contributes to national capacities to develop, implement and monitor policies, incl. NAPVAW, to ensure prevention, response & justice for survivors of GBV; to better access and use of quality GBV responsive services by women, girls, LGBTIQ survivors of violence; and to safe movement of women migrants and protection of their rights.</p>	<ul style="list-style-type: none"> ○ Evidence points towards contributions to the intended TOC (observation, interview, documents) ○ Extent to which the relevant indicators identified in SN were achieved. Select indicators: <ul style="list-style-type: none"> ○ Indicator 3.1.1A: The 3rd NAPVAW is adopted, adequately costed and implementation monitored through the Technical Working Group on Gender-GBV Sub-Working Group; ○ Indicator 3.1.1B: Number of RGC Line Ministries contributed to developing, reviewing and adopting laws, policies and strategies addressing GBV through consultation with gender and LGBTIQ advocates; ○ Indicator 3.2.1A: Percentage of trained GBV service providers (Health, Police, Justice, and Social Services) with increased knowledge to deliver inclusive quality and accessible essential services to survivors, 	<p>NAPVAW evaluation; Stakeholders identified through stakeholder analysis Annual reports/ reviews</p>	<ul style="list-style-type: none"> ○ Case study ○ Interviews ○ Content analysis

	<p>including marginalised women and LGBTIQ;</p> <ul style="list-style-type: none"> ○ Indicator 3.2.1B: Percentage of trained judiciary and police with strengthened capacity to deliver justice for survivors of GBV in the formal and informal justice systems; ○ Indicator 3.2.2A: Number of national and sub-national working groups on multi-sectoral service response to GBV established and strengthened; ○ Indicator 3.2.2B: Percentage of sub-national working group members on multi-sectoral service response to GBV reporting an increased understanding on service coordination, referral, case management and documenting VAW administrative data; ○ Number of influencers statements/actions that have taken up the GEEW agenda ○ Extent to which most vulnerable groups were identified and engaged 		
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	<ul style="list-style-type: none"> ○ Stakeholders recognize UN Women contributions to key results/achievements 		
<p>UN Women activities have contributed to adoption of legislation/policy/strategies key for advancing GEEW.</p> <p>Including, but not limited to: Law on the Prevention of Domestic violence and the Protection of Victims, two National Action Plans to Prevent Violence Against Women (NAPVAW), and the Law on Suppression of Human Trafficking and Sexual Exploitation</p>	<ul style="list-style-type: none"> ○ Stakeholders recognize UN Women contributions to key results/achievements ○ Completed research/analyses 		<p>Interviews</p> <p>Survey of GTG</p> <p>Literature Review comparing previous NAPVAW to current version</p>
<p>UN Women has contributed to UNDAF outcomes.</p>	<p>Stakeholders recognize UN Women contributions to key results/achievements</p> <ul style="list-style-type: none"> ○ Extent to which UN Women contributed to the following UNDAF (2016-2018, 2019-2023) Indicators/Outcomes: 2016-2018: <ul style="list-style-type: none"> ○ Indicator 3.5: Proportion of women participating in political decision-making at the national and local level; ○ Indicator 3.6: Existence of standardized minimum services for VAW/C victims 	<p>UNDAF; Strategic Note</p> <p>Stakeholders identified in mapping</p>	<p>Content analysis of UNDAF AR;</p> <p>Interviews</p> <p>Survey of GTG</p>

	<p>and survivors in line with international standards;</p> <ul style="list-style-type: none">○ Indicator 3.2: Open availability of information on nationally adopted user fees for judicial and labour migration services; <p>2019-2023</p> <ul style="list-style-type: none">○ Sub-Outcome 1.1: By 2023, women and men, including marginalized and vulnerable populations, increasingly seek quality services and the realization of their basic rights, including during emergencies;○ Outcome 4: By 2023, women and men, including the under-represented, marginalized and vulnerable, benefit from more transparent and accountable legislative and governance frameworks that ensure meaningful and informed participation in economic and social development and political processes.		
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Key Question	3. Does UN Women Cambodia have appropriate capacity and capability to ensure good use of resources to deliver results? [organisational efficiency]		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women has appropriate staff capacity to support the programme of work.	<p>Number of staff / delivery</p> <p>Stakeholder and Staff perception of UN Women capacity to deliver;</p> <p>Extent to which UN Women HQ and RO provide adequate levels of support.</p>	<p>Staff</p> <p>Stakeholders</p> <p>HR</p>	<p>Staff survey</p> <p>HR analysis</p> <p>Interviews</p> <p>GTG survey</p>
UN Women has appropriate financial capacity to deliver the programme of work.	<p>Budget vs. delivery</p> <p>Core vs. non-core</p> <p>Funding gap</p> <p>Expenditure spread demonstrate focus on economy</p> <p>Timeliness of delivery (duration of project initiation to staffing/implementation)</p>	<p>Atlas financial reports</p>	<p>Financial analysis</p>
UN Women implements RBM and KM in its practice.	<p>The SN is evaluable – indicators are SMART</p> <p>Extent to which knowledge management is employed and implemented effectively to facilitate uptake of programming lessons</p> <p>Reviews and evaluations have been undertaken and used as input to new programming efforts</p> <p>1/3 of portfolio evaluated during SN</p>	<p>Strategic Note;</p> <p>Previous CO evaluations (MERP/GATE)</p>	<p>Evaluability Assessment; Staff Survey</p>
UN Women has appropriate business continuity plans in place.	<p>Sharepoint contains key documentation and is used by staff</p>	<p>Sharepoint</p> <p>RM plan</p>	<p>Observation</p> <p>Staff survey</p>

	Plans are appropriate to disaster-prone country Security measures in place to support the safety and security of staff		Document review
Key Question	4. Has the portfolio been designed and implemented according to human rights and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? [human rights & gender equality, and sustainability]		
Sub-question	To what extent does UN Women's approach integrate human rights approach by building national ownership and sustainability?		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women approaches have integrated institutional building.	Local accountability and oversight systems have been established to support the continuation of activities (i.e. government embedding within structures; allocating budget)	Stakeholders in stakeholder analysis; Strategic Note; UNDAF	Interviews Content Analysis Case study Evaluation; Observation
UN Women has worked closely to build capacity of the key government and civil society actors.	Looking from enabling environment, individual and institutional levels: Extent to which National champions for different parts of portfolio statements/actions of support to GEEW Evidence that stakeholders have the capacity to carry efforts forward (integrated in budget, changes in policies, plans or strategies)	Stakeholders from stakeholder analysis; UNDAF; Strategic Note;	Interviews Case study Evaluation
A HRBA approach to programming is consistently implemented.	Stakeholders recognize UN Women as GEHR responsive. Stakeholders identify UN Women as equal partner	Stakeholders (in particular implementing partners and people benefiting from programming)	Interviews
Sub-question	To what extent are UN Women interventions reaching those that are the most vulnerable and hardest to reach?		

Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women interventions benefit the most vulnerable and hardest to reach groups.	<p>Extent of intervention engagement with identified priority groups</p> <p>Share of stakeholders who believe UN Women interventions have targeted those most in need.</p>	Stakeholders from stakeholder analysis; UNDAF; Strategic Note; National Strategy on Gender Based Violence 2016-2025; Identification of those furthest left behind	Interviews and/or FGDs; Content Analysis (mapping of UN women strategies)

Annex 5: Background to the evaluation

Annex 5.1 Evaluation Object

UN Women established a Country Office in Cambodia with Delegation of Authority in 2013 after having a long history in the country as UNIFEM (since 2004). UN Women Cambodia Country Office (CCO) is engaged in many coordination mechanisms and GEWE-related processes, as shown table below. During the evaluation period, UN Women Cambodia worked internally to facilitate gender mainstreaming across the UNCT and externally to coordinate government and non-governmental partners to implement and report against international commitments.

Table 1: UN Women engagement in UNCT clusters and Working Groups 2016-2019

Name of Cluster/ Working Group	UN Women Lead	UN Women Participation
UN Theme Group on Gender	X	
GBV Sub-group under Technical Working Group on Gender (co-lead)	X	
UNDAF Results Group 4 on Accountability and Participation (UNDAF 2016-2018)	X	
Pre-sessional Working Group on Confidential CEDAW Report		X
Consultative Group on 3 rd NAPVAW		X
Inter-ministerial Technical Working Group on Climate Change		X
Gender Mainstreaming Action Group under the Ministry of Economy and Finance		X
Women Owned Business Networking Group		X
UN Procurement Working Group		X
Human Rights Theme Group		X
UN Youth Taskforce		X
Joint Team on AIDS		X

Geographical Coverage

The geographic coverage of UN Women programming includes Phnom Penh (where normative and coordination efforts are centred), and Kampong Speu, Banteay Meanchey, Battambang, Kampong Thom, Siem Reap, Kampong Cham, Prey Veng, Kampot or Preah Sihanouk².

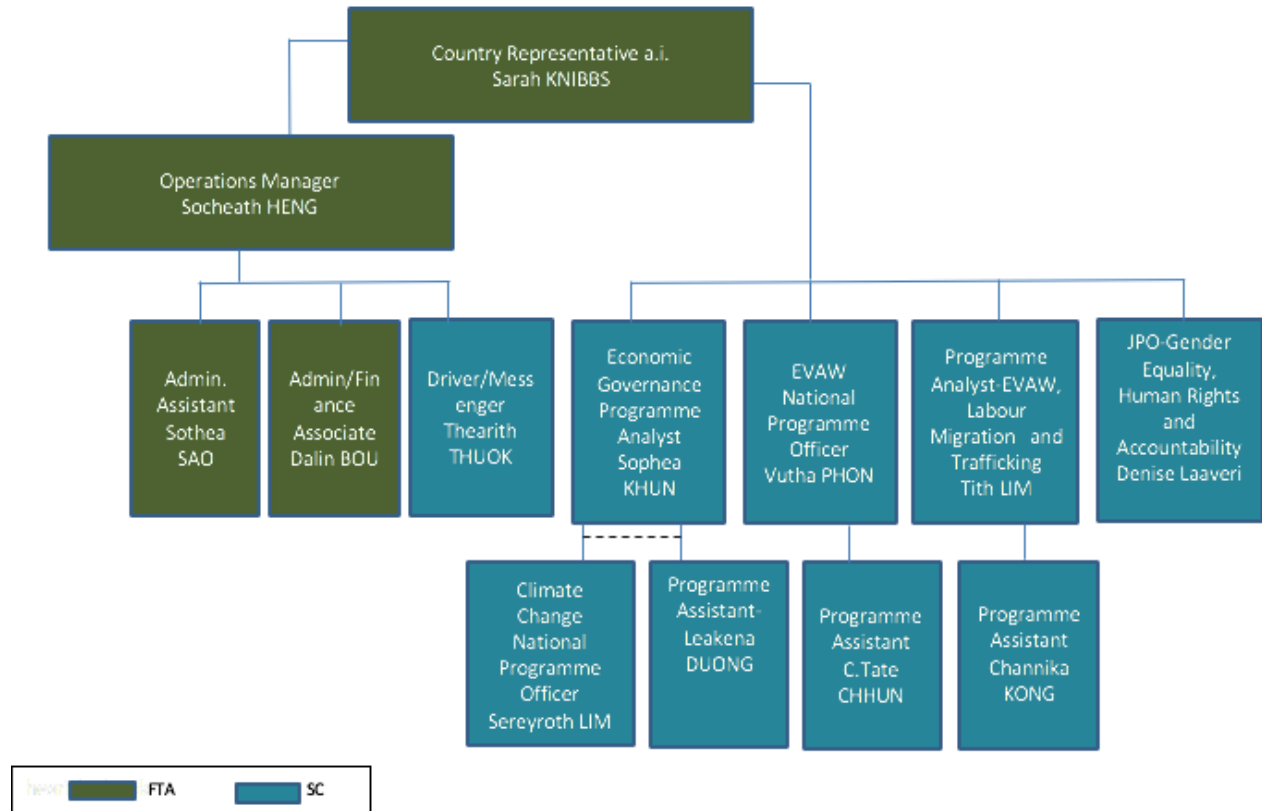
Human Resources³

During the Strategic Note period 2016 – 2018, the number of personnel remained constant over the years. Moving forward to the Strategic Note 2019 – 2023, the personnel size gradually decreased and dropped to only 7 personnel in October 2020. The number of fixed-term contract remained the same at 5 personnel from 2016 to 2018 and because of the transition the office is undergoing due to the change management decision to downsize, the number decreased to 4 personnel during 2019 and 2020 (January) and only one personnel remained in October 2020. CCO did not hire any interns during this SN 2019-2023. And currently, CCO has reduced the number of Service Contractors to 6 positions which is slightly lower than the previous years.

² As reported in 2019 annual work plan

³ The information presented is based on data provided by the Viet Nam CO operations team April 2020 and checked against data provided by the OneApp and Regional HR Specialist.

Figure 1: UN Women Cambodia CO Organigram (March 2020)



Financial Resources

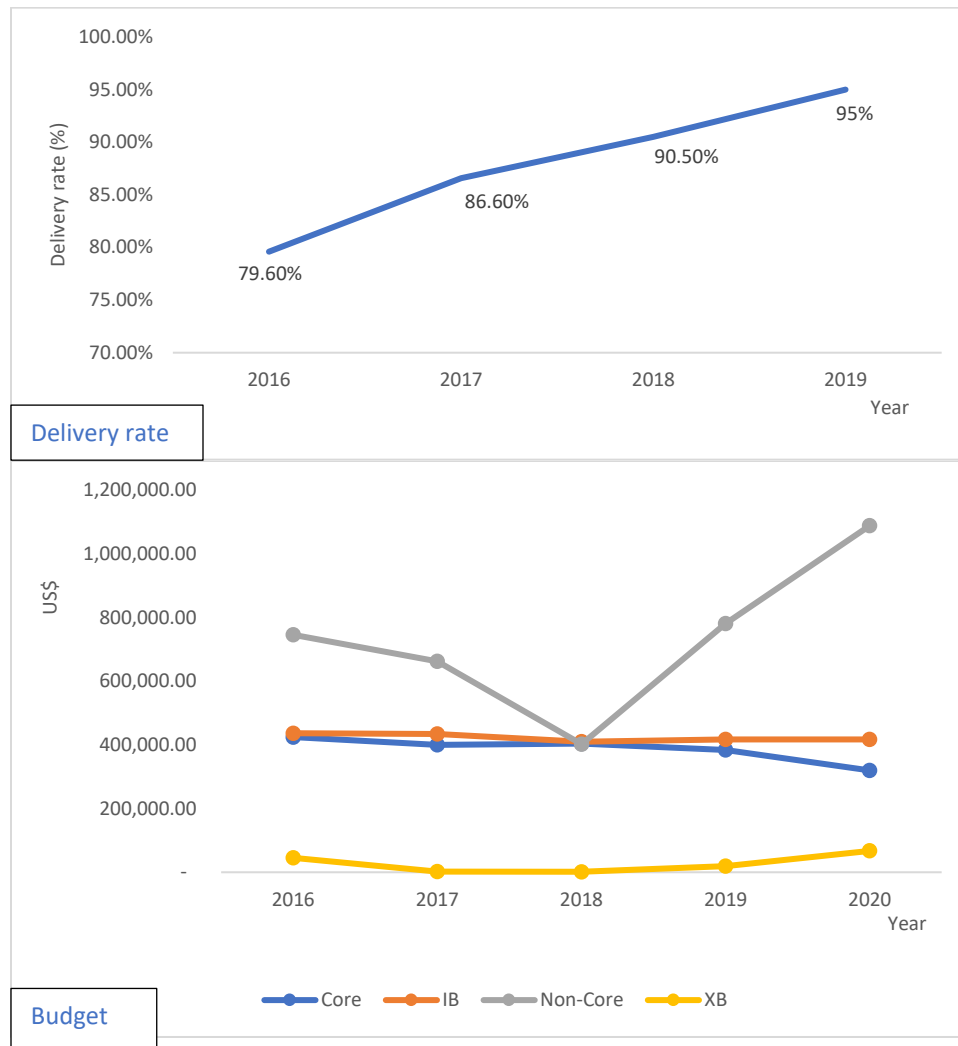
The total budget of the CPE period 2016-2019 (including Core and Non-core) was US\$ 5,972,103⁴. The total budget increased slightly from US\$ 1,653,268 in 2016 to US\$ 1,893,170 in 2020. Core and Institutional Budget remained constant over the period while non-core reduced between 2017 and 2018, moving back up in 2019 and slightly higher in 2020.

The total CCO budget experienced a decrease between 2016 to 2018 due to low non-core. One contributing factor to the drop was the large decrease in funding from the Government of Australia (71% drop) between 2017 and 2018. In 2018, non-core increased through the regional programmes EmPower (funded by Swedish SIDA) and Safe and Fair (European Union Spotlight initiative on ERAW). Core fund allocations have slightly decreased since 2016.

⁴ Data was taken from RMS

Table 2: Total Cambodia CO Budget (2016 – 2020)⁵

*Please note that 2020 only covers the 1st quarter



There was a slight reduction in total budget of UN Women Cambodia CO during the period of 2016 to 2018, and there was a modest increase its total budget, reach US\$ 1.6 million and US\$ 1.96 million US\$ in 2019 and 2020, respectively. The CCO delivery rate was 79.6% and 86.6% in 2016 and 2017, respectively, while it reached over 90% in 2018 and 2019.⁶

As shown in the Thematic and Project Analysis, the clear majority of funds mobilised and administered during the CPE period were in support of EVAW programming (~US\$2.88 million), followed by Global norms, policies and standards (~US\$0.89 million).^{7, 8}

⁵ [Sources: RMS/OneApp, as of 31 March 2020]

⁶ Source: RMS/OneApp, as of November 2020

⁷ Data aggregated from UN Women Annual Delivery Reports and corporate reporting platforms ATLAS and DAMS as of March 2020.

⁸ Annex 1.2 *Thematic and Project Analysis*

Table 3: UN Women Cambodia Thematic & Project Analysis (2016-2020)⁹

EVAW: Ending Violence against Women	2,883,608.39
Global norms, policies & standards	890,308.05
PSH: Peace, Security & Humanitarian	549,915.58
WEE: Women's Economic Empowerment	348,890.20
WPE: Women's Political Empowerment	264,144.97
P&B: Planning & Budgeting	148,652.21

Table 4: Top 5 Projects Total Budget (US \$) (2016 – 2020)¹⁰

Safe & Fair (EU)	1,400,000
Climate change action and DRR (SIDA)	1,000,000
CEDAW SEAP II	909,991
NAPVAW (AUS)	900,000
Essential Services for women and girl survivors of violence	1,000,000

Donors during the CPE period include the Government of Australia, Multi-Donor Trust Fund Office, Swedish International Development Cooperation Agency, The National Committee of Singapore, Australia National Committee, Japan National Committee, Canadian International Development Agency, The UK National Committee¹¹. As shown below in table 3, UN Women received the highest amounts from the Government of Australia (~US\$1.67 million).

Table 5: Cambodia UN Country Fund Donors (2016-2019)

Cambodia UN Country Fund Donor	Total Commitments (US\$)
The Government of Australia	1,675,974
Multi-Donor Trust Fund Office	323,218
Swedish International Development Cooperation Agency	251,738

⁹ [Sources: RMS/OneApp, as of 31 March 2020]

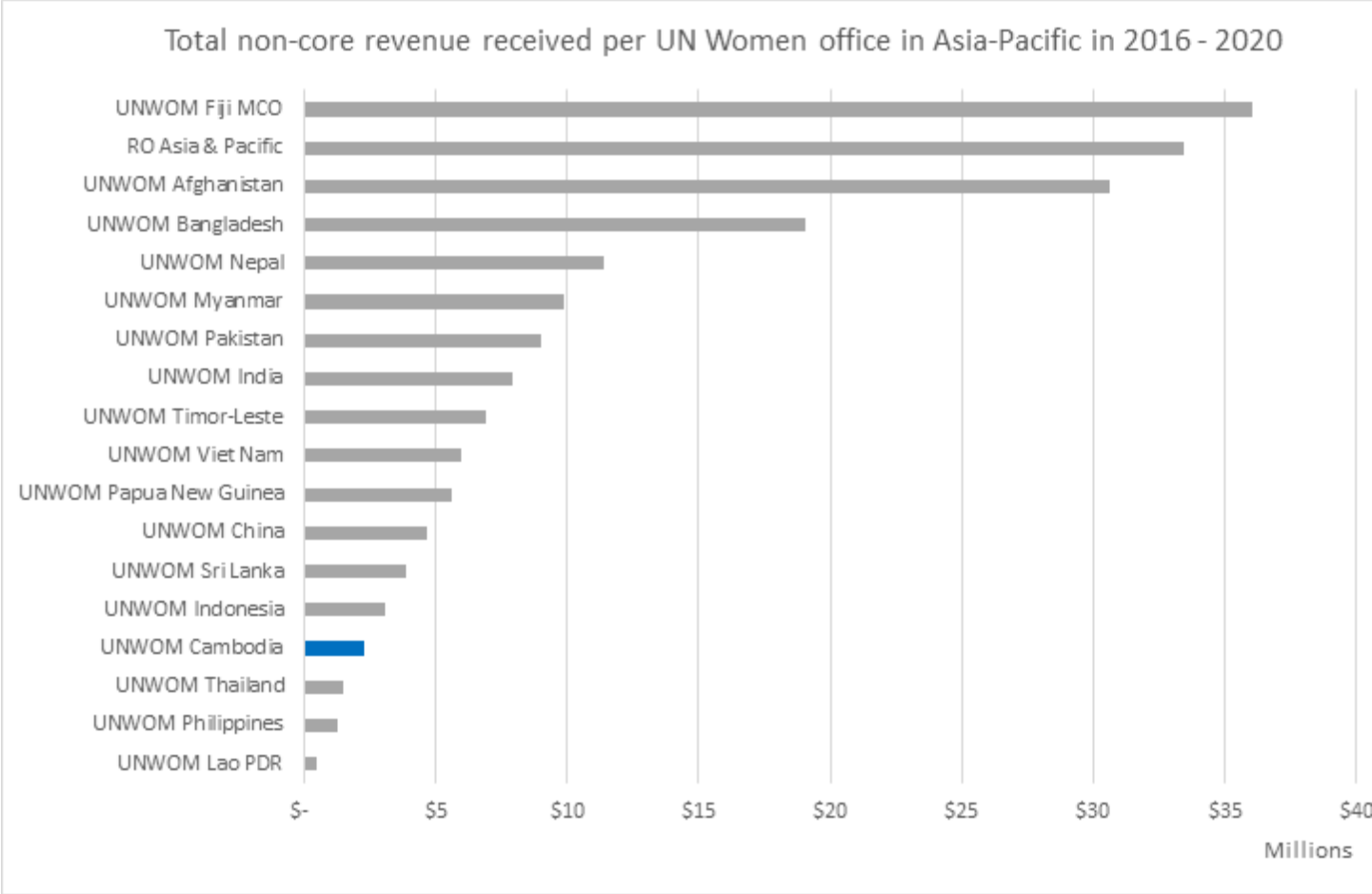
¹⁰ [Sources: RMS/OneApp, as of 31 March 2020]

¹¹ Annex 1.3 *Donor Analysis Overview*

The National Committee of Singapore	156,951
Australia National Committee	38,037
Japan National Committee	34,838
Canadian International Development Agency	34,291
UNAIDS	9,499
the UK National Committee	473

Compared with other country offices in Asia and the Pacific region, the CCO ranked 15th out of 18 country presences for non-core resources mobilized between 2016-2020 (see Figure 5)¹².

Figure 2. Total non-core revenue received per UN Women office in Asia-Pacific in 2016 – 2020



*Does not include contributions from UN Women global projects.

Technical Design of the Strategic Note

¹² UN Women Regional Office, regional resource mobilization team analysis, April 2020

The Strategic Notes 2016-2028 and 2019-2023 have been designed in tandem with the global priorities in UN Women's Strategic Plans and aligned with the MDGs/SDGs, the Cambodian government's national priorities and commitments, and the UNDAFs. The Strategic Note is comprised of: 1) Development Results Framework (DRF), which indicates all operational and normative activities to be undertaken to achieve development outcome level results and 2) Organisational Effectiveness and Efficiency Framework (OEEF), which indicates all activities to be undertaken to strengthen coordination, partnerships, quality of programming, and organisational management in order to facilitate achievement of development results.

DEVELOPMENT RESULTS FRAMEWORK

Table 6: UN Women Cambodia DRF Impact Areas and Outcomes 2016-2020

UN Women Cambodia SN 2016-2020
Impact 1 (not in 2018-2020) Women lead and participate in decision making at all levels
Outcome 1.1 (not in 2018-2020) Duty bearers, including the Royal Government of Cambodia (RGC), political parties and National Election Committee, adopted civil service policies, party policies and electoral procedures to mandate greater participation and leadership of women in governance.
Impact 6 (2018-2020) A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented
Outcome 6.1 (2018-2020) CCO Outcome 1.1. Royal Government of Cambodia and civil society engaged in evidence-based dialogues in support of equality and women's empowerment commitments Modified (2019) The RGC resources, coordinates and transparently monitors implementation of international commitments to GE&WE, in consultation with rights holders including Young women and LGBTIQ persons.
Impact 4 (2019-2020) SP Outcome 5 : Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.
Outcome 4 (2019-2020) National and sub-national responses to climate change and Disaster Risk Reduction incorporate and address the priorities and needs of all women in Cambodia.
Impact 2 (not in 2019-2020) Women, especially the poorest and most excluded, are economically empowered and benefit from development Modified (2018) SP Outcome 3 : Women have income security, decent work and economic autonomy
Outcome 2.1 (not in 2019-2020) Royal Government of Cambodia adopted policies and strategies to strengthen national accountability on economic development from a women's human's rights perspective.
Outcome 2.2 (not in 2018-2019) Gender-responsive sustainable livelihood initiatives for women and youth, especially returned women migrant workers and VAW survivors, are implemented by MoLVT and CSOs. Modified (2017) Women and youth, especially those from marginalized groups, have improved access to safe labour migration and gender responsive resilient livelihoods initiatives.
Outcome 2.3 (only 2016) Increased resilience of marginalized women and youth to climate change impacts to improve sustainable livelihoods.
Impact 3 (2016-2020) Women and girls live a life free from violence Modified (2018) SP Outcome 4: All women and girls live a life free from all forms of violence
Outcome 3.1 (2016-2020) An enabling legislative and policy environment in line with international standards on EVAWG and other forms of discrimination is in place and translated into action. Modified (2017) The Royal Government of Cambodia puts in place laws and policies that meet international standards and promotes social norm change on EVAWG and other forms of discrimination against women and girls. [UN Women Global Outcome 3.1; EVAWG FPI, Outcome 1] & [UN Women Global Outcome 3.1; EVAWG FPI, Outcome 2]. Modified (2018) CCO Outcome 3.1. The Royal Government of Cambodia is better able to prevent gender-based violence and deliver essential services to victims and survivors (SP Output 11) Modified (2019) Cambodia has an enabling environment to better prevent, respond and prosecute all forms of gender-based violence.
Outcome 3.2 (2016-2017, 2019-2020) Favourable social norms, attitudes and behaviours are promoted at community and societal levels to prevent VAWG . Modified (2017) Women and girls who experience violence use available multi-

sectoral VAWG services. (Modified (2019)) Women, girls and LGBTIQ persons who experience violence are empowered to use available, accessible and quality essential services and recover from violence.
Impact 5 (2016-2017) Governance and national planning fully reflect accountability for gender equality commitments and priorities
Outcome 5.1 (2016-2017) Increased accountability of RGC to implement gender equality and human rights instruments, including CEDAW, BPfA, UNSCRs and SDGs. Modified (2017) RGC has increased accountability to implement gender equality and human rights instruments, including CEDAW, BPfA, UNSCRs and SDGs.

ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK (OEEF)

As reflected in Table 12 the OEEF Framework has four output areas that support the programmatic work and enhance the implementation quality of the CO's work, enabling UN Women Cambodia to deliver on its intended development results outlined in the DRF. The four Output Clusters have remained relatively consistent across CPE period, with some modifications in the following table.

Table 7: OEEF Output Clusters & Outputs SN 2016-2020

Output Cluster 1: To drive more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment. [Global OEE Output Cluster 1] Modified (2019) SN OEE Output Area 1: UN Women Cambodia leads UN System coordination on GEWE
Output 1.1 UN Women-Cambodia effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UNCT in Cambodia. Modified (2019) UN Women Cambodia Country Office (CCO) effectively leads UNCT joint advocacy in support of international norms and standards on GEWE
Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation. Modified (2019) SP OEE Output Area 2: UN Women Cambodia engages partners more strategically and effectively to deliver results in advancing GEWE
Output 2.1 Programming practices reflect SMART and systematic results orientation through the use of Result Based Management (RBM), Result Management System (RMS) and strategic and critical thinking. (2017) UN Women-Cambodia has the ability to implement programming practices that reflect SMART and systematic results orientation using RBM, RMS and critical thinking. Modified (2019) UN Women Cambodia Country Office (CCO) has new strategic partnerships including private sector.
Output 2.2 UN Women-Cambodia is recognized as a hub of knowledge and intellectual leader on achieving gender equality and women's empowerment in Cambodia. Modified (2019) Enhanced visibility of UN Women Cambodia Country Office's (CCO's) mandate and investment in GEWE
Output 2.3 A clear evidence base generated from high quality evaluation and monitoring of SP implementation for learning, decision making and accountability. Modified (2017) UN Women-Cambodia has generated clear evidence base from high quality evaluation and monitoring of SP implementation for learning, decision making and accountability. Modified (2019) UN Women Cambodia Country Office (CCO) mobilizes resources from a broader base of partnerships
Output Cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels. Modified (2018) Enhanced Partnership to advocate and support GEWE Modified (2019) SN OEE Output Area 3: UN Women Cambodia delivers results-driven programmes by leveraging expertise and knowledge, innovative approaches and results-based management
Output 3.1 UN Women Cambodia has the capacity in place to enable an effective and strategic response to national demands. Modified (2017) UN Women-Cambodia has the capacity in place to enable an effective and strategic response to national demands. Modified (2018) UN Women-Cambodia mobilized and maintained partnerships with gender advocates, LGBT communities, CSOs, DPs and private sector in support of UN Women mandate Modified (2019) UN Women Cambodia Country Office (CCO) programmes are effectively planned, monitored, reported and evaluated in line with results-based management (RBM) principles
Output 3.2 (2016-2017, 2019-2020) UN Women-Cambodia personnel have the capacity and accountability for delivering results on gender equality and women's empowerment. Modified (2019) UN Women Cambodia Country Office (CCO) contributes to and draws on local, regional and global knowledge, innovation and best practices

Output 3.3 (2016-2017) At the country level, UN Women operations reflect a culture of risk management, oversight and accountability **Modified (2017)** UN Women-Cambodia's operations reflect a culture of risk management, oversight and accountability.

Output Cluster 4: To leverage and manage resources; **Modified (2018)** Strengthened Resources Management **Modified (2019)** UN Women Cambodia Operations and Management Systems deliver client-focused services and quality results

Output 4.1 Improved stewardship of resources through budget, financial, HR and IT management, in line with corporate requirements. **Modified (2017)** UN Women-Cambodia has the ability to improve stewardship of resources using budget, financial, HR and IT management in line with corporate requirements. **Modified (2018)** UN Women-Cambodia has the capacity and accountability to manage resources and comply with corporate requirements to deliver results **Modified (2019)** UN Women Cambodia has human resources, operational capacity and resources to implement OEEF, support delivery of the DRF in compliance with corporate requirements

Output 4.2 Resource base is expanded and diversified to meet the demand for UN Women's catalytic and technical support. **Modified (2017)** UN Women-Cambodia has the ability to expand and diversify its resource base to meet the demand for its catalytic and technical support. **Modified (2019)** Improved fiduciary oversight of resources through budget, procurement, finance, IT and facility management

Output 4.3 (2016-2017) UN Women-Cambodia's communications capacity and systems provide a foundation for effective advocacy on gender equality and empowerment of women.

Annex 5.2 Stakeholder Analysis

Table 8: Stakeholder Analysis

Human Rights Role	Key Stakeholders	Main Contributions to UN Women Work	Primary Thematic Area	Stakeholder Type
Target groups of rights holders <i>(intended and unintended "beneficiaries" of interventions)</i>	Women and girls	Direct Beneficiaries; Programme/ Project Participants	Cross-cutting	
	Men, boys & family members		Cross-cutting	
	Women Bamboo Producers' Association		WEE	CBO
	Cambodia Women's Crisis Centre		EVAW	NGO
	Cambodia Domestic Worker Network		Cross-cutting	Civil Society
	4i Ideathon participants		EVAW	CBO
	CSO Women Leaders Group		EVAW	CBO
	Youth Leadership Academy		Cross-cutting	CBO
	LovelsDiversity Group		Cross-cutting	CBO
Interested parties with strategic & technical inputs into implementation of the SN	UN Resident Coordinator	Partner	Cross-cutting	IGO
	UN Country Team		Cross-cutting	IGO
	UN Theme Group on Gender		Cross-cutting	IGO
Principle and primary duty bearers <i>(With the power to make decisions & implemented the SN)</i>	UN Women Country Office	Programme Management	Cross-cutting	IGO
	UNDP	Joint Programming Partner	EVAW, DRR and CC	IGO
	OHCHR		National Planning	IGO
	UNFPA		EVAW	IGO
	UNEP		DRR and CC	IGO
	IFC		WEE	IGO
	ILO		National Planning, WEE	IGO
	UN MPTF		Implementing partner; Donor	EVAW

	GBV Sub-group under Technical Working Group on Gender	Programme Development, Implementation and M&E	EVAW	Government, Civil Society, IGO, Multilateral Partners
	Pre-sessional Working Group on Confidential CEDAW Report		Cross-cutting	Government, Civil Society, IGO, Multilateral Partners
	Inter-ministerial Technical Working Group on Climate Change		DRR and CC	Government
	Gender Mainstreaming Action Group under the Ministry of Economy and Finance		Cross-cutting	Government
	National Committee for Counter Trafficking		EVAW	Government
	Ministry of Labor and Vocational Training		EVAW	Government
	Royal School of Administration		EVAW	Government
	Samatapheapkhnom Organization		EVAW	NGO
	The Cambodian League for the Promotion and Defense of Human Rights		EVAW	NGO
	KHANA		EVAW	NGO
	World Hope International		EVAW	FBO
	Ministry of Interior		EVAW	Government
	Ministry of Justice		EVAW	Government
	Ministry of Women's Affairs		Cross-cutting	Government
	Cambodia Women Entrepreneurs Association		WEE	NGO
	Banteay Srey		WEE	NGO
	Care International		WEE, EVAW	INGO
	BBC Media Action		DRR and CC	Media
	Khmer Youth Association		WPP	Civil Society
	National Election Committee of Cambodia		National Planning	Government
Ministry of Civil Service	National Planning	Government		

	Royal Government of Cambodia		National Planning	Government
	Cambodian National Council for Women		National Planning	Government
	Ministry of Economy and Finance		National Planning	Government
	Ministry of Agriculture, Forestry and Fisheries		National Planning	Government
	National Committee for Sub-national Democratic Development		National Planning	Government
	Ministry of Planning		National Planning	Government
	Ministry of Civil Service		National Planning	Government
	National Institute of Statistics of Cambodia		National Planning	Government
	National Committee for Disaster Management		DRR and CC	Government
	National Institute of Statistics of Cambodia		DRR and CC	Government
	National Council for Sustainable Development		DRR and CC	Government
	Ministry of Environment		DRR and CC	Government
	Ministry of Rural Development		DRR and CC	Government
	National Committee for Disaster Management		DRR and CC	Government
	Representatives of secondary duty bearers and rights holders <i>(Affected by the SN, but not targeted for assistance)</i>		Government of Australia	Donor
Canadian International Development Agency (CIDA)		EVAW	Multilateral Partner	
Government of Spain		EVAW	Multilateral Partner	
Singapore National Committee		WEE	Multilateral Partner	
Swedish International Development Agency (SIDA)		DRR and CC, National Planning	Multilateral Partner	
Women Owned Business Networking Group		Partner	WEE	Civil Society

Annex 5.3 List of Projects and Implementation Status

Table 9: UN Women Cambodia CO List of Projects (2016- 2020)

PROJECT TITLE	PLANNED TIMELINE	PLANNED BUDGET	Donor	UN Partners	GEOGRAPHIC AREA	IMPACT AREA	SN Period	Status reported by CO as of Dec 2020
1. CEDAW SEAP II	28 Mar 2011- 30 Jun 2016	US\$ 909,991 ¹³	CANADIAN INTERNATIONAL DEVELOPMENT AGENCY		Regional	5	2016-2018	Completed
2. Preventing the Exploitation of Migrant Women Workers in ASEAN Project	7 Jan 2014- 31 Dec 2017	US\$ 60,000	Government of Australia (DFAT)		Regional	2	2016-2018	Completed
3. Bridging the gap: driving NAPVAW implementation from the national to the sub-national level	22 Jan 2016- 31 Aug 2017	900,000 AUD	Government of Australia	N/A	Cambodia	3	2016-2018	Completed
4. Empowering HIV affected women for	2016 - 2021	US\$50,000	The National Committee of Singapore	N/A	Battambang	2, 4	2016 – 2018 2019 - 2023	Ongoing

¹³ Based on Atlas project ID 00078377

	solidarity and secure livelihoods								
5.	Kampong Chhnang Bamboo Producer Association : Enhancing WEE through Improving Bamboo Handicraft Value Chains	July 2017- August 2018	57,480.74 SGD	The National Committee of Singapore	N/A	Chheung Kreav and Tek Hout Communes, Rolear Phaear District in Kampong Chhnang Province.	2	2016-2018	Completed
6.	UN Women Cambodia Country Office Annual Work Plan 2017 - 2019	1 Jan 2017-31 Dec 2019	36,000 AUD *note: US\$ 6000 used recently for i4i 2019.	AUSTRALIA NATIONAL COMMITTEE	N/A	Cambodia	Outcome 1.1	2016-2018 2019 - 2023	Completed
7.	International Women's Day Festival 2018: Celebrating Women's Strength	15 Mar 2018 – 31 Dec 2018	83,000 SEK	Swedish International Development Cooperation Agency		Cambodia	6	2016-2018	Completed
8.	Preventing and Mitigating the impacts	1 year (1 Apr 2018- 31 Mar 2019)	The budget COA under	Government of Japan	UNODC	Regional	3	2016-2018 & 2019-2023	Completed

of Terrorism, Trafficking and Transnational Crime through Women's Empowerment		ROAP management (there was no budget transfer to CCO) ¹⁴ ROAP: US\$ 2,800,000						
9. Safe and Fair	1 Jan 2018 – 31 Dec 2022	US\$ 1,400,000	Multi-Donor Trust Fund (EU Spotlight)	ILO	Regional: ASEAN	3	2016-2018 & 2019-2023	Approved - ongoing
10. EMPOWER ¹⁵	5 years (4/2018 - 12/2022)	US\$ 1,000,000	Swedish International Development Cooperation Agency	UNEP	Bangladesh, Cambodia, Vietnam and a focus on Asia - Pacific region	2 & 6 (2016- 2018) 4 (2019- 2023)	2016 – 2018 2019 - 2023	Approved - ongoing
11. ESP (Essential Services for Women and Girls Affected by Violence)	2019- 2019 Phase 2	US\$ 1,000,000	HQ (Australia and Spain)	UNFPA	National level plus sub- national in two provinces (Preah Sihanouk and Kampong Speu)	3	2016-2018 & 2019-2023	Completed
12. ACCESS ¹⁶	31 Jan 2020 – 30 Jun 2021	US\$ 281,400 for UN	Multi-Donor Trust Fund Office	UNFPA UNDP	Cambodia	3	2019-2023	Approved - ongoing

¹⁴ The total amount for this regional project was USD 2,800,000

¹⁵ SIDA funded regional project: Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction.

¹⁶ This is the Australia-Cambodia Cooperation for Equitable Sustainable Services (**ACCESS**) program in which UN Women project is part of a Joint Programme with UNDP and UNFPA; also called Programme to Promote Disability Inclusion and Quality Services for Gender Based Violence (GBV) Victims.

		Women CCO	Funds from Government of Australia					
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Annex 6: Methodology

Annex 6.1 Evaluability Assessment

The evaluation team conducted an evaluability assessment primarily based on the review of 1) the quality and completeness of performance indicators in the DRF and OEEF according to SMART¹⁷ and results-based management (RBM)¹⁸ principles; 2) the availability of project documentation and data; and 3) presence of prior evaluations, the assessment was also informed by consultations with key UN Women staff during scoping interviews.

The evaluation team found that there is enough information, both programme- and operations-related, to feed into the evaluation and that the overall evaluability of the CCO CPE is **adequate**. Detailed evaluability assessment (Annexes 3) provides information on weaknesses with respect to the quality and completeness of DRF and OEEF indicators. A few other challenges are described below. Key findings from the initial evaluability assessment include:

Strengths:

- Project and programme documentation and secondary data is accessible and adequate.
- The CCO had one evaluation during the CPE period that can be drawn upon for qualitative and quantitative insights, notably: Evaluation of EVAW Programme (2016). Moreover, Evaluation of UNDAF 2011-2015 and 2016-2018 Cycles in Cambodia contains findings related to UN Women's contribution to UN system's work in the country.

Weaknesses:

- While the availability and completeness of the DRF and OEEF are sufficient, the quality of the outcomes, outputs, and indicators within the SN DRF is varied.^{19,20} It is to be noted that the presence of baselines and targets decreased since 2016.

A quality check of the outcomes, outputs and indicators of both the DRF and OEEF was conducted. A quality rating framework was developed inspired by SMART²¹ and RBM²² best practices, among others, to guide the assessment:

Grading Guidance		
Weak = few attributes (~1-3) Adequate = some attributes (~4-6) Strong = many attributes (~6+)		
Where limited feedback is written, assess based on provided feedback.		
Outcomes	Outputs	Indicators
UN Women can influence or contribute to change	Within control of UN Women or partners (responsible party)	Clearly measures change (outcome) or potential for change (output)
Intermediate-level scope of change	Immediate-level change (during programme)	Logical direct (preferred) or proxy (acceptable) indication of change
Change in behavior, institutional performance, attitude, beliefs	Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership,	Clearly aligned to output(s)

¹⁷ Specific, Measurable, Achievable, Realistic and Time-bound.

¹⁸ UN Women Training Centre eLearning Campus, Results-Based Management Guidance (2017). Available from: <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

¹⁹ Annex 3.1 Evaluability Assessment: DRF Quality and Completeness Assessment

²⁰ Annex 3.2 Evaluability Assessment: OEEF Quality and Completeness Assessment

²¹ SMART signifies Specific, Measurable, Achievable, Realistic, and Time-bound.

²² UN Women Training Centre eLearning Campus, Results-Based Management Guidance (2017), Available from: <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

	efficiency; advocacy or dialogue mechanisms.	
Singular Focus	Uses change language (not action language)	Specific (Sets precise criteria for success)
Specific	Specific (Sets precise criteria for success)	Singular Focus
Measurable	Singular focus	Plain language
Achievable		Valid / Reliable
Time-bound		Measurable
		Available & Timely

Table 1: Evaluability Assessment: DRF Quality and Completeness Assessment

DRF Outcomes, Outputs, and Indicators

	OUTCOMES/ OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Impact 1 (not in 2018-2020)	Women lead and participate in decision making at all levels			
Outcome 1.1 (not in 2018-2020)	Duty bearers, including the Royal Government of Cambodia (RGC), political parties and National Election Committee, adopted civil service policies, party policies and electoral procedures to mandate greater participation and leadership of women in governance.	Rating: Adequate/Weak Pro: Normative; specific areas (women's political participation (WPP)); change language Con: Opportunity to specify duty bearers; aim at implementation, not only adoption; meaning and measurement of "greater participation"? timeframe?		

<p>Output 1.1.1 (not in 2018-2020)</p>	<p>Women's Political Participation and Leadership - Strengthened capacity of rights holders, young and marginalized women, and gender advocates to influence electoral procedures and civil service policy/strategy. Modified (2017) Women's Political Participation and Leadership: Duty bearers, including Ministry of Civil Service and National Election Committee and rights holders, including young and marginalised women and LGBTI persons have capacity to engage in development of policies and procedures to support women's participation and leadership.</p>	<p>Rating: Adequate/ Weak Pro: Concrete duty bearers; specific areas (WPP); change language Con: Opportunity to specify whether all rights holders in the country are targeted or at specific level; somewhat beyond UN Women's capacity; engagement measurement? timeframe?</p>	<p>Indicator 1.1.1a. Number of gender responsive recommendations proposed by rights holders to national policy decision makers. Modified (2017) Indicator 1.1.1A: Number of gender responsive recommendations proposed to political parties and election decision makers by rights holders; Indicator 1.1.1B: Number of fora for rights holder and duty bearer engagement on gender; Indicator 1.1.1C: Number of youth dialogues and fora on laws policies and strategies on women's leadership and political participation; Indicator 1.1.1D: Number of government dialogue events with rights holders on issues relating to women's leadership and political participation.</p>	<p>1.1.1A: Weak (opportunity to specify specific group of rights holders/ location/which political parties and decision makers; would proposed recommendations lead to anything else?) 1.1.1B Weak (opportunity to specify who are the rights holders and duty bearers/ location/ who would organize the fora and what would they lead to?) 1.1.1C Weak (opportunity to specify at which level/ location youth dialogues would be held; who would organize them?) 1.1.1D Weak (opportunity to specify at which level/ location/ concrete rights holders or their groups; who would organize the dialogues?)</p>
<p>Output 1.1.2 (not in 2018-2020)</p>	<p>Duty Bearers' Capacity to Promote Women's Leadership and Political Participation - Strengthened capacity of executive and legislative agencies, including civil service, to democratically engage with and respond to demands of women constituents, including young women, LGBTs, and other marginalized women.</p>	<p>Rating: Weak Pro: change language Con: Double focus: "engage with and respond". Opportunity to specify whether all executive and legislative agencies, and civil services in the country are targeted or at specific level; meaning of "democratically engage" and "respond to demands"? somewhat beyond UN Women's capacity;</p>	<p>Indicator 1.1.2a. Number of executive and legislative entities engaging with and/or responding to demands of women constituents.</p>	<p>1.1.2a. Weak (opportunity to specify concrete entities and women constituents; at which level - national/sub-national; measurement of engagement and response?)</p>

		capacity strengthened from which level to which? timeframe?		
Output 1.1.3 (not in 2018-2020)	Young Women's Leadership and Engagement of Male Youth - Strengthened capacity of youth/young women, including the most marginalized, for leadership, political participation and democratic engagement.	Rating: Weak Pro: change language Con: Triple focus: "leadership, participation and engagement". Opportunity to specify whether all women/youth, incl. marginalized, in the country are targeted or at specific level; meaning of "democratically engage"? somewhat beyond UN Women's capacity; capacity strengthened from which level to which? timeframe?	Indicator 1.1.3a. Number of youth campaigns, dialogues and fora on laws policies and strategies on women's leadership and political participation. Indicator 1.1.3b. Number of situation analysis reports on women's leadership and political participation.	1.1.3a Weak: triple focus - campaigns, dialogues, fora; opportunity to specify location - national/sub-national; unfinished statement - would these events be organized? held? facilitated? and by whom? 1.1.3b Weak: opportunity to specify the owner of reports; unfinished statement - would the reports be produced? disseminated? what would be the aim of having these reports? Both indicators are not fully relevant to the output which is about capacity.
Impact 6 (2018-2020)	A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented			

<p>Outcome 6.1 (2018-2020)</p>	<p>CCO Outcome 1.1. Royal Government of Cambodia and civil society engaged in evidence-based dialogues in support of equality and women's empowerment commitments Modified (2019) The RGC resources, coordinates and transparently monitors implementation of international commitments to GE&WE, in consultation with rights holders including Young women and LGBTIQ persons.</p>	<p>Rating: Weak Pro: change language Con: Triple focus: "resources, coordinates and monitors". Opportunity to specify whether all rights holders in the country will be consulted or at specific level; meaning and measurement of "transparently monitors" and "respond to demands"? timeframe?</p>		
<p>Output 6.1.1 (only 2018)</p>	<p>Key Royal Government of Cambodia (RGC) institutions (MOWA, CNCW, MEF, MAFF, MCS, NCDDS and MOP) have the capacity, tools and evidence to plan, budget and monitor policies, plans and programmes in line with commitments made to SDGs, CEDAW , BPfA, UNFCCC and Sendai Framework for Action.</p>	<p>Rating: Adequate/Weak Pro: change language; key institutions spelled out Con: multiple focus in all categories (target institutions; actions; products and international commitments) somewhat beyond UN Women's capacity; timeframe?</p>	<p>Indicator 6.1.1A: Number of dialogues with government women leaders conducted to advocate for gender responsive budgeting; Indicator 6.1.1B: Number of integrated frameworks for monitoring GEWE commitments finalized and used; Indicator 6.1.1C: Percentage of trainees from key government institutions integrating gender into their annual sectoral plans.</p>	<p>6.1.1a Weak: opportunity to specify if women leaders in the whole country would be involved; at which location - national/sub-national; by whom the dialogues would be organized? is there an aim beyond advocating? 6.1.1b Adequate/Weak: opportunity to specify the owner of integrated frameworks 6.1.1c: Adequate/Strong (opportunity to specify the key institutions)</p>

<p>Output 6.1.2 (2018-2020)</p>	<p>Gender Advocates, including CSO leaders, LGBTI persons, women human rights defenders and young feminists have capacity to lead, advocate and collaborate to monitor the implementation of CEDAW, SDGs, Sendai Framework for Action, UNFCCC and other national laws/policies for GEWE. Modified (2019) Strengthened capacity of key government bodies, including Ministries and the Judiciary, to implement the CEDAW, CSW, Beijing PFA and SDGs.</p>	<p>Rating: Weak Pro: change language; specific regarding international frameworks Con: multiple focus regarding institutions and international commitments; "implement" requires breakdown into concrete steps; somewhat beyond UN Women's capacity; timeframe?</p>	<p>Indicator 6.1.2A: Percentage of young women participating in Youth Leadership Academy reporting increased knowledge and understanding of feminist and transformative leadership; Indicator 6.1.2B: Number of dialogues/reflection sessions with CSO women leaders conducted to build trust and strengthen solidarity; Indicator 6.1.2C: Number of civil society dialogues on LGBT rights, gender mainstreaming and social accountability conducted at national and sub-national levels. Modified (2019) Indicator 6.1.2B: Number of dialogues with government women leaders conducted to advocate for gender responsive budgeting and gender statistics; Indicator 6.1.2C: Number of government- led consultations and dialogues with CSOs on monitoring and implementing international norms and standards, through UN Women support; Indicator 6.1.2D: Percentage of trainees from key government institutions integrating gender into their work.</p>	<p>6.1.2B Weak: opportunity to specify if government women leaders in the whole country would be involved; at which location - national/sub-national; by whom the dialogues would be organized? is there an aim beyond advocating? 6.1.2C Adequate/Weak: opportunity to specify location level (central/sub-national) and which CSOs 6.1.2D Weak: opportunity to measure knowledge at baseline and upon certain period of time. "Integration of gender" has to be defined.</p>
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<p>Output 6.1.3 (2019-2020)</p>	<p>Young women and marginalised women, as well as LGBTIQ persons, have the capacity, networks and space to hold duty bearers to account on GE&WE commitments.</p>	<p>Rating: Weak Pro: change language Con: multiple focus regarding actors and actions - capacity, networks and space; not clear which duty bearers and at what level - central/sub-national; "hold accountable" requires specific definition; somewhat beyond UN Women's capacity; timeframe?</p>	<p>Indicator 6.1.3A: Percentage of Youth Leadership Academy (YLA) core group reported actions taken to integrate feminist leadership principles into their work; Indicator 6.1.3B: Percentage of CSO coalition members trained reported to integrate CEDAW principles, vision of SDGs and Beijing PfA into their advocacy work; Indicator 6.1.3C: Number of joint CSO and activist-led initiatives on GE&WE commitments supported by UNW; Indicator 6.1.3D: Number of advocacy events conducted by grassroots women's groups to raise livelihood and market concerns. Modified (2019) Indicator 6.1.3A: Percentage of Youth Leadership Academy (YLA) participants reported to intergrate feminist leadership principles into their daily life; Indicator 6.1.3B: Number of joint CSO and activist-lead initiatives on GE & WE commitments supported by UNW; Indicator 6.1.3C: Number of inter-generational dialogues conducted through CCO's support to build understanding of women's issues across generation and strengthen inter-general coalition; Indicator 6.1.3D: Number of action learning of YLA participants conducted to address negative social and gender norms; Indicator 6.1.3E: Number of advocacy events conducted by grassroots HIV affected women's groups to raise livelihood issue and health care concerns for HIV affected people, including women and children.</p>	<p>6.1.3A Adequate/Weak: opportunity to specify how the "report" would be ensured: e.g. through a survey at beginning of academy and some time after; "feminist leadership principles" requires reference 6.1.3B Weak: requires location (national level?); not clear about the aim beyond "initiatives" and "committments" 6.1.3C Weak: at which level and which age groups?what would be the aim beyond strengthening intergenerational coalition? 6.1.3D Weak: definition of "action learning"? measurement of "addressing negative norms"? 6.1.3E Weak: at which level?what is the aim beyond raising concerns?</p>
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<p>Output 6.1.4 (added in 2020)</p>	<p>Strengthened capacity of key government bodies, including Ministries and the Judiciary, to implement the CEDAW, CSW, Beijing PFA and SDGs</p>	<p>Rating: Weak Pro: change language; specific regarding international frameworks Con: multiple focus regarding institutions and international commitments; "implement" requires breakdown into concrete steps; somewhat beyond UN Women's capacity; timeframe?</p>	<p>Indicator 6.1.4A: Number of dialogues with government women leaders conducted to advocate for gender responsive budgeting and gender statistics. Indicator 6.1.4B: Number of action plan for implementing of new CEDAW Concluding Observations through UN Women support to CNCW. Indicator 6.1.4C: Percentage of trainees from key government institutions demonstrated increased understanding on the concepts of GRB and gender statistics through UN Women support.</p>	<p>6.1.4A Weak: opportunity to specify if government women leaders in the whole country would be involved; at which location - national/sub-national; by whom the dialogues would be organized? is there an aim beyond advocating? 6.1.4B Adequate/Weak: not complete statement - developed? facilitated? is there an aim beyond having the plan? 6.1.4C Weak: opportunity to measure knowledge at baseline and upon certain period of time. "Increase" should be reflected through a target, not indicator.</p>
<p>Impact 4 (2019-2020)</p>	<p>SP Outcome 5 : Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.</p>			
<p>Outcome 4 (2019-2020)</p>	<p>National and sub-national responses to climate change and Disaster Risk Reduction incorporate and address the priorities and needs of all women in Cambodia.</p>	<p>Rating: Weak Pro: change language; specific regarding thematic areas Con: how will the priorities be known? What is considered a "response"? timeframe? It is longer term outcome - can it be achieved in timeframe specified?</p>		

<p>Output 4.1.1 (2019-2020)</p>	<p>RGC and key stakeholders have capacity to generate, analyse and use sex, age and diversity disaggregated data to inform disaster and climate change risk analysis and actions.</p>	<p>Rating: Adequate/Weak Pro: change language; specific regarding thematic areas Con: multiple focus - generate, analyse and use; requires defining key stakeholders; beyond UN Women's capacity; timeframe?</p>	<p>Indicator 4.1.1A: Number of government ministries/committees (MOE/NCSD, MOWA, MRD, MAFF, NCDD-S and NCDM) trained that reported to apply gender lens to understand different gender needs in their work. Modified (2020) Indicator 4.1.1A: Number of government ministries/committees (MOE/NCSD, MOWA, MRD, MAFF, NCSDD-s and NCDM) that apply gender analysis and SADDD to climate and disaster risk profiling</p>	<p>4.1.1A Adequate/Weak: opportunity to define "application" of gender analysis. The indicator does not measure generation and use of data.</p>
<p>Output 4.1.2 (2019-2020)</p>	<p>National climate change and DRR Regulatory and policy frameworks and climate change financing fulfil and protect human rights and gender equality commitments.</p>	<p>Rating: Weak Pro: change language; specific regarding thematic areas Con: "fulfilment and protection" cannot be ensured by frameworks, but rather actors; beyond UN Women's capacity; timeframe?</p>	<p>Indicator 4.1.2A: Number of policy papers/technical briefs mainstreamed gender analyses and technical inputs by key CC/DRR government institutions. Added (2020) Indicator 4.1.2B: Percentage of government officials, women leaders trained report increased knowledge, skills and leadership to mainstreaming gender, human rights into climate change and DRR action.</p>	<p>4.1.2A Weak: who is the owner of papers and briefs? Requires definition of "technical inputs"; is there aim beyond mainstreaming? 4.1.2B Strong/Adequate: opportunity to state the timeframe of report and how it will be ensured, e.g. survey?</p>
<p>Output 4.1.3 (2019-2020)</p>	<p>Women and marginalised groups have capacity to meaningfully participate in, influence and lead climate change and DRR decision-making processes.</p>	<p>Rating: Weak Pro: change language; specific regarding thematic areas Con: at which level - nation-wide? multiple focus - participate, influence and lead; outcome-level statement; beyond UN Women's capacity; timeframe?</p>	<p>Indicator 4.1.3A: (only in 2019) Percentage of government officials in Gender Mainstreaming Action Groups and gender focal points (in MoE, MAFF, GCCC in MoWA, MRD, NCDM, NCDD-S) have increased capacities to mainstream gender and human rights into climate change and DRR action; Indicator 4.1.3C: Number of consultations between government ministries or committees working on-climate change or DRR and CSOs/ gender advocates; Indicator 4.1.3D: Percentage of civil society representatives involved in the project who are able to lead and engage with the government and regional bodies on gender in climate change and DRR policy dialogue.</p>	<p>4.1.3A Weak: opportunity to measure capacity at baseline and upon certain period of time. Is there aim beyond mainstreaming? "Increase" should be reflected through a target, not indicator. 4.1.3C Weak: opportunity to specify location - central level/sub-national? What is the aim beyond consultations? 4.1.3D Adequate/Weak: opportunity to define "able" and specify the measurement tool - how the ability to lead and engage will be measured? location?</p>

Impact 2 (not in 2019-2020)	Women, especially the poorest and most excluded, are economically empowered and benefit from development Modified (2018) SP Outcome 3 : Women have income security, decent work and economic autonomy			
Outcome 2.1 (not in 2019-2020)	Royal Government of Cambodia adopted policies and strategies to strengthen national accountability on economic development from a women's human's rights perspective.	Rating: Adequate/Weak Pro: specific areas (WEE) Con: which institutions? measurement of "strengthened accountability"? timeframe?		

<p>Output 2.1.1 (not in 2019-2020)</p>	<p>Capacity Building of Duty Bearers to Develop Normative Policies on Decent Work - Strengthened capacity of key duty bearers to develop strategies and procedures to comply with CEDAW, Convention 189 (C189) and Convention on Migrant Workers (CMW), focused on decent work for women migrant and domestic workers. Modified (2017) Gender Responsive Economic Policies and Strategies: Relevant government and private sector institutions (including SNEC, MOLVT, MoEF, business associations, chambers of commerce) have enhanced capacity to develop gender responsive economic policies and strategies aligned with CEDAW, Convention 189 and Convention on Migrant Workers. Modified (2018) Key government institutions (MOLVT, NCCT, MOI) have increased capacity to engage women migrant workers, garment workers and their representatives and private sector in policy dialogues on safe workplaces, gender responsive migration policy, economic policy and business practices.</p>	<p>Rating: Weak Pro: Specific duty bearer actors Con: Will all women migrant workers, garment workers and their representatives and private sector be involved and country-wide? somewhat beyond UN Women's capacity; timeframe?</p>	<p>Indicator 2.1.1A: Number of strategies and procedures on safe labour migration and domestic work developed; Added in 2017 Indicator 2.1.1B: Percentage of migration working group members of the NCCT reporting an improved understanding of the need to promote safe cross-border migration; Indicator 2.1.1C: Percentage completion of action plan to mainstream gender into training curriculum for safe labour migration implemented. Modified (2018) Indicator 2.1.1A. Number of policy dialogues to discuss women garment worker's concerns; Indicator 2.1.1B. Number of private sector companies established joint initiatives in support of WEPs with UN Women Cambodia.</p>	<p>2.1.1A Weak: unfinished statement - dialogues held? Facilitated? By whom and at which level? What is the aim beyond having dialogues? 2.1.1B Weak: requires specifying at what level, "joint" with whom? While the output is about key government institutions' capacity, indicators do not allow measuring the capacity.</p>
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<p>Output 2.1.2 (not in 2019-2020)</p>	<p>Capacity Building of Rights Holders for Democratic Engagement - Strengthened capacity of affiliated networks and associations for women migrant and domestic workers to demand transparent procedures and participate in public and private sector processes relating to labour conditions. Modified (2017) Rights Holders' Capacity for Advocacy on Gender responsive economic policy: Rights holders, including women migrant and domestic workers' associations, have capacity to articulate their demands for gender responsive economic policies and transparent and rights based procedures including on labour conditions and safe migration. Modified (2018) Rural women, including marginalized women, in target areas have enhanced capacity, skills and resources to improve their livelihoods, adapt to climate change and participate in community decision making.</p>	<p>Rating: Weak Pro: change language Con: Multiple focus - capacity, skills and resources, as well as multiple focus on actions - improve, adapt and participate; somewhat beyond UN Women's capacity - outcome-level statement; timeframe?</p>	<p>Indicator 2.1.2a. Number of initiatives of affiliated networks and associations to improve terms and conditions of decent work for women. Modified (2017) Indicator 2.1.2A: Number of advocacy initiatives by supported affiliation networks and associations for improved terms and conditions of decent work for women. Modified (2018) Indicator 2.1.2A: Number of Analyses incorporating gender dimension of climate change vulnerability; Indicator 2.1.2.B: Number of community-identified gendered needs of rural women, including women living with HIV, integrated in commune plans; Indicator 2.1.2.C: Number of advocacy events conducted by grassroots women's groups to raise livelihood and market concerns; Indicator 2.1.2.D: Percentage of rural women in UN Women's target areas reporting improved agricultural techniques and livelihood skills to support their economic security.</p>	<p>2.1.2A Weak: who are the owners of the analyses? Unfinished statement - produced? facilitated? What is the aim beyond incorporation of gender dimension? 2.1.2B Weak: it might be challenging to calculate all gendered needs - what is the location? Is there an aim beyond integration? 2.1.2C Weak: location? aim beyond raising concerns? 2.1.2D Adequate/Weak: opportunity to specify the "reporting" tool, e.g. survey, and technique knowledge at baseline and upon a certain period of time.</p>
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<p>Outcome 2.2 (not in 2018-2019)</p>	<p>Gender-responsive sustainable livelihood initiatives for women and youth, especially returned women migrant workers and VAW survivors, are implemented by MoLVT and CSOs. Modified (2017) Women and youth, especially those from marginalized groups, have improved access to safe labour migration and gender responsive resilient livelihoods initiatives.</p>	<p>Rating: Weak Pro: change language Con: nation-wide? Double focus: labour migration and resilient livelihoods; timeframe?</p>		
<p>Output 2.2.1 (not in 2018-2019)</p>	<p>Gender Mainstreaming in MoLVT Trainings - Increased capacity of MoLVT to incorporate gender into its training programmes and develop skills that respond to market demands for marginalized women and youth, especially returned women migrant workers and VAW survivors. Modified (2017) Sustainable Livelihoods for Marginalized Women: Duty bearers and relevant CSOs have capacity to assist marginalized women and youth, including returned women migrant workers and VAW survivors, to adopt sustainable livelihoods and meet demands for improved access to information on preparedness, adaptation and response to climate change.</p>	<p>Rating: Weak Pro: Con: requires specifying duty bearers and CSOs; multiple focus regarding actors, target groups (women migrant workers <u>and</u> VAW survivors), actions and areas; beyond UN Women's capacity; timeframe?</p>	<p>Indicator 2.2.1a. Percentage completion of action plan to mainstream gender into TVET curriculum. Modified (2017) Indicator 2.2.1A: Number of CSOs providing entrepreneurial skills for sustainable livelihoods; Indicator 2.2.1B: Number of gender sensitive recommendations for implementation of disaster preparedness documents developed and priorities identified for implementation; Indicator 2.2.1C: Number of advocacy initiatives carried out by supported CSOs in consultation with marginalized women, youth and women entrepreneurs for livelihoods and resilience.</p>	<p>2.2.1A Weak: requires specifying location of CSOs; providing to whom? What is the aim beyond providing skills? 2.2.1B Weak: not clear who develops recommendations and identifies priorities, and who would benefit from those? 2.2.1C Weak: location? To whom is the advocacy addressed? For this set of indicators: measurement of duty bearers' capacity is not clear (except for Indicator 2.2.1B, probably)</p>

Output 2.2.2 (only 2016)	CSO Support to Entrepreneurial Activities of Marginalized Women - Improved capacity of CSOs to assist marginalized women and youth, including returned women migrant workers and VAW survivors to pursue sustainable livelihoods.	Rating: Weak Pro: change language and specific area (sustainable livelihood) Con: requires specifying which CSOs, where the assistance will be provided and who are concrete beneficiaries (e.g. numbers); multiple focus regarding target groups; improved from which level to which? timeframe?	Indicator 2.2.2a. Number of CSOs engaged in assisting target groups on sustainable livelihoods.	2.2.2a Weak: requires specifying location of CSOs and "engagement"; What is the aim beyond assisting? The output is about capacity, while the indicator measures assistance, not the quality/increase of capacity.
Outcome 2.3 (only 2016)	Increased resilience of marginalized women and youth to climate change impacts to improve sustainable livelihoods.	Rating: Weak Pro: Con: confusing focus: resilience to climate change to improve sustainable livelihoods? increased from which level to which? timeframe?		
Output 2.3.1 (only 2016)	Women and Girls' Access to Climate Change Information - Strengthened capacity of CSOs to facilitate engagement between duty bearers and rights holders to improve access of marginalized women, youth and girls to information on preparedness, adaptation and response to climate change.	Rating: Weak Pro: specific area (CC) Con: nation-wide? strengthened capacity and improved access from which level to which? beyond UN Women's capacity; timeframe?	Indicator 2.3.1a. Number of CSO initiatives to enhance access to climate change information by target groups. Indicator 2.3.1b. Number of CSOs facilitating engagements between duty bearers and rights holders to improve access to climate change information by women and marginalized groups.	2.3.1a Weak: requires specifying location of CSOs; What is the aim beyond having access? 2.3.1b Weak: opportunity to specify location; how will the improvement be measured? E.g. survey for rights holders regarding CSOs' facilitation. Improvement should be reflected in target, not indicator.

Impact 3 (2016-2020)	Women and girls live a life free from violence Modified (2018) SP Outcome 4: All women and girls live a life free from all forms of violence			
Outcome 3.1 (2016-2020)	<p>An enabling legislative and policy environment in line with international standards on EAWG and other forms of discrimination is in place and translated into action. Modified (2017) The Royal Government of Cambodia puts in place laws and policies that meet international standards and promotes social norm change on EAWG and other forms of discrimination against women and girls. [UN Women Global Outcome 3.1; EAWG FPI, Outcome 1] & [UN Women Global Outcome 3.1; EAWG FPI, Outcome 2]. Modified (2018) CCO Outcome 3.1. The Royal Government of Cambodia is better able to prevent gender-based violence and deliver essential services to victims and survivors (SP Output 11) Modified (2019) Cambodia has an enabling environment to better prevent, respond and prosecute all forms of gender-based violence.</p>	<p>Rating: Weak Pro: specific area (GBV); change language Con: Multiple focus (prevent, respond and prosecute); definition of "better" - from which level? timeframe?</p>		

<p>Output 3.1.1 (2016-2017, 2019-2020)</p>	<p>Law Reform and Access to Justice - Improved EVAWG legal framework including a draft revision of the DV law and its Explanatory Notes and a judicial bench book. Modified (2017) Strengthening legal protection for survivors of VAWG: Ministry of Women's Affairs and WHR related organisations including those working with marginalised groups have strengthened capacity to advocate for enhanced legal protection for survivors of VAWG. Modified (2019) The RGC has improved capacity to adopt, implement and monitor GBV legislation, policies and standards.</p>	<p>Rating: Weak Pro: specific area (GBV); change language Con: multiple focus (adopt, implement and monitor); improved from which level to which? timeframe? Can UN Women do it with its resources?</p>	<p>Indicator 3.1.1A: Number of laws, policies and guidelines drafted in line with international standards to strengthen responses to VAWG; Added in 2017 Indicator 3.1.1B: Percentage of judges and prosecutors who participated in the training who report an improved understanding of adjudicating and prosecuting gender-based violence cases based on international standards UN; Indicator 3.1.1C: Number of joint advocacy initiatives against VAWG and gender discrimination, including international advocacy. Modified (2019) Indicator 3.1.1A: The 3rd NAPVAW is adopted, adequately costed and implementation monitored through the Technical Working Group on Gender-GBV Sub-Working Group; Indicator 3.1.1B: Number of RGC Line Ministries contributed to developing, reviewing and adopting laws, policies and strategies addressing GBV through consultation with gender and LGBTIQ advocates.</p>	<p>3.1.1A Adequate: challenging to measure due to 3 separate benchmarks (adoption, costing and implementation) -if one or two are ensured, what is the level of target achievement? 3.1.1B Weak: multiple actions and products; definition of "contribution"? is there an aim beyond contributing?</p>
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<p>Output 3.1.2 (2016-2020)</p>	<p>Capacity Building for Duty Bearers - Strengthened capacity of the Royal Government of Cambodia to implement the 2nd NAPVAW. Modified (2017) Prevention and public campaigns: Ministry of Women's Affairs has enhanced capacity to coordinate a whole of society approach to prevention and social norm change. Modified (2018) Increased capacity of sub-national GBV service providers (health, psycho-social and justice) to deliver quality and accessible essential services to GBV survivors including survivors from marginalized groups Modified (2019) Young women and men, including LGBTIQ youth, in selected communities, schools and other settings understand and challenge harmful gender norms, including GBV and harassment in public spaces.</p>	<p>Rating: Strong/Adequate Pro: selected locations Con: how many young women and men? Definition of "other settings"? Timeframe?</p>	<p>Indicator 3.1.2a. Percentage of completed implementation- milestones in the Annual Operating Procedures (AOP) of the TWGG-GBV for 2nd NAPVAW Indicator 3.1.2b. Percentage of trained legal professional with increased knowledge of international standards. Modified (2017) Indicator 3.1.2A: Existence of finalized draft VAWG primary and secondary prevention strategy; Indicator 3.1.2B: Percentage of participants reporting an increased understanding on coordination, MSS and GRB collectively; Indicator 3.1.2C: Number of marginalized groups, rural community, and men and boys targeted in campaigns led by UN Women. Modified (2018) Indicator 3.1.2B. Percentage of participants reporting an increased understanding on coordination, MSS and GRB collectively. Indicator 3.1.2C: Number of marginalized groups, rural community, and men and boys targeted in campaigns led by UN Women. Indicator 3.1.2 D: Percentage of VAWG service providers in target areas with increased knowledge of available services and referral procedures. Indicator 3.1.2 E: Number of national multi-sectoral GBV plans finalized. Modified (2019) Indicator 3.1.2B: Number of new marginalized groups targeted in campaigns led by UN Women; Indicator 3.1.2C: Number of participant (disaggregated by sex) engaged in public awareness campaign focused on GBV against women migrant workers, using women's voices and stories.</p>	<p>3.2.1B Weak: requires specifying the nature of campaigns; what is the aim of targeting? 3.2.1C Adequate/Weak: opportunity to specify the nature of engagement and the aim of beyond it</p>
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<p>Output 3.1.3 (2016-2020)</p>	<p>Constituency Building and Access to Justice of Rights Holders Including the Most Marginalized - Increased coalition building among women and human rights organizations, including those working with the most marginalized groups for EVAWG advocacy. Modified (2017) Ministry of Women's Affairs, Ministry of Justice, Ministry of Interior and WHR related organisations including those working with marginalized groups (LGBTI, people with disability) have strengthened capacity to deliver justice for survivors of GBV in the formal and informal justice systems. Modified (2019) Legal actors, workers' representatives, trade union representatives and CSO staff are able to advocate for and implement women-centred justice, including zero tolerance for sexual harassment.</p>	<p>Rating: Weak Pro: change language Con: multiple actors; location? definition of women-centered justice? To whom the advocacy will be addressed? timeframe? Can UN Women do it with its resources?</p>	<p>Indicator 3.1.3a. Number of joint advocacy initiatives against VAWG and gender discrimination, including international advocacy. Modified (2019) Indicator 3.1.3A: Percentage of Feminist Jurisprudence initiative participants report actions taken to integrate Feminist Jurisprudence principles including CEDAW into their practice</p>	<p>3.1.3A Strong/Adequate: opportunity to specify how the report will be done, e.g. survey</p>
<p>Output 3.1.4 (2016, 2018, 2020)</p>	<p>Knowledge Generation, Use of Evidence-based Standards and M&E - Availability of evidence-based VAWG knowledge products and reliable disaggregated data on incidents and cases of VAWG and GBV in Cambodia. Added (2018) Strengthened capacity of Ministry of Women's Affairs and relevant authorities to implement GBV prevention strategies and to adopt social norm change</p>	<p>Rating: Adequate/Weak Pro: change language Con: definition of relevant authorities and multiple stakeholders? Capacity strengthened from which level to which? timeframe?</p>	<p>Indicator 3.1.4a. Number of evidence-based knowledge products produced and made accessible to stakeholders in support of improved interventions on EVAWG.</p>	<p>3.1.4a Adequate/Weak: requires specifying stakeholders and the kind of products; what is the way to ensure and measure that the products will support improved interventions?</p>

	approaches with multiple stakeholders			
Output 3.1.5 (2016, 2018, 2020)	3.1.4 Increased capacity of the Royal Government of Cambodia (RGC), civil society and private sector to develop, implement and monitor policies and programmes to prevent and respond to GBV against migrant workers	Rating: Weak Pro: change language Con: multiple actors and actions; definition of women-centered justice? timeframe? Can UN Women do it with its resources?	Indicator 3.1.5A: Number of legal, regulatory and/or policy frameworks in support of gender-responsive social protection systems that are being implemented with support from UN Women Cambodia; Indicator 3.1.5C: CCO Indicator 3.1.4 C: Number of advocacy information communication technology (ICT) tools that address women migrant workers developed with support from UN Women Cambodia.	3.1.5A Strong; 3.1.5C Weak: requires specifying the owner of ICT tools; what is the definition of "address" and what is the aim of these advocacy tools?
Outcome 3.2 (2016-2017, 2019-2020)	Favourable social norms, attitudes and behaviours are promoted at community and societal levels to prevent VAWG . Modified (2017) Women and girls who experience violence use available multi-sectoral VAWG services. (Modified (2019) Women, girls and LGBTIQ persons who experience violence are empowered to use available, accessible and quality essential services and recover from violence.	Rating: Adequate/Weak Pro: change language; specific area (violence) Con: timeframe? All women, girls and LGBTIQ?		

<p>Output 3.2.1 (2016-2017, 2019-2020)</p>	<p>Prevention - VAWG primary and secondary prevention strategies and initiatives are developed through enhanced capacity of TWGG-GBV and national and subnational stakeholders Modified (2017) Improved Access to VAWG Services: Women and girls in Cambodia are aware of available multi-sectoral VAW services. Modified (2019) GBV service providers (Health, Police, Justice, and Social Services) have capacity to deliver inclusive, quality and accessible essential services to survivors, including marginalised women and LGBTIQ persons.</p>	<p>Rating: Adequate Pro: specific providers and area (GBV) Con: Timeframe? Nation-wide? Somewhat beyond UN Women's capacity</p>	<p>Indicator 3.2.1a. Existence of draft VAWG primary and secondary prevention strategies. Indicator 3.2.1b. Percentage of trained facilitators with increased knowledge on P4P community prevention strategy. Modified (2017) Indicator 3.2.1A: Percentage of VAWG survivors in target areas with increased knowledge of referral procedures and available services; Indicator 3.2.1B: Percentage of trained service providers with increased knowledge to provide MSS and mediation to VAWG survivors. Modified (2019) Indicator 3.2.1A: Percentage of trained GBV service providers (Health, Police, Justice, and Social Services) with increased knowledge to deliver inclusive quality and accessible essential services to survivors, including marginalised women and LGBTIQ. Indicator 3.2.1B: Percentage of trained judiciary and police with strengthened capacity to deliver justice for survivors of GBV in the formal and informal justice systems. Indicator 3.2.1C: Percentage of GBV survivors in target areas with increased knowledge of referral procedures and available services.</p>	<p>For all three indicators: measurement tool should be specified, e.g. survey. 3.2.1A Adequate: increase should be reflected in target, not indicator; 3.2.1B Adequate (same comment as above) 3.2.1C Adequate (same comment as above)</p>
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<p>Output 3.2.2 (2016-2017, 2019-2020)</p>	<p>Coordination for Public Awareness Campaigns and Resource Mobilization on EVAWG - Increased engagement and coordination among stakeholders, including media and youth groups, to promote VAWG awareness among the public and resource mobilization for EVAWG. Modified (2017) Strengthening NAPVAW implementation processes at sub-national level: Royal Government of Cambodia has capacity to coordinate the implementation of the 2nd NAPVAW at the sub-national level. Modified (2019) Ministry of Women's Affairs (MOWA), Ministry of Labour and Vocational Training (MOLVT) and relevant line ministries effectively supports referral and coordination networks at national and sub-national level.</p>	<p>Rating: Adequate Pro: specific providers Con: Area is not clear (GBV?) Timeframe? Definition of "effectively"? Somewhat beyond UN Women's capacity</p>	<p>Indicator 3.2.2a. Number of marginalized groups, rural community, and men and boys targeted in campaigns led by UN Women. Indicator 3.2.2b. Percentage of trained journalists with increased knowledge of ethical standards and gender sensitive VAWG reporting. Modified (2017) Indicator 3.2.2A: Number of ministries supported to develop and mainstream 2017 NAPVAW Annual Operational Plan (AOP); Indicator 3.2.2B: Percentage of participants reporting an increased understanding on coordination, MSS and GRB collectively; Indicator 3.2.2C: Number of evidence-based knowledge products developed in support of improved interventions on EVAWG; Indicator 3.2.2D: Number of stakeholders with access to evidence-based knowledge products. Modified (2019) Indicator 3.2.2A: Number of national and sub-national working groups on multi-sectoral service response to GBV established and strengthened. Indicator 3.2.2B: Percentage of sub-national working group members on multi-sectoral service response to GBV reporting an increased understanding on service coordination, referral, case management and documenting VAW administrative data. Indicator 3.2.2C: Increased percentage of GBV cases managed multi-sectorally according to Case Management Guidelines</p>	<p>3.2.2A Adequate/Weak: opportunity to specify the meaning of "strengthened"; 3.2.2B Adequate: requires mention of a tool, e.g. survey; 3.2.2C Adequate: increase should be reflected in the target, not indicator. Can the increase of managed cases be attributed to UN Women's inputs only?</p>
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Output 3.2.3 (2019-2020)	Ministry of Women's Affairs (MOWA), Ministry of Labour and Vocational Training (MOLVT) and relevant line ministries have capacity to develop, implement and monitor policies and programmes to prevent and respond to GBV against migrant workers with participation of civil society and private sector.	Rating: Adequate Pro: specific providers Con: Multiple actions (develop, implement and monitor); which are the relevant ministries? Timeframe? Somewhat beyond UN Women's capacity	Indicator 3.2.3A: Number of women migrants who access support services (Health, Police, Justice, and Social Services) for survivors of violence and trafficking. Indicator 3.2.3B: Number of referrals for follow-up services for women migrants by front-line service providers.	Can these be attributed to UN Women's inputs only? 3.2.3A Strong/Adequate - timeframe?; 3.2.3B Strong/Adequate - timeframe?
Output 3.3.1 (2016)	Improved Access to VAWG Services - Increased availability and quality of multi-sectoral VAWG services and protection from a rights based perspective.	Rating: Weak Pro: change language Con: not clear who are the actors; location? To whom the services will be offered? timeframe? Can UN Women do it with its resources?	Indicator 3.3.1a. Percentage of VAWG survivors in target areas with increased knowledge of referral procedures and available services. Indicator 3.3.1b. Percentage of trained service providers with increased knowledge to provide MSS and mediation to VAWG survivors.	For both indicators: measurement tool should be specified, e.g. survey. 3.3.1A Adequate: increase knowledge should be reflected in target, not indicator; 3.3.1B Adequate (same comment as above)
Impact 5 (2016-2017)	Governance and national planning fully reflect accountability for gender equality commitments and priorities			
Outcome 5.1 (2016-2017)	Increased accountability of RGC to implement gender equality and human rights instruments, including CEDAW, BPfA, UNSCRs and SDGs. Modified (2017) RGC has increased accountability to implement gender equality and human rights instruments, including CEDAW, BPfA, UNSCRs and SDGs.	Rating: Weak Pro: change language; specific international frameworks Con: To whom is the accountability? Multiple areas (CEDAW, SDGs...) timeframe?		

<p>Output 5.1.1 (2016-2017)</p>	<p>RGC Accountability on Gender Responsive Budgeting (GRB) - Strengthened capacity of RGC institutions and CSOs to engage in Public Finance Reform and respond to demands for gender responsive public finance management. Modified (2017) RGC Accountability on CEDAW, Gender Responsive Budgeting (GRB) and SDGs: Duty bearers have capacity to implement and monitor SDGs, CEDAW and other WHR instruments including engaging in PFR, taking into account the demands of rights holders.</p>	<p>Rating: Weak Pro: change language Con: who are these duty bearers? multiple focus areas; what is the process of identifying demands of rights holders? timeframe?</p>	<p>Indicator 5.1.1a. Number of initiatives with gender advocates on GRB for improved accountability. Indicator 5.1.1.b. Number of government entities and CSO organizations with capacity to advance GRB at the national and subnational levels. Modified (2017) Indicator 5.1.1A: Number of dialogues with gender advocates on GRB for improved accountability; Indicator 5.1.1B: Number of democratic dialogues on the implementation and monitoring of Women Human Rights instruments</p>	<p>5.1.1A Weak: unfinished statement - dialogues organized / facilitated? How the improvement of accountability will be measured? Who has the accountability? Location? 5.1.1B Weak unfinished statement - dialogues organized / facilitated, with whom? What is meant by "democratic"?</p>
<p>Output 5.1.2 (2016-2017)</p>	<p>Gender Responsive Policy/Law Implementation and Monitoring - Strengthened engagement of duty bearers and rights holders, including Meet Your Parliament initiatives, in the implementation and monitoring of SDGs and WHR instruments, such as CEDAW and BPPA. Modified (2017) Women's Human Rights Advocacy: Key government institutions and CSO's have the capacity to formulate, advocate and implement plans and strategies to respond to the demands of women vulnerable to human rights abuses, including women living with HIV, women from key populations, survivors of SGBV during Khmer Rouge regime and women human rights defenders.</p>	<p>Rating: Weak Pro: change language Con: which are these key institutions? multiple focus areas, target groups and actions; what is the process of identifying their demands? timeframe?</p>	<p>Indicator 5.1.2a. Number of multi-stakeholder dialogues on the implementation and monitoring of WHR instruments. Modified (2017) Indicator 5.1.2A: Number of gender-responsive HIV/AIDS plans, strategies, and budgets produced; Indicator 5.1.2B: Number of advocacy activities and events conducted by key affected women and girls to raise their concerns; Indicator 5.1.2C: Number of national action plans, policies and strategies that promote the implementation of WPS interventions; Indicator 5.1.2D: Number of WHRD groups/gender advocates actually engaged in governments' Women, Peace and Security initiatives.</p>	<p>5.1.2A Weak: opportunity to measure the effect of the plans, strategies and budgets; who owns them and where? 5.1.2B Weak: what is the aim beyond raised concerns? 5.1.2C Adequate/Weak: what is the aim beyond promotion? 5.1.2D Weak: how will the actual engagement be measured and what is the aim beyond engagement?</p>

Output 5.1.3 (2016)	Gender Responsive Judicial Practice - Strengthened capacity of judicial actors to incorporate CEDAW into training curricula and promote women's leadership in the sector.	Rating: Adequate/Weak Pro: change language; specific area (CEDAW) Con: double focus (curricula and leadership); which judicial actors and where? timeframe?	Indicator 5.1.3a. Number of judicial training institutions that incorporate CEDAW in the training curricula.	5.1.3a Adequate/Weak: opportunity to measure the effect of the incorporation.
Output 5.1.4 (2016)	Gender Responsive HIV/AIDS Response - Key government institutions and CSO's have the capacity to formulate and implement gender-responsive HIV/AIDS plans, strategies and budgets.	Rating: Adequate/Weak Pro: change language; specific area (HIV) Con: which are these key institutions? timeframe?	Indicator 5.1.4a. Number of gender-responsive HIV/AIDS plans, strategies, and budgets produced.	5.1.4a Weak: by whom, at which level and what is the aim beyond production?
Output 5.1.5 (2016)	Women, Peace and Security (WPS) - Enhanced capacity of authorities and gender equality advocates to engage in peace, security and transitional justice processes and increase implementation of WPS commitments in line with UNSCRs and CEDAW.	Rating: Weak Pro: change language Con: double focus (engage and increase); which are these authorities? Capacity enhanced from which level to which? timeframe?	Indicator 5.1.5a. Number of national action plans, policies and strategies that promote the implementation of WPS interventions.	5.1.5a Weak: by whom? How the promotion will be measured?

Table 2: Evaluability Assessment: OEEF Quality and Completeness Assessment

OEEF Output Clusters and Indicators

	OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
	Output Cluster 1: To drive more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment. [Global OEE Output Cluster 1] Modified (2019) SN OEE Output Area 1: UN Women Cambodia leads UN System coordination on GEWE			

<p>Output 1.1</p>	<p>UN Women-Cambodia effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UNCT in Cambodia. Modified (2019) UN Women Cambodia Country Office (CCO) effectively leads UNCT joint advocacy in support of international norms and standards on GEWE</p>	<p>Rating: Adequate Pro: In accordance with UN Women mandate for UN systems at country-level Con: not specific with regard to "effectively"</p>	<p>Indicator 1.1a: Number of joint UNCT initiatives on intergovernmental and other multi-stakeholder processes related to gender equality and women's empowerment, including CSW, SDGs, BPfA, HeforShe, and UNiTE. Indicator 1.1b: Number of UN agencies that track expenditures on gender equality within UNDAF 2016-2018. (Modified 2018) Indicator 1.1b: Percentage of indicators included in UNDAF 2019-2023, which reflect gender targets; Indicator 1.1 c: Percentage of CCO Non-Core Budget in UN Joint Programme. Modified (2019) Indicator 1.1A: Number of UN joint initiatives to advance GEWE, including CSW, SDGs, BPfA, HeForShe, UNiTE and Free and Equal; Indicator 1.1B: Number of UNCT-Government dialogues targeting policy change and the implementation of recommendations of HR mechanisms on GEWE.</p>	<p>1.1A Adequate/ Weak: unfinished statement - initiatives created/ existing? 1.1B Adequate/Weak: same as above; how will the targeting be measured?</p>
<p>Output 1.2 (2016-2017)</p>	<p>Effective partnerships between UN Women and major stakeholders, including civil society, private sector and regional and international organizations. (2017) UN Women-Cambodia and major stakeholders, including civil society, private sector and regional and international organizations build effective partnerships for gender equality. Modified (2019) Enhanced UNCT accountability towards GEWE under the UNDAF 2019-2023</p>	<p>Rating: Weak Pro: In accordance with UN Women mandate for UN systems at country-level Con: unfinished statement on what happens to accountability; enhanced from which level to which? "</p>	<p>Indicator 1.2a: Number of CSO networks and alliances engaged in constituency building for gender equality. Modified (2019) Indicator 1.2B: Number of UN Entities receiving GEWE technical advice or assistance by UN Women; Indicator 1.2C: UNCT commits to monitoring UNDAF financial performance on GEWE using Gender Marker; Indicator 1.2D: % of UNCT Gender Scorecard Recommendations (2017) implemented under the 2019 – 2023 UNDAF; Indicator 1.2E: (2019 only) % of UNDAF indicators disaggregated by sex; Indicator 1.2F: (2019 only) Number of training provided through UN Theme Group on Gender.</p>	<p>1.2B Adequate: opportunity to measure the effect of advice or assistance on UN entities; 1.2C Weak: unit of measurement? 1.2D Strong 1.2E Strong 1.2F Adequate: opportunity to measure level of knowledge at baseline and after some time</p>

Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation. **Modified (2019) SP**
 OEE Output Area 2: UN Women Cambodia engages partners more strategically and effectively to deliver results in advancing GEWE

<p>Output 2.1</p>	<p>Programming practices reflect SMART and systematic results orientation through the use of Result Based Management (RBM), Result Management System (RMS) and strategic and critical thinking. (2017) UN Women-Cambodia has the ability to implement programming practices that reflect SMART and systematic results orientation using RBM, RMS and critical thinking. Modified (2019) UN Women Cambodia Country Office (CCO) has new strategic partnerships including private sector</p>	<p>Rating: Adequate/ Strong Pro: relevant Con: not specific with regard to which partnerships besides private sector</p>	<p>Indicator 2.1a: Number of relevant personnel demonstrating competence in applying RBM in planning, monitoring and reporting; Indicator 2.1b: Percentage of IP organizations that are using RBM in reporting. Modified (2018) Indicator 2.1A: Number of partners' reports featuring results using RBM principles and meet minimum quality standards Modified (2019) Indicator 2.1A: (2019 only) Number increase in mobilization of non-traditional "champions" in support of GEWE and LGBTIQ rights; Indicator 2.1B: (2019 only) Number of strategic partnerships with corporate sector, integrating Women's Empowerment Principles (WEP) into their core business or value chains; Indicator 2.1C: Number of business associations/networks engaged in promoting "Buy from Women"; Indicator 2.1D: % of procurement working group members aware and supporting "Buy from Women".</p>	<p>2.1A Adequate/Weak: opportunity to measure the effect of mobilization; 2.1B-2.1C Adequate/Weak: same as above; 2.1D Adequate/Weak: opportunity to measure awareness and support</p>
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<p>Output 2.2</p>	<p>UN Women-Cambodia is recognized as a hub of knowledge and intellectual leader on achieving gender equality and women's empowerment in Cambodia. Modified (2019) Enhanced visibility of UN Women Cambodia Country Office's (CCO's) mandate and investment in GEWE</p>	<p>Rating: Weak Pro: relevant to mandate Con: not specific with regard to vis-à-vis which actors; how the investment will be measured?</p>	<p>Indicator 2.2a: Number of knowledge products developed; Indicator 2.2b: Percentage of knowledge product recipients who use them for dialogues, programming or advocacy. Indicator 2.2c: (2016 only) Number of citations to CCO in media. Indicator 2.2d: (2016 only) Number of published media products by citizen/professional journalists. Modified (2018) Indicator 2.2A: Number of new knowledge products disseminated to key relevant stakeholders; Indicator 2.2B: Number of communication pieces published online and in print media. Modified (2019) Indicator 2.2A: Number of GEWE news articles/Opinion Editorial on mainstream and social media; Indicator 2.2B: Number of feature stories/case studies in the form of digital ready materials disseminated through online platforms; Indicator 2.2C: Number of partners supported by CCO to enhance capacity as effective messengers on GEWE; Indicator 2.2D: Number of Key Opinion Leaders (KOL) engaged to enhance GEWE</p>	<p>2.2A Adequate: unfinished statement - published? Will the effect be measured? 2.2B Adequate: will the effect be measured? 2.2C Adequate: opportunity to specify which partners in particular. Enhancement should be reflected in target, not indicator. How will the capacity be defined and measured? Definition of effective messengers is required. 2.2D Weak: opportunity to specify where the KOLs come from; nature of engagement; how enhancement will be measured.</p>
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<p>Output 2.3</p>	<p>A clear evidence base generated from high quality evaluation and monitoring of SP implementation for learning, decision making and accountability. Modified (2017) UN Women-Cambodia has generated clear evidence base from high quality evaluation and monitoring of SP implementation for learning, decision making and accountability. Modified (2019) UN Women Cambodia Country Office (CCO) mobilizes resources from a broader base of partnerships</p>	<p>Rating: Adequate/Weak Pro: relevant to mandate Con: not specific with regard to kind of resources and partners</p>	<p>Indicator 2.3a: Number of completed evaluations of programmes/projects; Indicator 2.3b: Percentage of evaluation recommendations that received timely management response; Indicator 2.3c: Number of monitoring reports that confirmed the use of evidence-based knowledge by IPs. Modified (2018) Indicator 2.3A: Percentage of SN MTR findings and recommendations incorporated in new Strategic Note 2019-2023; Indicator 2.3B: Number of monitoring reports using evidence-based data. Modified (2019) Indicator 2.3A: % increase in total non-core resources mobilized including National Committees and private corporations; Indicator 2.3B: % share of total UN Women CCO programme expenditure derived from UN Joint Programmes; Indicator 2.3C: Management Ratio (KK, Expenditures IB/Expenditures Total); Indicator 2.3D: Non-core to Core ratio (revenue under contract/core budget)</p>	<p>2.3A Adequate/Strong - opportunity to specify timeframe; 2.3B Adequate/Strong: same as above; 2.3C Strong; 2.3D Strong</p>
<p>Output Cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels. Modified (2018) Enhanced Partnership to advocate and support GEWE Modified (2019) SN OEE Output Area 3: UN Women Cambodia delivers results-driven programmes by leveraging expertise and knowledge, innovative approaches and results-based management</p>				

<p>Output 3.1</p>	<p>UN Women Cambodia has the capacity in place to enable an effective and strategic response to national demands. Modified (2017) UN Women-Cambodia has the capacity in place to enable an effective and strategic response to national demands. Modified (2018) UN Women-Cambodia mobilized and maintained partnerships with gender advocates, LGBT communities, CSOs, DPs and private sector in support of UN Women mandate Modified (2019) UN Women Cambodia Country Office (CCO) programmes are effectively planned, monitored, reported and evaluated in line with results-based management (RBM) principles</p>	<p>Rating: Adequate Pro: relates to management tools Con: multiple actions; definition of "effectively"?</p>	<p>Indicator 3.1a: Percentage of personnel recruitment processes that are completed within 14 weeks (from announcement to reference check); Indicator 3.1b: Number of female staff to be recruited to achieve equal representation of women among national personnel in programs; Indicator 3.1c: Percentage of personnel's overall satisfaction. Modified (2018) Indicator 3.1A: Number of CSO networks and alliances engaged in constituency building for gender equality; Indicator 3.1B: Number of networks engaged in "Buy from Women Initiative". Modified (2019) Indicator 3.1A: Number of RBM training and coaching sessions provided to partners; Indicator 3.1B: % of partners reports demonstrating results using RBM principles and meeting minimum quality reporting requirements; Indicator 3.1C: (2019 only) % of UN Women Donor Reports submitted on time and with positive feedback; Indicator 3.1D: % of planned evaluation conducted; Indicator 3.1E: (2019 only) % of evaluations rated as satisfactory; Indicator 3.1F: (2019 only) % of financial resources allocated for and spent on evaluation</p>	<p>3.1A Adequate: opportunity to measure knowledge; specify which partners; 3.1B Strong/ Adequate: opportunity to specify partners, e.g. implementing partners? 3.1C Strong; 3.1D Strong; 3.1E Strong; 3.1F Strong</p>
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<p>Output 3.2 (2016-2017, 2019-2020)</p>	<p>UN Women-Cambodia personnel have the capacity and accountability for delivering results on gender equality and women's empowerment. Modified (2019) UN Women Cambodia Country Office (CCO) contributes to and draws on local, regional and global knowledge, innovation and best practices</p>	<p>Rating: Weak Pro: Con: double focus (contributes and draws); what is the effect of these actions?</p>	<p>Indicator 3.2a: Percentage of DRF and OEEF indicators whose achievement of targets are on track; Indicator 3.2b: Level of delivery rate; Indicator 3.2c: Number of timely, complete and accurate month-end reports submitted. Modified (2019) Indicator 3.2A: (2019 only) Number of regional partnerships in support of increased South-South partnership for the RGC and CSOs, supported by UN Women including in Safe and Fair Migration and Climate Change/DRR; Indicator 3.2B: Number of knowledge products documenting innovative approaches and best practices and lessons learned including research on Gender and Climate Change/Disaster Risk Reduction at community level; Gender analysis on an impact of Gender Integration in policy on CC/DRR; in-country research on social norms change for prevention of GBV; tracking attitude change among young women and LGBTI persons around transformational leadership</p>	<p>3.2A Weak: unfinished statement - partnerships established? facilitated? How will the increased South-South partnership be measured? 3.2B Adequate: opportunity to include measurement of the effect of the products and who owns them.</p>
<p>Output 3.3 (2016-2017)</p>	<p>At the country level, UN Women operations reflect a culture of risk management, oversight and accountability Modified (2017) UN Women-Cambodia's operations reflect a culture of risk management, oversight and accountability.</p>	<p>Rating: Adequate Pro: relates to management tool Con: "reflect" requires specifics/ breakdown</p>	<p>Indicator 3.3a: Number of annual DOA Enterprise Risk Assessment completed; Indicator 3.3b: Number of annual updates on Business Continuity Plan (BCP); Indicator 3.3c: Percentage of COAT performance categories with green indicators for CCO; Indicator 3.3d: Presence and continuing improvement of CCO green office policy implementation.</p>	<p>3.3.A Strong; 3.3b Strong/Adequate: what is the aim of updates? 3.3c Strong 3.3d: Adequate: improvement should be part of the target, not indicator.</p>
<p>Output Cluster 4: To leverage and manage resources; Modified (2018) Strengthened Resources Management Modified (2019) UN Women Cambodia Operations and Management Systems deliver client-focused services and quality results</p>				

<p>Output 4.1</p>	<p>Improved stewardship of resources through budget, financial, HR and IT management, in line with corporate requirements.</p> <p>Modified (2017) UN Women-Cambodia has the ability to improve stewardship of resources using budget, financial, HR and IT management in line with corporate requirements.</p> <p>Modified (2018) UN Women-Cambodia has the capacity and accountability to manage resources and comply with corporate requirements to deliver results Modified (2019) UN Women Cambodia has human resources, operational capacity and resources to implement OEEF, support delivery of the DRF in compliance with corporate requirements</p>	<p>Rating: Strong</p> <p>Pro: relates to management tool</p> <p>Con:</p>	<p>Indicator 4.1a: Percentage of responsible personnel demonstrating ATLAS proficiency; Indicator 4.1b: Percentage of responsible programme staff using ATLAS for their programme monitoring work; Indicator 4.1.c: Number of gender responsive procurement made. Modified (2018) Indicator 4.1A: Percentage of duly completed month-end checklists; Indicator 4.1B: Average turnover time for completing recruitment process; Indicator 4.1C: Percentage of annual performance management and development reviews completed on time. Modified (2019) Indicator 4.1A: % of personnel completing mandatory courses; Indicator 4.1B: (2019 only) Time taken to recruit position to be filled; Indicator 4.1C: % of PMD and Performance Assessment (Service Contract) completed on time; Indicator 4.1D: % compliance with UN MOSS and RSM; Indicator 4.1E: (2019 only) Number of updates of CCO business continuity plan; Indicator 4.1F: % of quarterly update and monitoring of UN Women CCO Risk Register</p>	<p>4.1A Adequate/ Weak: opportunity to state timeframe and thematic area of the courses; as well as measure their effect on personnel 4.1B Strong 4.1C Strong 4.1D Strong 4.1E Strong/Adequate: what is the aim of the updates? 4.1F Strong</p>
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<p>Output 4.2</p>	<p>Resource base is expanded and diversified to meet the demand for UN Women's catalytic and technical support. Modified (2017) UN Women-Cambodia has the ability to expand and diversify its resource base to meet the demand for its catalytic and technical support. Modified (2019) Improved fiduciary oversight of resources through budget, procurement, finance, IT and facility management</p>	<p>Rating: Adequate Pro: relates to management tool Con: not clear if output relates to oversight within UN Women CCO</p>	<p>Indicator 4.2a: Percentage of resource mobilization target realized achieved (2018). Modified (2019) Indicator 4.2A: % of Business Operating Standard (BOS) required actions and procedures implemented on time including HR, Finance Services and procurement; Indicator 4.2B: Delivery rate (dis-aggregated by sources); Indicator 4.2C: % of external and internal audit recommendations implemented Modified (2020) Indicator 4.2C: % of the Lower Mekong Policy Hub Scoping and Planning Recommendations implemented</p>	<p>4.2C Strong</p>
<p>Output 4.3 (2016-2017)</p>	<p>UN Women-Cambodia's communications capacity and systems provide a foundation for effective advocacy on gender equality and empowerment of women.</p>	<p>Rating: Adequate Pro: relates to management tool Con: "effective advocacy" requires specific definition</p>	<p>Indicator 4.3a: Number of timely communication pieces published (on line, print and broadcast (2016)); Indicator 4.3b: Number of timely (2016) social media posts from CCO. Indicator 4.3c: (2016 only) Percentage completion of recommendations to integrate gender perspective in media code of ethics. Indicator 4.3c: Number of Cambodian followers of UNW Regional Facebook page; Indicator 4.3d: Number of citations to UN Women CCO's programmes in the media; Indicator 4.3e: Draft recommendations to integrate gender perspective in media code of ethics.</p>	<p>4.3a-4.3b Adequate/Strong: opportunity to measure the effect, e.g. "number of likes, comments". 4.3c Adequate: who is the author of recommendations and the owner of media code of ethics? 4.3c Strong 4.3d Strong 4.3e Adequate: who is the author of recommendations and the owner of media code of ethics?</p>

Table 3: *Completeness of DRF*²³

DRF Year	Presence of Baselines	Presence of Targets	DRF Completeness
SN DRF 2016	85%	85%	Strong
SN DRF 2017	80%	80%	Strong
SN DRF 2018	66%	66%	Strong
SN DRF 2019	73%	73%	Adequate/Strong

Source: SN AWP DRFs

Table 4: Quality of Performance indicators in DRF/OEEF²⁴

Measure	Quality Assessment Highlights	Overall Rating
DRF Outcomes	<ul style="list-style-type: none"> Includes more than one focus area; Scope of impact commonly too high-level; Inconsistently includes SMART attributes. 	Weak
DRF Outputs	<ul style="list-style-type: none"> Includes more than one focus area; Lacking adequate specificity and clarity; Outside the control of UN Women or partners. 	Weak
DRF Indicators	<ul style="list-style-type: none"> Includes more than one focus area; Key aspects of Output not addressed Potential issue with data reliability or validity 	Weak
OEEF Outputs	<ul style="list-style-type: none"> Scope of impact commonly too high-level; Somewhat lacking specificity and clarity; Lacking precise measure for success 	Adequate/Weak
OEEF Indicators	<ul style="list-style-type: none"> Inconsistent quality across indicators Key aspects of Output not addressed Includes more than one focus area; Somewhat lacking specificity and clarity 	Adequate

Data Source: Cambodia CO SN AWP

Table 5: *Level of Documentation*

Project / Area of work	DRF or Performance Monitoring Framework (PMF)	Evaluation or Review	Audit	Quarterly or Annual Report
Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction (EmPower) (2018-2022)	Yes	Prospective	No	Yes
Preventing and Mitigating the Impacts of Terrorism, Trafficking and Transnational Crime through Women's Empowerment (2018-2019)	Yes	No	No	No

²³ The team accessed the UN Women RMS and downloaded the DRF for each year; each output was reviewed, and associated baseline or targets were counted. The quality or relevance of the baselines and targets was not assessed, only whether an indicator existed or not. A final percentage was calculated to express how many outputs had baselines or targets.

²⁴ See Annex 3.1 for full Quality Check exercise. The team assessed the Outcomes, Outputs, and Indicators, in accordance with the UN Women RBM guidance available at <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

Enhancing Women’s Economic Empowerment through Improving Bamboo Handicraft Value Chains in Cambodia (2016-2019)	Yes	No	No	No
UN Women Cambodia Country Office Annual Work Plan 2017 - 2019	Yes	No	No	Yes
Improving Women’s Human Rights in Southeast Asia (CEDAW SEAP II) (2011-2016)	Yes (Outcomes, Outputs only)	No	No	No
Bridging the GAP: Driving NAPVAW Implementation from the National to Sub-national Level (2016-2017)	Yes	No (evaluation for previous project ending in 2016 exists & mid-term review of NAPVAW in 2017)	No	Yes
Programme to Promote Disability Inclusion and Quality Services for Gender-based Violence Victims (2020-2021)	Yes	No	No	Yes
Preventing the Exploitation of Migrant Women Workers in ASEAN (2014-2017)	Yes	No	No	No
Safe and Fair: Realizing Women Migrant Workers’ Rights and Opportunities in ASEAN Region (EU-UN Spotlight Initiative) (2018-2022)	Yes	No	No	Yes
ESP: Essential Services for Women and Girls Affected by Violence	Yes	No	No	Yes
Empowering HIV-affected Women for Solidarity and Secure Livelihoods	No	No	No	No
Strategic Note 2016	Yes	Yes (ongoing in 2020)	Yes	Yes
Strategic Note 2017	Yes	Yes (ongoing in 2020)	No	Yes
Strategic Note 2018	Yes	Yes (ongoing in 2020)	No	Yes
Strategic Note 2019	Yes	Yes (ongoing in 2020)	No	Yes
Strategic Note 2020	Yes	No	No	n/a

Annex 6.2 Re-constructed Theory of Change

One of the aims of the CPE Inception Phase was to identify, with input of key evaluation stakeholders, and based on all information available, the most appropriate theoretical framework to guide the assessment of the CO’s performance and results. UN Women’s vision of change in Cambodia is linked to a results chain of outcomes, outputs, and related activities that align to the global Theory of Change (TOC) underpinning the UN Women Strategic Plan.²⁵

Due to the transition of the Country Office, the CPE is being conducted in the second year of the 2019-2023 SN, while also covering the previous SN (2016-2018) causing the current TOC to be reviewed as both a summative and

²⁵ UN Women, *UN Women Strategic Plan* (August 2017) UNW/2017/6/Rev.1

formative strategy document.²⁶ An initial mapping against programme documents, prior evaluations, and input from key stakeholders suggests the current CO TOC is not reflective of the breadth and depth of activities and strategies employed by the CO and its partners. As seen below in Figure 1, a proposed re-constructed Theory of Change provides a vision of the overarching intervention logic of CO's work under previous and current Strategic Notes and attempts to capture the common denominators that have shaped UN Women's work between 2016 and 2019. This TOC was developed in March 2020; it was used as the primary means for assessing the CO's contributions towards results.

The re-constructed TOC attempts to frame the CO's objectives according to its integrated mandate and key enabling factors, with each level of work supporting the overarching CO goal of ensuring that all women, girls and LGBTIQ persons live free from all forms of gender-based discrimination and exercise their rights to lead and benefit from Cambodia's development.²⁷ Feminist and youth transformative leadership and support to women's movement building are among CO's principles for SN implementation. The TOC is wholly embedded within and guided by principles enshrined in national commitments, international agreements and normative frameworks on advancing the rights of women. It is in this context that the CO strives for coordinated and harmonized efforts for GEWE within the UN system. The CO's focus areas for programming (WEE (in previous SN period) EVAW, DRR and CC (that fall under global WPS Outcome) and gender-responsive normative and legislative frameworks and policies) are interconnected and rooted within a national context of pervasive violence, particularly against women: 31% of Cambodian women had experienced physical, sexual, emotional or economic intimate partner violence experience in her lifetime.²⁸ In terms of disaster risks, Cambodia is among the most exposed countries to disasters worldwide, ranking 15th in the global comparison which measures the average occurrences of disasters per million people and per 1,000 sq.km land area.²⁹

According to the TOC, further development and institutionalization of stakeholders' GEWE capacity, creation of safe spaces for civil society, engagement of youth, men and boys, convening and creating platforms for dialogue, generation of GEWE data and its effective use, evidence-based advocacy and communication, as well as cooperation with neighbouring and other developing countries, are foundational strategies in sparking change across the portfolio of interventions, however, approached differently within each of the three primary thematic areas.

The driving forces for realizing CO Outcomes include strengthening gender-responsiveness of laws, policies and standards; bolstering EVAW prevention and improving access to quality services and justice; and increased engagement of women in creating resilient communities, disaster risk management and climate change mitigation.

Specifically, the TOC theorizes:

- Enhancing government capacities to lead accountable implementation of GEEW commitments, as well as empowering women and youth leaders to influence and participate in political decision-making.
- Improving access and use of quality services by women, including migrants, girls, LGBTIQ survivors of violence; and further building actors' capacity to develop, implement and monitor EVAW strategies and policies, and ensure prevention, response, and justice for GBV survivors.
- Strengthening national capacities to develop, implement and monitor gender-responsive disaster risk reduction strategies and plans; and ensure economic empowerment for women, youth, returned migrants,

²⁶ The CPE period spans across two CCO SNs (2016-2018 and 2019-2023), each containing a different TOC. The most recent will be used as the primary document for developing the reconstructed TOC and within the CPE.

²⁷ UN Women, *UN Women Cambodia Strategic Note (2019-2023)*, ToC

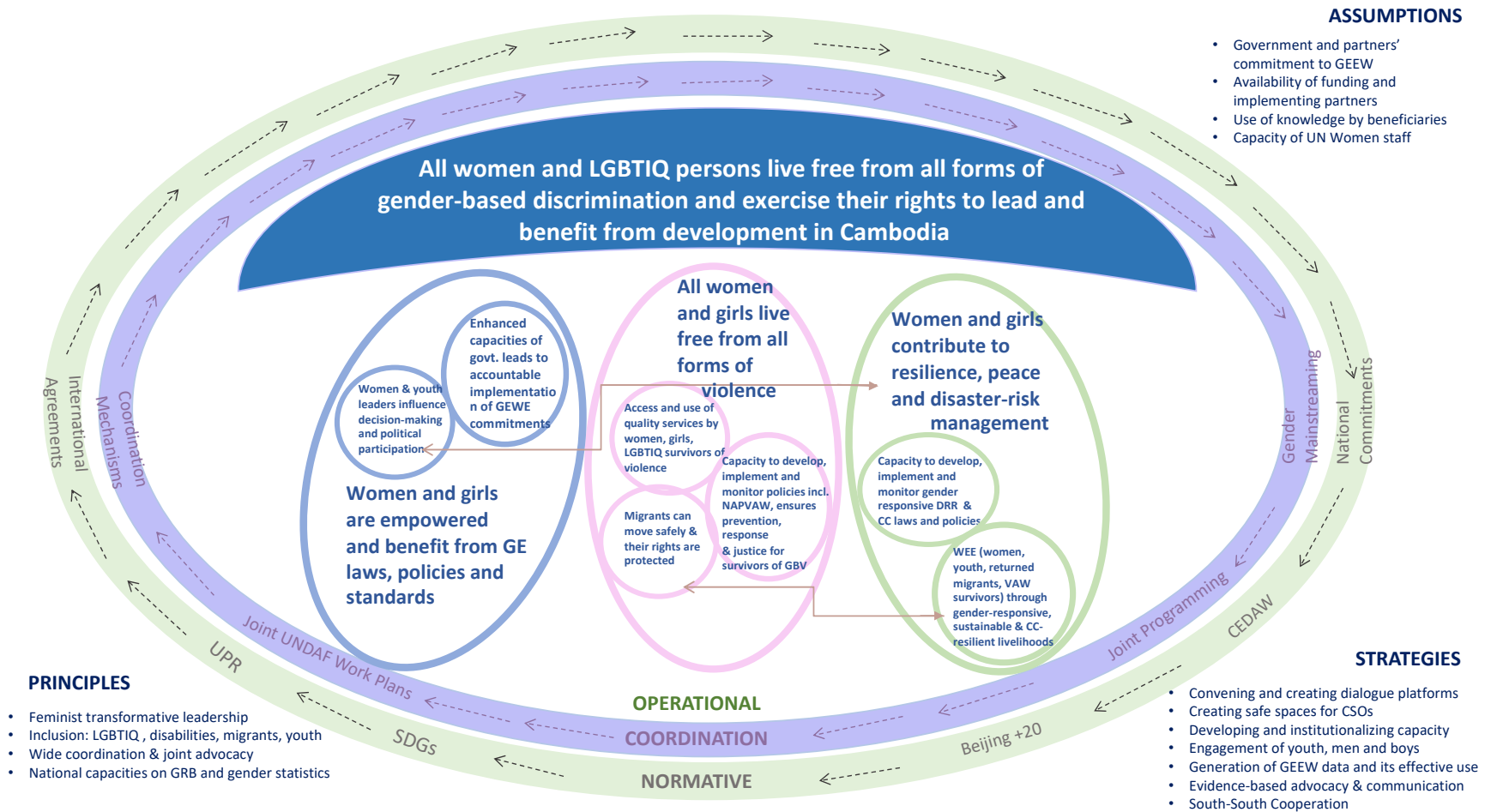
²⁸ UNFPA, *Cambodia Data Sheet on Intimate Partner Violence (2016)*, available from https://cambodia.unfpa.org/sites/default/files/pub-pdf/Leflet_IPV_English.pdf

²⁹ UNDRR, *Disaster Risk Reduction in Cambodia, Status Report 2019*, p.11, available from https://reliefweb.int/sites/reliefweb.int/files/resources/68230_1cambodiaupdaed16oct2019.pdf

and VAW survivors, through gender-responsive, sustainable and climate change-resilient livelihoods, laws and policies.

To achieve these transformational changes, key enabling factors of the CCO operating environment have been made, with the presumption that the CO will be able to mitigate risk and address challenges accordingly as they arise. Enabling factors outlined within the TOC include: 1) government and partners' commitment to GEEW; 2) availability of funding and implementing partners; 3) use of knowledge by beneficiaries; and 4) CO capacity to implement its activities.

Figure 1: UN Women Cambodia Country Office Re-Constructed Theory of Change for CPE



Annex 6.3 Methodological Notes

Sampling frame

UN Women CO programming was concentrated in two thematic areas during the period under review: EVAW (5 projects) and WEE (3 projects). The EVAW area of work has one evaluation completed in 2016 on the previous National Action Plan. The interview sample was purposeful based on the stakeholder mapping completed and ensuring coverage across stakeholder types.

As specified in the CPE Guidance, each case is a specific intervention (project/programme) within a thematic area/flagship programme. The CPE guidance recommends a purposive sampling of cases based on maximizing inclusion, reliability and validity while at the same time learning and insights for improved decision-making considering the following:

1. **Relevance of the subject:** Is the intervention a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women Strategic Note or the Annual Work Plan? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
2. **Risk associated with the intervention:** Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
3. **Demands for accountability from stakeholders:** Are stakeholders specifically requesting the evaluation of an intervention (e.g., through donor requirements in direct financing and co-financing arrangements)?
4. **Potential for replication and scaling-up:** Would the evaluation provide the information necessary to identify the factors required for the success in an intervention and determine the feasibility of replication or scaling-up? Is the intervention a pilot and/or an innovative initiative?
5. **Significant investment:** Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?

The case study focused on UN Women's contributions to EVAW through its support to the NAP and its implementation meets criteria 1, 4 and 5. Given EVAW has been the most long-standing effort of the office and highest investment it will provide significant opportunity for learning. As a core aspect of UN Women's work is influencing countries to develop and implement national action plans, it may also provide key lessons learned relevant to the rest of the organization for scaling up or strengthening approaches to supporting NAP development and implementation. The case study on coordination will allow a deeper dive into UN Women's contributions to the wider UN system efforts as outlined in the UNDAF and will provide specific evidence that can contribute to an evaluation of the UNDAF.

Gender and human rights responsive evaluation approach

Evaluation in UN Women is guided by key normative agreements³⁰ to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results.

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence about gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

³⁰ For example, the Convention on the Elimination of Discrimination Against Women (CEDAW), the Beijing Platform for Action, and the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities, among others.

The analysis applied a gender-responsive lens by integrating the principles spelled out above and in the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation³¹ that suggests analyzing links with guiding normative frameworks (e.g., CEDAW, Beijing Platform for Action), underlying power dynamics, institutional structures and barriers to gender equality, and reflecting on who has voice in the evaluation. The CPE enhanced this analysis by applying the Gender @ Work framework (explained below).

Accountability to stakeholders, including women and girls that are meant to benefit from UN Women programming, is a key tenet of a gender responsive approach. Participatory methods were integrated through the engagement of key stakeholders in the Evaluation Reference Group, representing key cross-section of UN Women stakeholders, from the inception phase through to the use of the evaluation. Due to the COVID-19 pandemic, the evaluation team undertook limited engagement with rights holders, as we do not want to overburden already stressed individuals. Thus, this is a key limitation of the evaluation, but the CO's work was mainly oriented towards central level support and not reaching community level interventions. The below approach for ensuring application of ethical guidelines was also employed.

Plan for ensuring ethical approach

UN Women has developed a [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents were annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained.

If any indication of misconduct was identified, including sexual exploitation and abuse, the Director of IEAS would be informed and it would be referred to OIOS immediately in line with the [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority.

The evaluators obtained informed consent to participate in the evaluation activities prior to engaging in data collection. The evaluation team members will read the statement of intent of the evaluation and request the individual to express their willingness to participate or not prior to initiating the discussion or interview in English and Khmer (see the data collection tools in Annex 6).

All data collected through this evaluation was subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional. All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality,

³¹UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, (2016), available from: <http://www.unevaluation.org/document/detail/1616>.

integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women’s engagement of the authorized individual or entity.

Ensuring the safety of women affected by violence

All evaluations have an ethical obligation to ensure proper planning and protocol in the case that the subject of violence against the individual being interviewed is raised. As such, the evaluation was guided by the World Health Organization *Ethical and Safety recommendations for intervention research on violence against women (2016)*.³²

The primary focus of discussions with rights holders was on understanding how UN Women supported programming has affected their own life without referring specifically to any affect (positive or negative) around violence. Although the evaluation is not planning to engage any rights holders, nevertheless, the following steps were planned to be taken for all interviews:

1. Safety of respondents and research team:
 - a. The title of the study communicated to stakeholders will be “learning from NAP-VAW and essential service implementation”, so as to avoid confusion and keep the discussion focused on the outcomes of their engagement in or leadership activities; and appropriately translated into the local language.
 - b. All discussions will be organized in a space that is private and away from public interference. The interviewer will ask whether the respondent feels safe in the space before initiating and if not then will identify a new space or discontinue with the participant.
 - c. Informed consent will be obtained after describing the purpose of the interview and how the findings will be used; and prior to initiating the interview/FGD. It is very important to explain the benefits and risks of participation and verify the potential participants comprehension.
2. Protect confidentiality: confidentiality of information obtained will be ensured through ensuring the actual names of participants are not included in the report unless authorized; given that discussions with rights holders engaged by UN Women in programming efforts will be organized, the participants will be requested to avoid sharing details regarding other participants outside of the space; all local laws pertaining to reporting incriminating information regarding violence reported will be followed.
3. Train team members: The National evaluation consultant and the team leader will discuss in advance of field work the protocol for discussions with rights holders, follow the agreed upon interview / discussion guide and agree upon steps to take in the case that violence is reported.
4. Minimize stress to the respondent: the below is adapted from the WHO guidelines:
 - a. Data collection tools will be designed in a way that are culturally appropriate and avoid stress to the participant.
 - b. The timing and location of the discussions will be determined in consultation with the local staff to ensure that they do not create stress or harm to the respondent.
 - c. When distress is detected, inform the participant that the research process has been suspended.
 - d. Provide and/or refer the participant for support.
 - e. Discuss the appropriateness of continuing the research process on that or on another occasion, or to opt out of the project altogether.
 - f. If continuing with the research, inform the participant that the researcher is resuming her research role, and that the process can be interrupted again if the woman becomes distressed again or does not want to continue for any reason.

³² Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication *Putting women first: ethical and safety recommendations for research on domestic violence against women*. (Geneva, World Health Organization, February 2016)., Accessible [here](#)

5. Refer those in need to local services: UN Women CO will provide the evaluation team with a list of services relevant to the specific area being visited. This will be provided to all participants regardless of whether they have reported that they are affected by violence.
6. Feed findings into efforts to strengthen response to VAW: The WHO guidance discusses the ethical obligation to advocate for the availability of an intervention if it is proven effective.³³ The CPE is being used to inform UN Women’s approach in country; any specific findings related to the case study will be communicated to the Evaluation Management Group and included in the case study summary and evaluation report.

Annex 6.4 Methodological limitations and process constraints

Key methodological limitations and process constraints were identified by the evaluation team and the team’s approach for addressing them are outlined in Table 8.

Table 6: Methodological limitations

Limitations	Implications	How the evaluation will address
<p>Short timeframe for data collection in country.</p> <p>In-person data collection only by National Consultant due to COVID-19 pandemic</p>	<p>The key target populations were not reached.</p> <p>This will significantly limited the number of stakeholders that could be consulted, particularly those that cannot be reached by phone or online platform, limiting the confidence in the reliability.</p>	<p>The data collection phase initiated with UN Women focused data collection given that the country was focused on COVID-19 response efforts and due to the transition of office personnel. The team relied heavily on UN Women evaluations and annual reports, which may have presented bias.</p> <p>The evaluation selected sites in which the key projects have been implemented and where there was a high probability of reaching stakeholders directly engaged.</p> <p>National evaluation consultant travel within the country and limited the trip to 5 days.</p>
<p>CPE approach is broad covering all areas of work and the integrated mandate of UN Women</p>	<p>This could result in more general findings.</p>	<p>The evaluation inception phase was longer than typical to ensure that scoping and analysis was initiated upfront so that the data collection visit could be focused.</p> <p>Case study selection allowed for in-depth review in a couple of areas.</p> <p>Engaged the evaluation management group and key UN Women staff in understanding their key questions and how the evaluation could be useful.</p>
<p>Attribution vs. contribution</p>	<p>Given that it is not possible to undertake a quasi-experimental approach that could give higher confidence teasing out the</p>	<p>The evaluation recognized the complexity of UN Women’s TOC. The evaluation employed multiple methods of data collection from multiple sources in order to strengthen validity and reliability of data and contribution analysis using the Theory of Change</p>

³³ The ethical obligation to advocate for the availability of an intervention, should it be proven effective, is unique to intervention research. In line with ethical guidance in the Helsinki Declaration and the Council for International Organizations of Medical Sciences (CIOMS) International ethical guidelines, VAW intervention researchers need to consider what constitutes reasonable availability of an effective intervention to the study population and/or the broader community or country upon completion of the research.

	attribution of results to UN Women.	that was developed in consultation with the UN Women CO. Case study approach allowed for more targeted analysis of results. Existing evaluative evidence was drawn upon.
Measurement and Sampling Bias	Power dynamics of evaluator vs. evaluated can present bias to the responses. Being present in front of peers can influence responses. The inability to collect a random – representative sample influences the response.	The evaluation is employing means to reduce bias through triangulation of data, data from different sources and methods (interview, survey, observation, and leveraging existing secondary data) and validation with the reference group.
Limited evaluation team knowledge of local language	Data collection reliability and timeliness potentially impacted by having only one member of evaluation team fluent in local language (Khmer).	The National Consultant was fluent in Khmer and will lead translation of data collection instruments and assist with in-country interactions in local language with key stakeholders.

Annex 6.5 Data Collection and Analysis

The evaluation took a mixed-methods approach and employed several different techniques for data collection, all driven by the evaluation questions and selected with the aim of providing the most useful information possible to the Country Office. Primary data collection was largely qualitative, with some quantitative data collected. Accordingly, the evaluation and audit approach and methods were discussed with the Evaluation Management Group and Evaluation Reference Group, and IES senior managers for feedback and adapted, as appropriate. Several potential challenges exist that may limit the feasibility of methods, this is discussed further under the risk analysis section below. **Given the current context of COVID-19**, caution must be taken when planning the data collection methods and taking into considerations the situations in the team members duty stations. In terms of what this means for the methodological approach, the following steps are being taken, which also informed the case study selection:

- An assessment of the **key barriers to gender equality and advancing women’s rights in the current context of COVID-19** and thus what type of information should be prioritized.
- **Prioritizing the issues where there are data gaps** and that can be answered through remote data collection with the known limitations to the data.
- **Considering the effects of COVID-19 on the most marginalized groups** and determine how this will be addressed in the evaluation/data collection activities.
- **Consulting stakeholders on their key questions and priorities in the context of COVID-19.**

Data Sources and Methods

The evaluation approach and each of the following methods were discussed with the Evaluation Management Group and Evaluation Reference Group, peer reviewers and IES Chief for feedback and adapted, as appropriate.

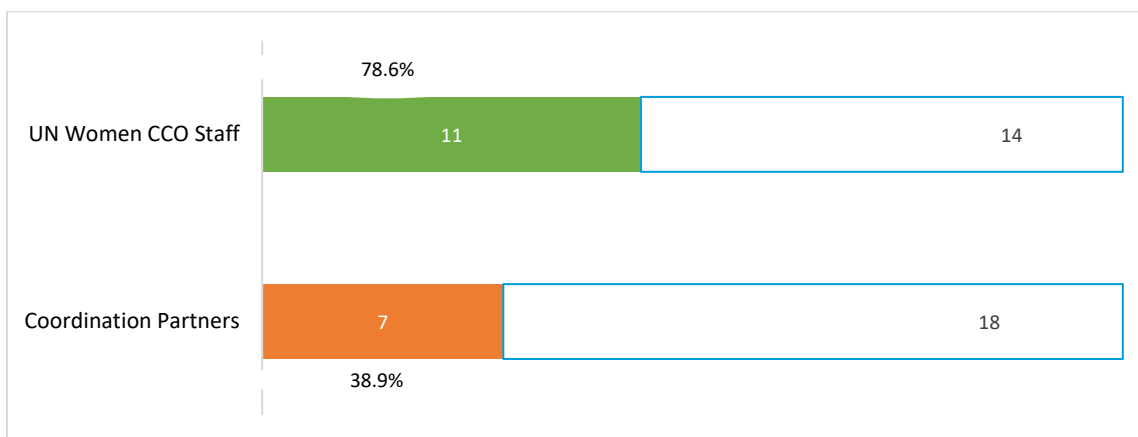
- ✓ **Document review and Portfolio Analysis:** More than **70 documents** were reviewed, with key documents related to the SN cycles and all thematic areas of work – details included in the inception report. Moreover, evaluation team also conducted the analysis to explore the effectiveness of UN Women’s leadership within the UN system on mainstreaming gender equality in the work of the UN based on survey, interview data and an analysis of the UNDAF and a summary of findings from the UNCT Scorecard 2016.

- ✓ **39 Interviews:** the pandemic caused travel restrictions for core team to conduct the field trips and data collection, which meant the majority of interviews were remote. 29 female and 10 male interviewees from all key stakeholder groups, covering the thematic and geographic coverage of the evaluation period: UN Women staff, UN agencies, government, donors, Regional office consultations, civil society organization. In person data collection was limited to 2 field visits by National evaluator.
- ✓ **1 Focus Group Discussion** conducted remotely with 6 young leaders (5 female, 1 male) from LovelsDiveristy and YLA.

Figures 2: Breakdown of Stakeholders Consulted by Affiliation



- ✓ **2 online surveys** were distributed using Microsoft Forms, capturing data from 18 people covering two groups: **1) UN Women CCO staff** (11 respondents – 8 female, 3 male); and **2) UN coordination partners** (7 respondents from **7 agencies** – 3 female, 3 male, 1 prefer not to say) which allowed for the collection of quantitative information and anonymity in response.



- ✓ **In-depth case study** was used to provide insight to the effectiveness questions relating to why, how and under what circumstances results were achieved (or not):
 - **Ending Violence Against Women and National Action Plan to Prevent Violence Against Women (EVAW – NAPVAW):** exploring the work of the Country Office (CO) in supporting the development of the National Action Plan on Violence Against Women (NAPVAW) and its implementation throughout 2016 - early 2020.
- ✓ **Content analysis** on the extent to which a gender transformative approach has been applied:

- Results mapping according to the Gender @ Work Framework³⁴ that identifies dimensions of gender equality and underlying strategies for transformative change.
- Contribution analysis was based on an evidence map, which complement the information collected through the case studies for the other thematic areas, pulling from existing evaluative evidence. DEDOOSE software was applied for qualitative data analysis.

Annex 6.6 Interview guides (Data Collection Tools)

Evaluation Interview Protocols

The following interview protocols provide examples of guiding questions for five respondent groups:

1. Country Office: UN Women Programme staff
2. Country Office: UN Women staff engaged in EAW work
3. Country-level partners (CSOs, donors)
4. Country-level duty bearers: Government (general and engaged in EAW work)
5. UN implementing partners (joint programmes)

The questions are based on the Evaluation Matrix. **Interview protocols were tailored and customized for each stakeholder group to take into account the specific role, relevance and contribution of each stakeholder.** The below is a sample.

Standardized Introduction for Interviews

During each interview, the following standardized introductory points will be used by the Evaluation Team members conducting each interview:

- Thank you for agreeing to meet us today. The evaluation team has been assigned by UN Women to conduct a Country Programme Evaluation of UN Women’s work in Cambodia over the period of 2016-2019 (and present).
- The evaluation will be used to support the Country Office and national stakeholders’ strategic learning and decision-making for future work on gender equality and women’s empowerment in Cambodia. The evaluation will also have a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.
- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UNCT and donors.
- This interview will take approximately 30-45 minutes. All interviews are confidential, and your name will not be associated with any of the findings unless cleared in advance by you, and we follow UN Women data protection policy.
- By agreeing to continue with this interview we understand that you are providing the team with your informed consent.
- Do you have any questions about the evaluation before we begin?

Guiding Questions

Interview Guide for UN Women CO Staff (Management, Programme Managers/Assistants)

³⁴ See the framework here: <https://genderatwork.org/analytical-framework/>

Timeframe for discussion: 1 hour maximum

*Questions will be modified based on role/contribution of each staff member

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role within UN Women and when you began working with UN Women?	Introductory
2.	Within your area of work, how were the needs and interests of stakeholders assessed and how were they involved in the design of the programme?	Relevance HR/GE
3.	What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)?	Coherence / Relevance
4.	<p><i>What are the key results achieved (including positive/negative unexpected results) over the period 2016-2019?</i></p> <ul style="list-style-type: none"> • What strategies have been most effective in this area of work? (research/evidence generation, capacity building, technical policy advice, advocacy, etc.) • What factors (either facilitators or barriers) had the greatest influence on the achievement or non-achievement of results? • Can you share any good practices and innovative approaches? 	Effectiveness
5.	Please provide some examples of how interventions addressed the integrated mandate of UN Women (normative, coordination, operational)?	Effectiveness
6.	<p>UN Coordination: What specific results has UN Women contributed to through UN coordination on GEEW in your area of work (or more generally)?</p> <ul style="list-style-type: none"> • What areas have joint programming added the most value and synergies with other agencies? <p>[as applicable: what have been the key achievements of the Gender Theme Group or engagement with other UNCT groups and how were these made possible?]</p>	Coherence / Effectiveness
7.	<p>Normative Work: How have experiences and lessons learned been shared with or informed global normative work at a regional and/or global level?</p> <ul style="list-style-type: none"> • And on the other hand, do you have any concrete examples of how UN Women has implemented or translated global norms into the local context? 	Effectiveness
8.	<p>How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination?</p> <ul style="list-style-type: none"> • How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through CO interventions? • Have any groups been underserved? 	HR/GE
9.	Can you please explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress towards results?	Efficiency
10.	<p>Have you provided any information or guidance to partners about preventing sexual exploitation and abuse? [Please explain]</p> <p>What mechanisms do you have in place for monitoring prevention of fraud, Sexual Exploitation and Abuse?</p>	Efficiency
11.	Can you please provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible?	Efficiency
12.	<p>How have you engaged your national counterparts in the work of UN Women?</p> <ul style="list-style-type: none"> • What strategies have worked best for building national ownership? • What results do you believe have more likelihood of being sustained and where do you think gains made be lost or stalled if UN Women is not able to continue its support? • Can you provide any examples of local accountability and oversight systems established in support of this area of work? 	Sustainability

- | | | |
|-----|--|----------------------------------|
| 13. | <i>Lessons learnt:</i> Based on your experience and role in supporting programme implementation, which areas of work (thematic) have the most potential for catalysing further advancements for GEWE in Cambodia? | Lessons Learnt/
Effectiveness |
| 14. | Given the current context of COVID-19, how do you think UN Women can best contribute to support Cambodia moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made. | Formative -
recommendations |
| 15. | Do you have any additional comments or observations that you would like to share with us? | |

Interview guide for Responsible Partners or Implementing Partners

**Semi-structured interviews to be conducted with Responsible Partners included in the stakeholder mapping*

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role within your organization, when you began cooperating with UN Women and in which area(s)?	Introductory/ clarification of stakeholder role
2.	Within your area of cooperation with UN Women, how were the needs and interests of rights holders assessed and how were they involved in the design of the programme? Can you share any examples?	Relevance HR/GE
3.	What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)?	Coherence / Relevance
4.	<i>What are the key results achieved (including positive/negative unexpected results) through your work with UN Women [specific project/ initiative]?</i> <ul style="list-style-type: none"> • What strategies have been most effective in this area of work? (research/evidence generation, capacity building, technical policy advice, advocacy, etc.) • What factors (either facilitators or barriers) had the greatest influence on the achievement or non-achievement of results? • Can you share any good practices and innovative approaches used throughout your cooperation with UN Women? 	Effectiveness
5.	Have you received any information or guidance from UN Women about preventing sexual exploitation and abuse? [Please explain] What mechanisms do you have in place for prevention of fraud, Sexual Exploitation and Abuse?	Efficiency
6.	Do you have any thoughts about the extent to which UN Women is coordinating its programme/projects with other UN system actors to ensure they are not duplicating but rather building off the expertise of others?	Coherence / Effectiveness
7.	Have you been a part of: CEDAW Periodic Report Process; UPR; Beijing+20, +25 reviews; development of NAPVAW; strengthening gender-responsive budgeting, especially for VAW area (as part of national financial reform)? In the areas that you have been involved in, have UN Women shared any good strategies, practices and/or innovative approaches? Can you please provide examples?	Effectiveness
8.	How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination? <ul style="list-style-type: none"> • How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through UN Women interventions? • Have any groups been underserved? 	HR/GE

9.	Can you please explain or provide examples of how you and/or UN Women monitored progress towards results?	Efficiency
10.	To what extent has UN Women’s project management approach contributed to successful implementation of the programme/initiative? Do you have any suggestions for CCO to strengthen this area?	Efficiency
11.	To what extent has UN Women ensured national ownership? What strategies have worked best? <ul style="list-style-type: none"> • What results do you believe have more likelihood of being sustained and where do you think gains made be lost or stalled if UN Women is not able to continue its support? • Can you provide any examples of local accountability and oversight systems established in support of this area of work (e.g. efforts to ensure budget, monitor action plans, etc.)? 	Sustainability
12.	<i>Lessons learnt:</i> Based on your experience and cooperating with UN Women, which areas of work have the most potential for catalysing further advancements for GEWE in Cambodia?	Lessons Learnt/ Effectiveness
13.	Given the current context of COVID-19, how do you think UN Women can best contribute to support Cambodia moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made.	Formative - recommendations
14.	Do you have any additional recommendations or observations that you would like to share with us?	

Guide for Focus group discussion with the youth leaders

INTRODUCTION

- Thank you for agreeing to meet us today. UN Women Independent Evaluation Service is undertaking a Country Programme Evaluation of UN Women’s work in Cambodia over the period of 2016-2019 (and present).
- The evaluation will be used to support the Country Office and national stakeholders’ strategic learning and decision-making for future work on gender equality and women’s empowerment in Cambodia. The evaluation will also support enhanced accountability for development effectiveness and learning from experience.
- We are conducting consultations with a wide range of stakeholders including government and civil society partners, the UNCT and donors.
- This focus group will take approximately 1.5 hours.
- We need to first set some ground rules – sometimes personal stories or information may be shared – we need to make a promise that this will stay within the confines of this group and we will not share other stories unless we have their personal consent. Does everyone agree to this?
- You can choose to not participate or skip any of the questions that you do not wish to respond to.
- Please note that your name will not be associated with any of the findings unless cleared in advance by you. Today, we encourage you to be honest with your feedback and share specific examples to illustrate your feedback about your cooperation with UN Women.
- We expect to have the evaluation report shared on the UN Women public website by December 2020.
- Do you have any questions about the evaluation before we begin? Do you feel comfortable to continue?

Discussion Guide

1. Introductions – please state name, age and favorite ice cream flavor
2. MURAL: When you think about UN Women, what are the three words that come to mind?
3. Reflecting on the youth leadership academy that you have engaged with UN Women –
 - a. Please reflect how participating in the YLA made you feel.
 - b. Please name the 3 favorite memories or 3 key takeaways from these efforts.

- c. Are you doing anything differently today than before you began engaging with UN Women? - Probes: interacting with friends; taking action for change; interacting with family members differently in the home.
 - d. What actions have you taken? (Have you influenced others to take actions? In what ways?)
4. Let's discuss the common themes that have emerged from these questions. What are the top three themes that we can all agree on?
 5. Would anyone like to share a story about their experience with YLA - thinking about how it has affected your life or actions you take today?
 6. IF THERE IS SUFFICIENT TIME: When thinking about how to influence change in society to have more equal gender relations – what actions do you think are necessary? What can UN Women do to support you?
 7. Do you have any specific recommendations for UN Women to consider in terms of its approach or way forward?

UN Women CCO Personnel Survey

Introduction:

The UN Women Independent Evaluation Service is conducting the Country Portfolio Evaluation (CPE) of UN Women Cambodia. The evaluation is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

This CPE will look back at UN Women's work over the time period **2016 through early 2020** and will also take a forward-looking perspective to support the Country Office and national stakeholders' strategic learning and decision-making **for the future work to advance GEWE in Cambodia.**

As part of the evaluation, UN Women is seeking the views and inputs of different stakeholders in relation to the CO's work. These views and feedback will help inform the evaluation findings and recommendations.

Should you have any questions with regard to the survey, please contact evaluation Team Leader, Sabrina Evangelista at sabrina.evangelista@unwomen.org

This survey should take no more than 20 minutes to complete. All responses are **anonymous** and will be presented in the evaluation report in an aggregated way. Your feedback is very valuable to us. Thank you in advance for taking the time to participate!

1. What is your contract type?
 - a. FTA
 - b. TA
 - c. SC
 - d. SSA
 - e. UNV
 - f. Other [please specify]

1. Please select your sex:
 - a. Female
 - b. Male
 - c. Other, please describe: _____
 - d. Prefer not to disclose

2. How long have you been working at the CCO?

- a. Less than 6 months
 - b. 6 months- 1year
 - c. 1-3 years
 - d. More than 3 years
3. Which UN Women thematic area is the primary focus of your work? [select one] **If you work in operations please skip questions 3-9**
- a. Ending Violence against Women
 - b. Women Peace and Security
 - c. Women’s economic empowerment
 - a. Climate Change and Disaster Risk Reduction
 - d. Women’s leadership and participation
 - e. Governance and national planning
 - f. Normative action – CEDAW, UPR, etc.
 - g. Humanitarian Action
 - h. All of the above
 - i. Not applicable
 - j. Other, please describe_____
4. What is your secondary thematic area of work?
- a. Ending Violence against Women
 - b. Women Peace and Security
 - c. Women’s economic empowerment
 - d. Climate Change and Disaster Risk Reduction
 - e. Women’s leadership and participation
 - f. Governance and national planning
 - g. Normative action – CEDAW, UPR, etc.
 - h. Humanitarian Action
 - i. All of the above
 - j. Not applicable
 - k. Other, please describe_____
5. How confident do you feel in your thematic knowledge to fulfil your duties? (*very confident, confident, not confident*)
6. Do you receive additional thematic expert support and/or technical expertise for the thematic area of work? *Yes/No*
- a. **If yes**, what areas do you seek support in (*multiple choice possible*) and how satisfied are you with the support (*scale*)?
 - i. Gender mainstreaming / coordination
 - ii. Ending Violence against Women
 - iii. Women Peace and Security
 - iv. Women’s economic empowerment
 - v. Climate Change and Disaster Risk Reduction/management
 - vi. Women’s leadership and participation
 - vii. Governance and national planning
 - viii. Normative action – CEDAW, UPR, etc.
 - ix. Humanitarian Action
 - x. All of the above

7. How often do you seek support from the sources below, if at all? (*very often, sometimes, never*)
- RO technical support
 - RO operational support
 - HQ technical support
 - HQ operational support
 - Formal discussions in CO
 - Informal networking in CO
 - Country representative
 - Other staff in the region
 - Communities of practice
 - UN Women online guidance
 - External online documents
 - External colleagues
8. Do you think the CCO requires additional technical support in any of the following areas? (*choose all that apply*)
- Gender mainstreaming / coordination
 - Ending Violence against Women
 - Women Peace and Security
 - Women's economic empowerment
 - Climate Change and Disaster Risk Reduction/management
 - Women's leadership and participation
 - Governance and national planning
 - Normative action – CEDAW, UPR, etc.
 - Humanitarian Action
 - All of the above
9. How aligned are the thematic focus areas of the CO's work to the most pressing needs for advancing the rights and empowerment of women and girls in Cambodia? (*very aligned, aligned, not aligned*)
10. Are there areas where UN Women should be working but is not? (*text box*)
11. Are there areas of UN Women's work that is no longer relevant to Cambodia moving forward? (*text box*)
12. What do you see as UN Women's niche or added value given the current landscape of partners and needs in country? (*text box*)
13. What is your main operational area of work?
- Administration
 - Communication
 - Monitoring and Evaluation
 - Strategic Planning
 - Human Resources
 - Finance
 - IT
 - Other, please describe _____
14. How confident do you feel in your operational abilities to fulfil your duties? (*very confident, confident, not confident, n/a*)

15. Do you receive additional support for the operational aspects of your work? *Yes/No*

- a. **If yes**, how often do you seek support for the following operational areas? (*very often, sometimes, never, n/a*)
- i. Project proposals
 - ii. Articulation of results
 - iii. Resource mobilisation
 - iv. Monitoring and reporting
 - v. Evaluation
 - vi. Training methods
 - vii. Workshop methods
 - viii. Partner engagement
 - ix. UN system coordination efforts (GTG, working groups)
 - x. Communications and advocacy
 - xi. Procurement
 - xii. Finance
 - xiii. Recruitment/ Human resources
 - xiv. Other:

16. *Rate your satisfaction* with the below support you seek (*scale: very satisfied, satisfied, not satisfied, n/a*)

- a. ROAP (technical / programmatic support)
- b. ROAP (operational support)
- c. HQ (technical / programmatic support)
- d. Formal discussions in CO
- e. Informal networking in CO
- f. Country representative
- g. Other staff in the region
- h. Communities of practice
- i. UN Women online guidance
- j. External online documents
- k. Other:

17. Do you think CO requires additional support in any of the following operational areas? (*choose all that apply*)

- a. Project proposals
- b. Articulation of results
- c. Resource mobilisation
- d. Monitoring and reporting
- e. Evaluation
- f. Training methods
- g. Workshop methods
- h. Partner engagement
- i. Communications and advocacy
- j. Procurement
- k. Finance
- l. Recruitment
- m. Other:

18. To what extent do you feel that UN Women's credibility with external partners is negatively impacted by its capacity in the following areas, if at all? (*very often, sometimes, never*)

- a. Thematic
 - b. Operational
13. To what extent does the CCO experience operational delays that impact its efficiency? (*very often, sometimes, never, n/a*)
14. How often have you experienced significant bottlenecks in the following areas (*very often, sometimes, never, n/a*):
- a. Staff recruitment
 - b. Contracting consultants
 - c. Fund disbursement to partners
 - d. Internal approvals (UN Women CO/RO/HQ)
 - e. External approvals (Govt. IP, RP)
 - f. Partner agreements
 - g. Procurement
 - h. Communication with partners
 - i. Other
15. How satisfied are you with the opportunities available for engaging in learning opportunities? (*scale: very satisfied, satisfied, not satisfied, n/a*)
16. How satisfied are you with the learning opportunities you have participated in? (*scale: very satisfied, satisfied, not satisfied, n/a*)
- a. Mandatory online courses
 - b. National conference
 - c. Regional conference
 - d. International conference
 - e. Technical training (online or in-person)
 - f. Office lunch and learn
 - g. Briefings from UN Women colleagues
 - h. Office led training
 - i. Other:
17. In the period of your current contract, to what extent have you felt overloaded by your work? (*scale*)
18. Are there partners you think UN Women should be working with but currently is not? (*yes/no and text box*)
19. Given the current context of COVID-19, how do you think UN Women can best contribute to support Cambodia moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made (*text box*)
20. *Any recommendations for UN Women moving forward?*

Thank you!

Introduction:

The UN Women Independent Evaluation Service is conducting the Country Portfolio Evaluation (CPE) of UN Women Cambodia. The evaluation is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

This CPE will look back at UN Women’s work over the time period **2016 through early 2020** and will also take a forward-looking perspective to support the Country Office and national stakeholders’ strategic learning and decision-making **for the future work to advance GEWE in Cambodia**.

As part of the evaluation, UN Women is seeking the views and inputs of different stakeholders in relation to the CO’s work. These views and feedback will help inform the evaluation findings and recommendations.

Should you have any questions with regard to the survey, please contact evaluation Team Leader, Sabrina Evangelista at sabrina.evangelista@unwomen.org

This survey has only 13 questions and should take less than 10 minutes to complete. All responses are **anonymous** and will be presented in the evaluation report in an aggregated way. Your feedback is very valuable to us. Thank you in advance for taking the time to participate!

2. Which UN organisation do you work for?
[Drop down selection of all agencies]
3. How long have you been working in your current position?
 - e. Less than 6 months
 - f. 6 months- 1year
 - g. 1-3 years
 - h. More than 3 years
4. Please select your sex:
 - a. Female
 - b. Male
 - c. Other, please describe: _____
 - d. Prefer not to disclose
5. Which UN coordination mechanisms have you participated in? (DROP DOWN LIST: Gender Theme Group (GTG), PMT, OMT, Results Groups; + *UNDAF thematic area in case of Result Group*)
6. Please rate the below support provided by UN Women to GTG or other working groups (high quality, good quality, poor quality, don’t know):
 - a. Integrated Normative Support
 - b. Integrated policy advice
 - c. Comprehensive and disaggregated data
 - d. Capacity development and technical assistance
 - e. Advocacy and social mobilization
 - f. Direct support and service delivery
 - g. UN system coordination
 - h. OTHER: please specify

7. Please select the extent to which you agree with the below statements: *(to a great extent, somewhat, not at all, I don't know)*

- a. UN Women has been effective in fulfilling its coordination role in advancing gender equality and women's empowerment in the work of the UN system.
- b. The GTG has achieved its objective: to drive more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment.
- c. UN Women has been an effective partner in joint programmes in which my agency has participated.
- d. UN Women staff have the necessary skills, knowledge and capacities needed to support UN system coordination on gender equality and women's empowerment.
- e. I have NOT encountered duplication of work between my agency and UN Women.
- f. The UN system in Cambodia has mainstreamed gender in its: UNDAF/UNSDCF.
- g. My agency has mainstreamed gender in its work.

[SPACE for comment]

8. How would you assess the effectiveness of UN Women's contribution to UN coordination in the following areas *(very effective, somewhat, not at all, I don't know)*:

UNDAF 2016-2018

- a. Outcome 1: Sustainable, inclusive growth and development
- b. Outcome 2: Social development, social protection and human capital
- c. Outcome 3: Governance and human rights

UNDAF 2019-2023

- d. Outcome 1: People - Expanding social opportunities
- e. Outcome 2: Prosperity - Expanding economic opportunities
- f. Outcome 3: Planet - Sustainable living
- g. Outcome 4: Peace – participation and accountability
- h. Outcome 5: Managing urbanization

9. Can you provide specific examples (e.g. by implementing a project, contributing to legislation, etc.) of how UN Women has contributed to one or several abovementioned UNDAF outcome areas? *(text box)*

10. Have you encountered any bottlenecks in communication or working with UN Women? *(text box)*

11. What is UN Women's value added compared with other agencies and stakeholders in Cambodia working to advance gender equality and women's empowerment?

- a. Integrated Normative Support
- b. Integrated policy advice
- c. Comprehensive and disaggregated data
- d. Capacity development and technical assistance
- e. Advocacy and social mobilization
- f. Direct support and service delivery
- g. UN system coordination
- h. OTHER: please specify

12. Moving forward, are there areas where UN Women should **NOT** be working, given the mandate, role and expertise of other organizations? *(select as many as apply)*

- a. Women's Economic Empowerment

- b. Ending Violence against Women
- c. Gender and Disaster Risk Reduction / Disaster Risk Management
- d. Gender and climate change
- e. National planning and gender responsive budgeting
- f. Normative support (e.g. support to CEDAW, UPR, Beijing Platform for Action)
- g. Empowering voice of LGBTIQ
- h. Inclusion of persons with disabilities
- i. Engaging youth
- j. Integrated Normative Support
- k. Integrated policy advice
- l. Comprehensive and disaggregated data
- m. Capacity development and technical assistance
- n. Advocacy and social mobilization
- o. Direct support and service delivery
- p. UN system coordination
- q. OTHER: please specify

13. Given the current context of COVID-19, how do you think UN Women can best contribute to the collective efforts of UNCT to support Cambodia moving forward? [text box: please specify areas where UN Women should focus efforts or provide examples of contributions already made]

14. Do you have any suggestions on how to strengthen coordination for gender equality and women's empowerment in Cambodia? (*text box*)

Thank you!

Annex 6.8 Gender responsive and Ethical Procedures

Annex 7: List of persons consulted

Table 1: List of interview and focus group respondents for CCO CPE

#	Organization, Title	Method (interview/FGD etc.)	Female	Male
Beneficiaries / Programme Participants				
1-6.	Youth Leadership Academy participants	FGD	5	1
Civil Society				
7.	Programme Manager, CWCC	Interview	1	
8.	Executive Director, Gender and Development for Cambodia	Interview	1	
9.	Executive Director, Cambodian Center for Human Rights	Interview	1	
10.	Executive Director, Women Peace Makers	Interview	1	
11.	Coordinator Partnership and Networking, KHANA	Interview	1	
12.	Senior Programme Manager, Care International	Interview	1	
13.	Executive Director, VSO (ING)	Interview	1	
14.	Director of This Life Cambodia	Interview	1	
15.	Section Lead of Communities (This Life Cambodia)	Interview	1	
Government				
16.	Deputy Director, National Institute of Statistics	Interview		1
17.	Secretary General, Cambodia National Council for Women	Interview	1	
18.	Deputy Director, National Council for Sustainable Development (NCSA)/Ministry of Environment	Interview	1	
19.	Director of Department on Legal Protection, GBV, Trafficking of Persons	Interview		1
20.	Deputy Provincial Governor & Provincial Health Sector of Siem Reap Province	Interview	1	
21.	Deputy Director of Provincial Health Department	Interview		1
22.	Office Chief of Legal Protection of Provincial Department of Women's Affairs	Interview		1
23.	Lawyer at LAC	Interview	1	
24.	Deputy Provincial Governor of Kampong Speu Province	Interview	1	
25.	Chief of Legal Protection Office of Provincial Department of Women's Affairs of Kampong Speu Province	Interview	1	
26.	Deputy Provincial Governor	Interview	1	
27.	Chief of PDoWA	Interview	1	
UN System				
28.	Head of RCO	Interview		1
29.	Head of UNFPA	Interview		1
30.	UNFPA Specialist	Interview	1	
31.	ILO	Interview	1	
32.	UNAIDS	Interview	1	
33.	OHCHR	Interview	1	

Donors				
34.	Team Leader (Access)	Interview	1	
35.	DFAT	Interview	1	
UN Women				
36.	Consultant	Interview	1	
37.	EVAW Staff	Interview		1
38.	JPO	Interview	1	
39.	Operations Manager	Interview		1
40.	Head of Office	Interview	1	
41.	Programme Staff	Interview	1	
42.	Procurement Staff	Interview	1	
43-45.	Regional Office	Interview	1	2
TOTAL Individuals consulted			34	11

Annex 8: Evidence Map

Table 1: Snapshot of Evidence map

For each evaluation question, the evidence from each source of information was triangulated in order to establish the finding. A snapshot of this is provided below.

Evaluation Question	1. Is UN Women’s thematic focus and strategy for implementation the most relevant for advancing GEEW in Cambodia considering its added value within the sphere of actors working to advance gender equality? [relevance and coherence]			
Assumptions	Summary of Interviews/FGDs	Portfolio analysis (AR/mission report/etc.)	Surveys	Case study
UN Women’s stakeholders perceive UN Women’s work to be addressing the most pressing needs for GEEW.	In the past, the work was identified to be relevant and responsive to Cambodia needs. However, during the shift to a non-resident status during 2019/2020 respondents noted that when there was a country director in place the office work was much more strategic. WEE work was identified as an area of high need which could be strengthened.	1) Supported the Ministry of Civil Service on drafting and completing The National Programme for Promotion of Women’s Leadership in the Civil Service, with multiple stakeholder participation from national and sub-national level, focuses on four strategies, including Affirmative Actions for Women in Recruitment, Appointment and Promotion in the Civil Service, Capacity Development of Women Leaders and Potential Women-Decision-Makers in the Civil Service, Conducive Workplace Environment and Support Systems, Monitoring and Evaluation of Implementation of the Policy. (AWP 2017). 2) CCO contributed to the development of the Policy on	On average, the 11 respondents rated the thematic focus areas of the CO’s work ^(CO) at 2.63 out of 3,1 as being aligned to the most pressing needs for advancing the rights and empowerment of women and girls in Cambodia.	NAPVAW was identified by all key stakeholders as highly relevant and addressing the most pressing needs in Cambodia. UN Women CO was credited with ensuring an inclusive process to developing the NAPVAW, which ensured the voices of diverse groups were reflected. The NAPVAW support UN Women provided set the foundation for strengthening coordination of essential services for survivors of violence.

		<p>Labour Migration and Prakas on Domestic Work, support implementation of through Safe and Fair.(AWP 2018)</p> <p>3) Review Domestic Violence Law (AWP 2016, 2017)</p> <p>4) The National Action Plan to Prevent Violence against Women 2014-2018, completed its second year of implementation with UN Women CCO technical support.(AWP2016)</p> <p>5) Minimum Service Standards based on the Essential Service Package for Women and Girls Subject to Violence developed and implemented (AWP 2017)</p> <p>6) The new five-year strategic plan of The Cambodian National Council for Women (CNCW) and the CEDAW monitoring and evaluation guidelines represent the key frameworks to monitor the implementation of the CEDAW Convention (AWP 2019)</p> <p>7) NAPVAW I-III (APW 2019)</p>		
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Annex 10: Survey Summaries

Annex 10.1 Coordination Partners Survey

I. General characteristics of respondents

The survey was sent on 13th October 2020 to **18 coordination partners** from across 16 agencies working with UN Women Cambodia Country Office. By 23rd May 2020, the response rate was 38.89% (7/18) from 7 UN agencies, including UNDP, OHCHR, UNAIDS, UNOPS, ILO, UNHCR, WFP. The response rate combined with the fact that there are 71% (5/7) respondents from across agencies have worked with the UN in Cambodia for more than 3 years allows us to use the findings with confidence. There are 43% (3/7) female and 43% (3/7) male respondents and 14% (1/6) prefer not to say their sex.

Figure 1: Time working at the current position

● Less than 6 months	0
● 6 months- 1year	0
● 1-3 years	2
● More than 3 years	5



Figure 2: Respondents' sex

● Female	3
● Male	3
● Prefer not to say	1
● Other	0

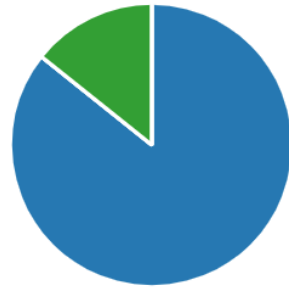


II. Respondents' participation in coordination groups

The majority of respondents participated in Gender Theme Group (GTG) (86% = 6/7) and one in the Operations Management Team (14% = 1/7).

Figure 3: UN coordination mechanisms

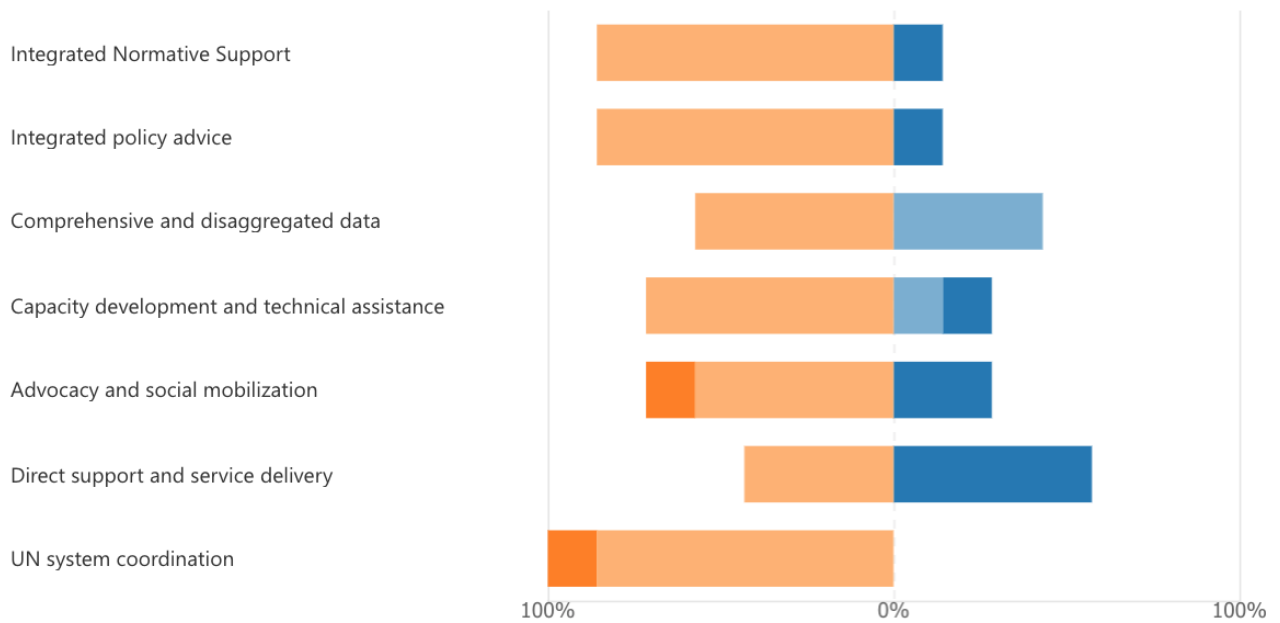
● Gender Theme Group (GTG)	6
● PMT	0
● OMT	1
● Results Groups	0



85.7% (6/7) of respondents rated the support provided by UN Women CCO to GTG or other working groups as “good quality” in the areas of integrated normative support, integrated policy advice and UN system coordination, while 71.4% (5/7) of respondents rated these supports as “good quality” in the areas of capacity development and technical assistance. There is also 57.1% (4/7) of respondents that rated the support in the areas of comprehensive and disaggregated data and advocacy and social mobilization as “good quality”. 14.3% (1/7) respondents rated the support as “high quality” in the areas of advocacy and social mobilization and UN system coordination. Relative to the other areas there are more respondents that (42.9% = 3/7) rated the support to comprehensive and disaggregated data as “poor quality” while capacity development and technical assistance also received one respondent rating it as “poor quality” (14.3% (1/7)).

Figure 4: Support provided by UN Women to GTG or other groups

■ High quality
 ■ Good quality
 ■ Poor quality
 ■ Don't know



To strengthen UN Women Cambodia’s support to the GTG, coordination partners suggested:

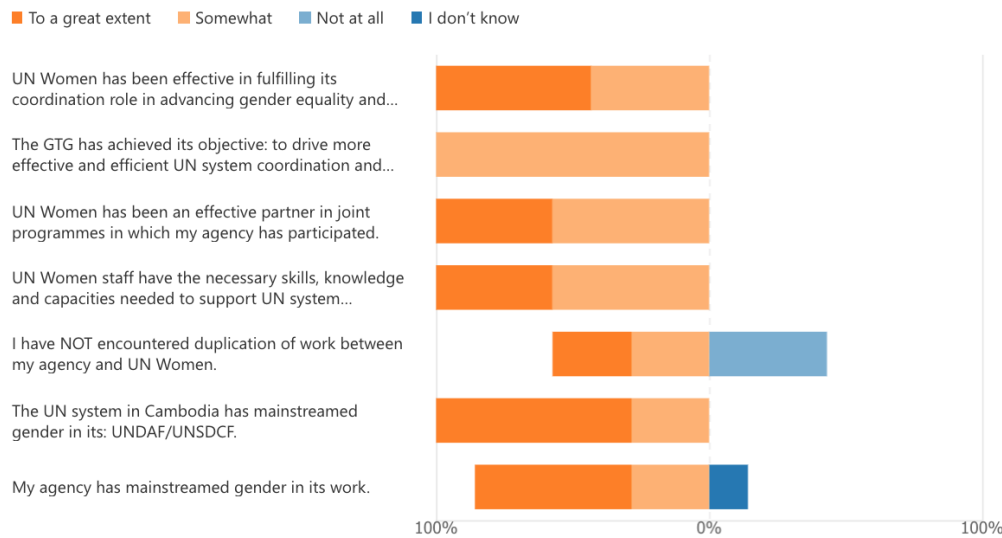
- More regular theme group meetings; focus agenda on some specific issues e.g. policy advocacy, campaign etc.
- Play a pro-active role in the area as other UN colleagues are not the most focused on gender, just one area among other main tasks of their work.
- As UN Women is currently the chair of GTG, more leadership and coordinated approaches for legal and policy advices as well as for advocacy should be strengthened in the works with government counterparts and regular communications and connections with UNCT and other UN system coordination mechanisms

such as UNDAF Results Groups. While UN system is working at upstream level, support should also be required to strengthen monitoring of service delivery at the ground, and ensure regular improvement.

- UN Women could give practical support to UN agency projects and programmes on mainstreaming (and to collaborate on advancing gender equality also with e.g. ministry of labour, but this is also due to our limited resources in developing collaboration opportunities), and transformative gender programmes in-country. However, this of course requires resources so it is understandable also that UN Women in Cambodia would focus on policy level work.

Relative to the other categories, the only area that did not receive any votes in the “to a great extent” category is with respect to whether the GTG achieved its objective to drive more effective and efficient UN system coordination and partnership for GEWE: 100% (7/7) responded that the GTG has “somewhat” achieved its objective. All other categories received a split number of votes. 57.1% (4/7) of respondents agreed to a “great extent” that UN Women has been effective in fulfilling its coordination role in advancing gender equality and women’s empowerment in the work of the UN system; and their agency has mainstreamed gender in its work, while just under half [42.9% (3/7)] agreed to a “great extent” that UN Women has been an effective partner in joint programmes in which their agency has participated, and UN Women staff have the necessary skills, knowledge and capacities needed to support UN system coordination on gender equality and women’s empowerment. Majority [71.4% (5/7)] of respondents agreed to a “great extent” that the UN system in Cambodia has mainstreamed gender in its: UNDAF/UNSDCF. Furthermore, there is 42.9% (3/7) of coordination partners that agreed that they have not encountered duplication of work between their agency and UN Women at all.

Figure 5: The extent to which coordination partners agree with the below statement



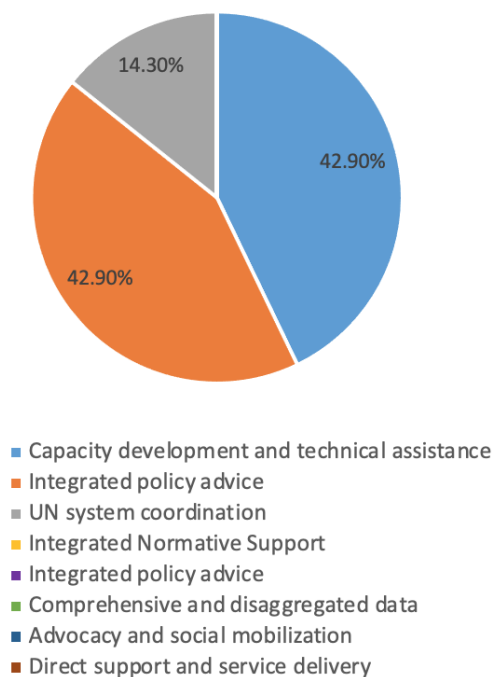
UN Women Cambodia coordination partners also provided good examples of how UN Women has contributed to UNDAF outcome areas, for example, UN Women in Cambodia is the technical lead in combatting violence against women through policy support to the Government, esp. the ministry of women's affairs. Moreover, UN Women has contributed to development of different policies, strategies and actions around gender equality and women's empowerment such as Gender Policy, Neary Rattanak, National Action Plan to prevent violence against women which contribute to UNDAF outcome 1: social opportunities, and outcome 2: economic opportunities and outcome 4: Participation and accountability. In addition, several programmes were or have been implemented by UN Women including but not limited to addressing GBV, economic empowerment, LGBTIQ have been contributing to the abovementioned UNDAF Outcomes.

There are 85.7% respondents that have not encountered any bottlenecks in communication or working with UN Women. However, there is one participant shared that communication with UN Women has been challenging, and quite often, it is not responsive.

III. UN Women’s comparative advantages in Cambodia

Respondents identified the added value of UN Women as the following (in order of most votes): a) Integrated policy advice (42.9% = 3/7), b) capacity development and technical assistance (42.9% = 3/7); c) UN system coordination (14.3% = 1/7).

Figure 6: UN Women’s value added compared with other agencies and stakeholders in Cambodia



Respondents identified UN Women Cambodia’s personnel as being qualified and with good technical expertise and knowledge on gender equality and women’s empowerment and often providing sound technical advices but they might be overloaded.

The area of direct support and service delivery was identified as an area that UN Women in Cambodia should not be supporting (42.8% = 3/7).

IV. UN Women’s response during COVID-19

Regarding the current **situation of COVID-19**, survey respondents identified how UN Women can best contribute to the collective efforts of UNCT to support Cambodia moving forward: UN Women can help UNCT to have a better understanding of gendered impact of covid19 so that UNCT's response is gender responsive. This should be contextualized to the Cambodian context; though we appreciate UN Women's sharing researches from the region or the globe. Moreover, UN Women can also contribute to the evidence on women's vulnerability, including but not limited to social and economic aspects in context of COVID-19 and policy and programmatic advocacy to address those vulnerabilities. Accordingly, advocacy to maintain gender equality on the development agenda and ensure continued investment, including from domestic resources, while having many competing priorities. In addition, UN Women in Cambodia can also provide some advices to the government for helping women garment workers since most women are strongly affected by Covid-19. Also, UN Women should continue their leadership on gender and women's empowerment issues among UNCT, and to be there to remind UNCT about the importance of 'walking the talk' as UN agencies.

V. Recommendations on CCO’s moving forward (general)

Coordination partners made the following recommendations to UN Women on how to strengthen coordination for gender equality and women’s empowerment in Cambodia:

- UN Women is viewed as agency that has expertise and can guide other agencies to mainstream gender in their works. It would be good if UN Women can focus on that role, and less on trying to implement different programmes by themselves.
- Reactivate and ensure good functions of national and subnational mechanisms as well as linkages across different level. More efforts should be made to achieve more coordinated and integrated approaches across sectors and partners to support gender equality and women’s empowerment.
- Continue working to end violence against women.
- Ideally the GTG and UNDAF results groups would have enough time dedicated for these topics - as part of each discussion and meeting. This also needs enough HR capacity among the UN Women team, which is understandably not always possible. Another platform among UN members would probably not be needed.
- Education and awareness raising
- Work harder to empower women in every fields of work, esp. the youth in STEM.

Annex 10.2 UN Women CCO Personnel Online Survey

I. General characteristics of respondents

The survey was sent on 20 April 2020 to **14 personnel** working at UN Women Cambodia Country Office. By the end of April 2020, **11 responses** were received (78.6%), including **5** from staff having **fixed-term contracts (FTA)** and **6** from staff with **service contracts (SC)**. Among them, **8 were from female staff** and **3 - from male staff**.

Figure 1: Contract types of CCO’s staff

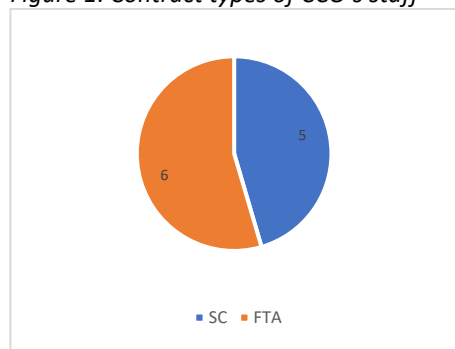


Figure 2: CCO’s staff gender

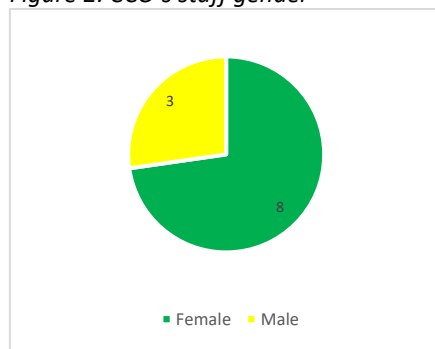
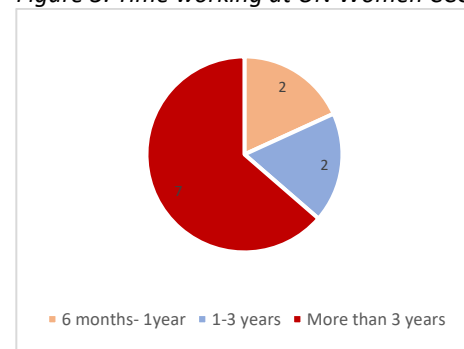


Figure 3: Time working at UN Women CCO

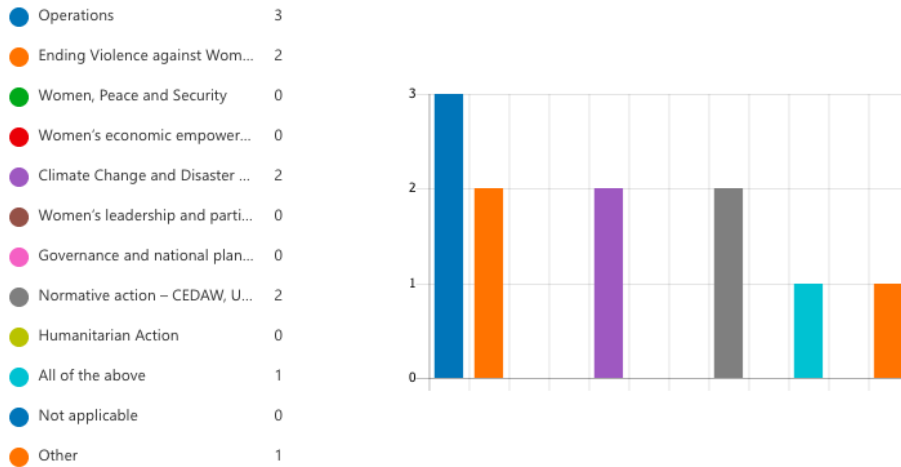


More than half of participants (64% = 7/11) have been working at UN Women CCO for more than 3 years, while the ones who have been working at the CO for 1 to 3 years and 6 months to a year respectively take up equally 18% (N=2/11).

II. Respondents’ primary work areas

Three respondents primarily work on operational aspects, while 2 persons respectively are mainly working in EAW, Climate Change (CC) and Disaster Risk Reduction (DRR), and normative areas, such as UPR, CEDAW (see figure 1). One respondent indicated all areas (both operational and thematic) as primary spheres of work; whereas one other staff noted “other” as main area of work.

Figure 4: UN Women staff primary thematic area of work



III. Respondents' knowledge confidence in thematic areas and required support

Noticeably, the majority participants (73% = 8/11) feel confident with their thematic knowledge to fulfil their duties (see figure 5). It is also worth mentioning that the average of staff felt **overload with their work** (see figure 6). 88% (N=7/11) of the respondents received additional expert support and/or technical expertise on their thematic areas of work. They are mainly very satisfied with support received in areas of Women's Leadership and Participation, Normative Work, and EAW. Small number of respondents (14.3%) are not satisfied with the support received in Governance and National Planning.

Figure 5: Level of confidence in areas of work

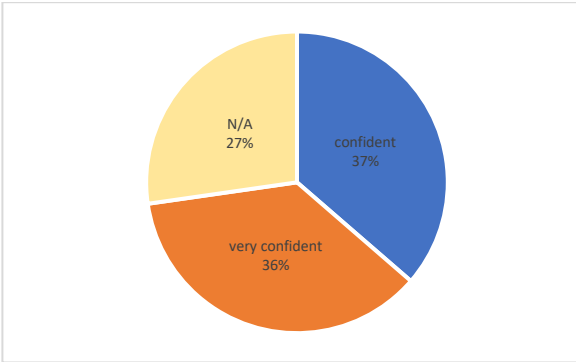
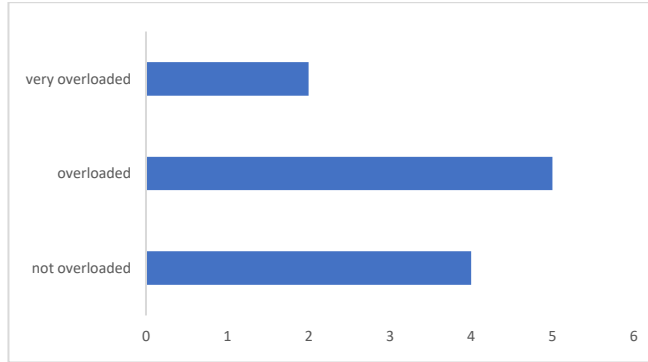


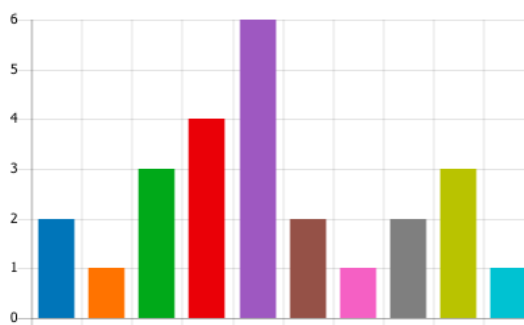
Figure 6: Level of work overload



It is interesting to note that 75% of the survey participants stated that they never seek technical and operational support from HQ, whereas, 37.5% and 50% of participants sought support through formal discussion in CO and from CO Representative, respectively. Moreover, the majority of participants are of the opinion that the CCO requires additional support in Climate Change and DRR, Women's Economic Empowerment (WEE), Women, Peace, and Security (WPS) and Humanitarian Action (see figure 7).

Figure 7: CCO requires additional technical support in these areas

● Gender mainstreaming / coord...	2
● Ending Violence against Wom...	1
● Women, Peace and Security	3
● Women's economic empower...	4
● Climate Change and Disaster ...	6
● Women's leadership and parti...	2
● Governance and national plan...	1
● Normative action – CEDAW, U...	2
● Humanitarian Action	3
● All of the above	1



IV. UN Women's alignment with national priorities, CO's niche and added value

On average, the 11 respondents rated the thematic focus areas of the CO's work³⁵ at 2.63 out of 3,³⁵ as being aligned to the most pressing needs for advancing the rights and empowerment of women and girls in Cambodia.

Figure 8: The level of work's alignment with social needs in Cambodia



The respondents also suggested below areas for **UN Women CO's attention**:

- Build a partnership with other partners in industry and agriculture sector under WEE area (which is not many activities).
- Explore women power area in ICT and digital technology
- Limited funding, limited public visibility lead to having not enough promotion of what we are doing even we began a lot of good initiatives.
- Maintain women's livelihoods with the economic impacts of COVID.
- Coalition and movement building at multiple levels.
- Promote informal and small women's business, vocational skills to women and adult --> strengthen expertise and safe financial status.
- Most of programmes do not implement in sub-national level which can be pilot and see the result quickly. Working with national level on policy and documents have seem invisibles and slow process to see what we have doing while line of decentralized delegate to sub national level some ministry don't have authorized and power at sub nation level. Advocacy: UN women have working a lot but seem nothing known by government beside ministry that we work with and also the beneficiary because we don't have any advocacy of what we do or obtain this information.
- Social Protection for rural women
- Women's livelihood and economic opportunity in informal structure: construction workers, entertainment workers

In the view of CCO staff, the following are **UN Women's niche and added values**:

- **Gender mainstreaming**: UN Women in country is always approached by other UN agencies for technical expertise on matters relating to GEWE.
 - Authentic GEWE in terms of both technical and resources
- **Policy advocacy**:

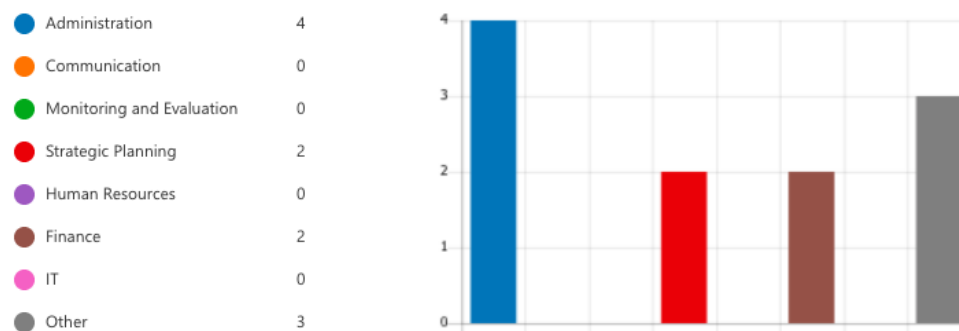
³⁵ The following rating was offered: 1 – not aligned, 2 – aligned, 3 – very aligned.

- GEWE remains a challenging issue in Cambodia which UN Women's roles are still relevant and crucial to ensure gender responsive policies/regulation in alignment with international frameworks but also in coordination for gender mainstreaming and women's rights advocacy, particularly where national women's machineries have not been strong enough to advocate and advance GEWE.
- Strengthen government accountability in implementing and monitoring international normative framework.
- Convening role
- ERAW expertise
- **Support for women's movement:** Feminist movement building through transformative leadership programme with young women especially those with less privileged background;
- Climate Change and Community Entrepreneurs

V. UN Women's operational areas of work

In terms of operational aspects of work, respondents mostly work on administration issues as illustrated in the graph below:

Figure 9: Main operational area of work



On average, the respondents rated their confidence in operational abilities to fulfill duties at 3.55 out of 4.³⁶ It is extremely impressive to note that 82% of respondents stated they receive additional support in their operational work (see figure 10).

Figure 10: Additional support for the operational aspects

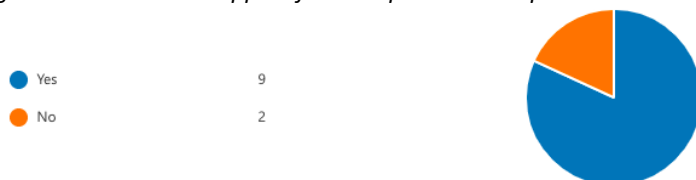
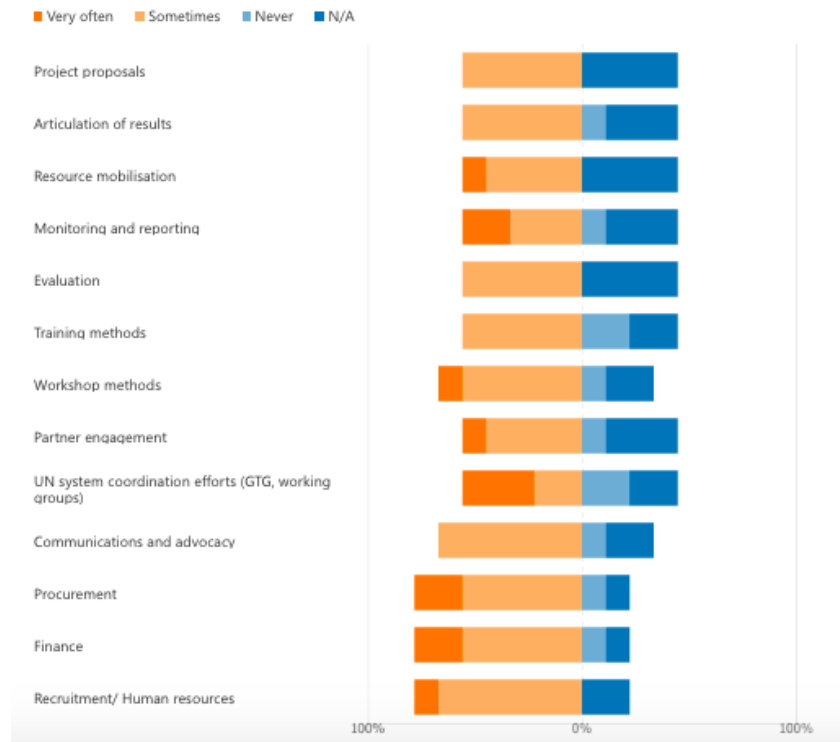


Figure 11 indicates the frequency of seeking support in each operational area of work. Overall, respondents often seek assistance in the areas of monitoring and reporting, UN system coordination efforts (Gender Theme Group, working groups), procurement or finance. The majority of respondents said that CO requires additional support in resource mobilization and communications and advocacy.

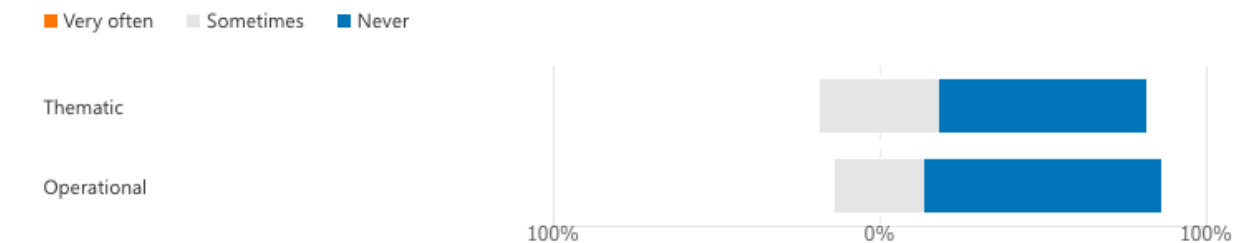
³⁶ The following rating was offered: 4 - very confident, 3 - confident, 2 - not confident, 1 - n/a.

Figure 11: The frequency of seeking support in operational areas of work



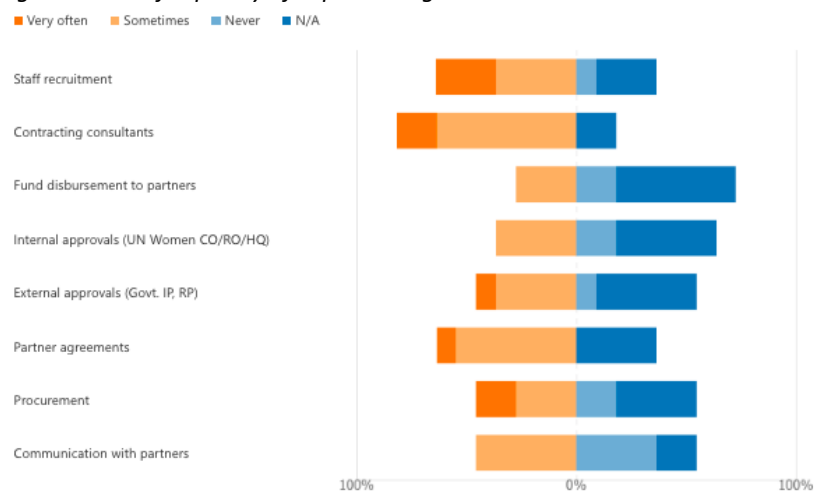
More than 60% of respondents stated that UN Women’s credibility with external partners is never negatively impacted by its capacity in thematic and operational areas (see figure 12).

Figure 12: UN Women’s credibility with external partners impacted by its capacity in the thematic and operational areas



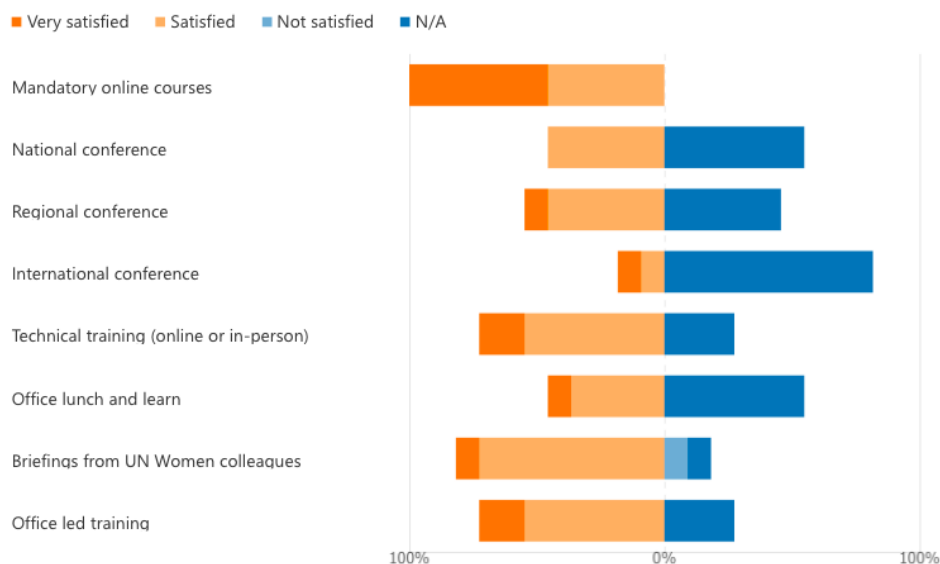
It is worth noting that respondents very often experienced **significant bottlenecks** in staff recruitment and contracting of consultants: 27.3% and 18.2%, respectively. The majority sometimes experienced bottlenecks at UN Women Country Office in the following areas of work, such as contracting consultants (63.6%), partner agreements (54.5%) and communication with partners (45.5%). Interestingly, 27.3% and 18.2% respondents stated they experienced bottlenecks in staff recruitment and contracting consultants, respectively.

Figure 13: The frequency of experiencing bottlenecks at UN Women CCO



As for the respondents' satisfaction in terms of engaging in **available learning opportunities**, the average rating is 3.09 out of 4.³⁷ Most of respondents are satisfied with learning opportunities related to mandatory courses, national and regional conferences, technical training, briefings from UN Women colleagues and Country Office-led trainings.

Figure 14: Satisfaction level on learning opportunities at UN Women CO



VI. UN Women's work on partnerships

The following graph indicates other partners that CCO staff recommends UN Women in Cambodia to work with:

³⁷ The following rating was offered: 4 - very satisfied, 3 - satisfied, 2 - not satisfied, 1 - n/a.



VII. Opportunities for CCO in the context of COVID-19

Regarding the current **situation of COVID-19**, CCO staff shared/suggested UN Women can best contribute to support Cambodia moving forward by the following actions:

- Enjoin into the governance keep health and improve to gender follow to Ministry of Health.
- CCO has worked in coordination with UNCT and UN agencies to provide technical inputs on integrating gender analysis and sex-disaggregation into COVID-19 impacts assessment and to develop quarantine guidelines on safety and GBV prevention, awareness raising on how women are affected by COVID as well as interventions across programmes and providing technical support to CSOs on responding to COVID.
- UN Women Cambodia help to promote social understanding of GBV during COVID-19
- Advocating respect for human rights in this context will continue to be very important. Also important that we continue to support adaptation of GBV services and information to reach women at this time and continue to support women leaders in this challenging context.
- Advocate for gender and inclusive responses to Covid -19 through provision of gender and women rights expertise in all in-country UN Coordination platforms and support national women machinery to look at gender and impact of Covid-19 in thematic areas such as gender based violence, women economic empowerment and women participation in Covid-19 responses.
- 1) How to prevent or protect women, youth, children from violence, sexual abuse, exploitation 2) Resilience response to crisis 3) Effective financial manage
- Cooperate with other UN Agencies to fight against Covid 19
- Covid19 effect to economic of citizens and women is the first effected. The seller most are women and the business close or reduce staff, some factory worker also cut their staff so the un employment of women which effect to her livelihood and she don't have another skill yet at that time to find other job or

competitive to get job opportunities and run other business, beside this she have to response daily stress from family which seem in her shoulder of 3 meals food, her kids other cost of living. So at that time what we can help women is provide diversity of skill (manual of training that she can access or quite learning), e business, find out the market skill that response to current situation, building network of support team to provide consultation/ advice to help their problem and response, work with TGW in gender line ministry to see the women is not keep be-hide and what is thier plan to response. Working with CSO if there's rapid assessment of the women grassroots need and design take action to response etc

- Post Covid-19 Economic Recovery for most vulnerable women

VIII. Recommendations on CCO's moving forward (general)

Finally, CCO staff recommended the following for UN Women in Cambodia moving forward:

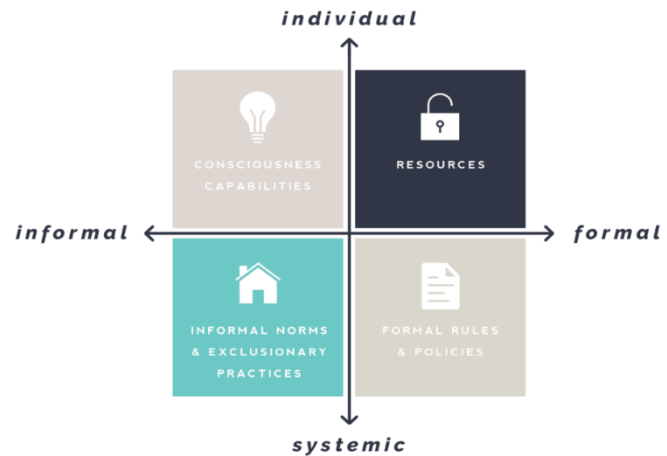
- UN Women's work is driven by an emphasis on increasing women participation in politics, in decision making processes. Strengthening the economic empowerment of marginalized rural women through the Fund for Gender Equality.
- UN Women CCO should build more technical expert in new areas such as climate change, DRR and women's economic empowerment, innovative technology. South-south learning across regions should be leveraged.
- Senior management decisions should be transparent, inclusive and sensitively communicated.
- In contributing to maintain gain on GEWE in Cambodia, UN Women may wish to stay focus on feminist movement building through innovative and creative approaches, Youth Leadership Academy and coalition building among women organizations, for example, that CO have experimented and learnt since late 2017. Leveraging national engagement in CEDAW process to advocate for gender responsive budgeting, gender responsive in climate change policy and action and strengthening CEDAW monitoring and reporting. Strong thematic area in gender based violence need to be continued to expand services for survivors through learning from experience of partnership.
- should not divide work labour/devision based on contract modality while UN Women does not have adequart resources to handle the assign workload.
- 1)UN Women have done a lot in many areas but because we don't have a communication and advocacy in place which we can share every time or day of what we have done, so seem we are not doing enough. 2)We spent along time to engage with partner and stakeholders as well as donors, but some time UN women policy is not flexible for small grant from donor to received and implement pilot of initiative project which we can future get the big fund for CO implementation.
- Remain engaged with UN Coordination System though no country representation
- UNWOMEN could extent human resources for programme implementing.

Annex 11: Gender@Work analysis

UN Women CCO CO Gender@Work Analysis

Gender@Work (Figure 32³⁸) is recognized by academics, NGOs and development organizations as one of the leading frameworks through which to assess GEEW. Rather than a prescriptive model of how transformative gender change occurs, the framework provides an analytical lens for organizations and communities to map specific opportunities and barriers for gender equality and assess the extent to which their work has contributed to shifting gendered power relations. The framework consists of four quadrants divided by intersecting formal-informal and individual-systemic axes.

Figure 1: Gender@Work Framework



The top two quadrants are related to the individual: on the right, “formal” refers to more tangible **changes in individual conditions**, such as increased access to resources, voice, and freedom from violence. On the “informal” left hand side lie changes to **individual consciousness and capabilities**, including knowledge and awareness, skills, and commitment to change. The bottom two clusters are related to **broader systems**: the lower right refers to **formal rules and policies** as stipulated through laws, regulations and international commitments. The cluster on the left is the set of **deep structures and culture** that underlie informal norms and exclusionary practices, including those that maintain inequality in everyday practices. Deep structures are often invisible and the most resistant to transformation³⁹; change in this quadrant requires a long-term, collective process, which means that more than one individual must adapt and reflect the change over time.

The figure 33 provides a broad snapshot of UN Women Cambodia CO’s operational, normative and coordination efforts during the CPE period, as well as activities included in new programming. The table below provides a more detailed, though not exhaustive, list of specific programming efforts in each quadrant. The list is not an assessment of results or achievements toward outcomes. Rather, it comprises past, current and planned activities that have been specified in annual reports, donor reports, project documents, and annual work plans.

Figure 2: UN Women Cambodia CO Gender@Work Analysis (Snapshot)

³⁸ <https://genderatwork.org/analytical-framework/>

³⁹ Rao, Aruna *Challenging Patriarchy to Build Workplace Gender Equality* IUS Labor Editorial (2016)

*graphic provides a sample of efforts – details below

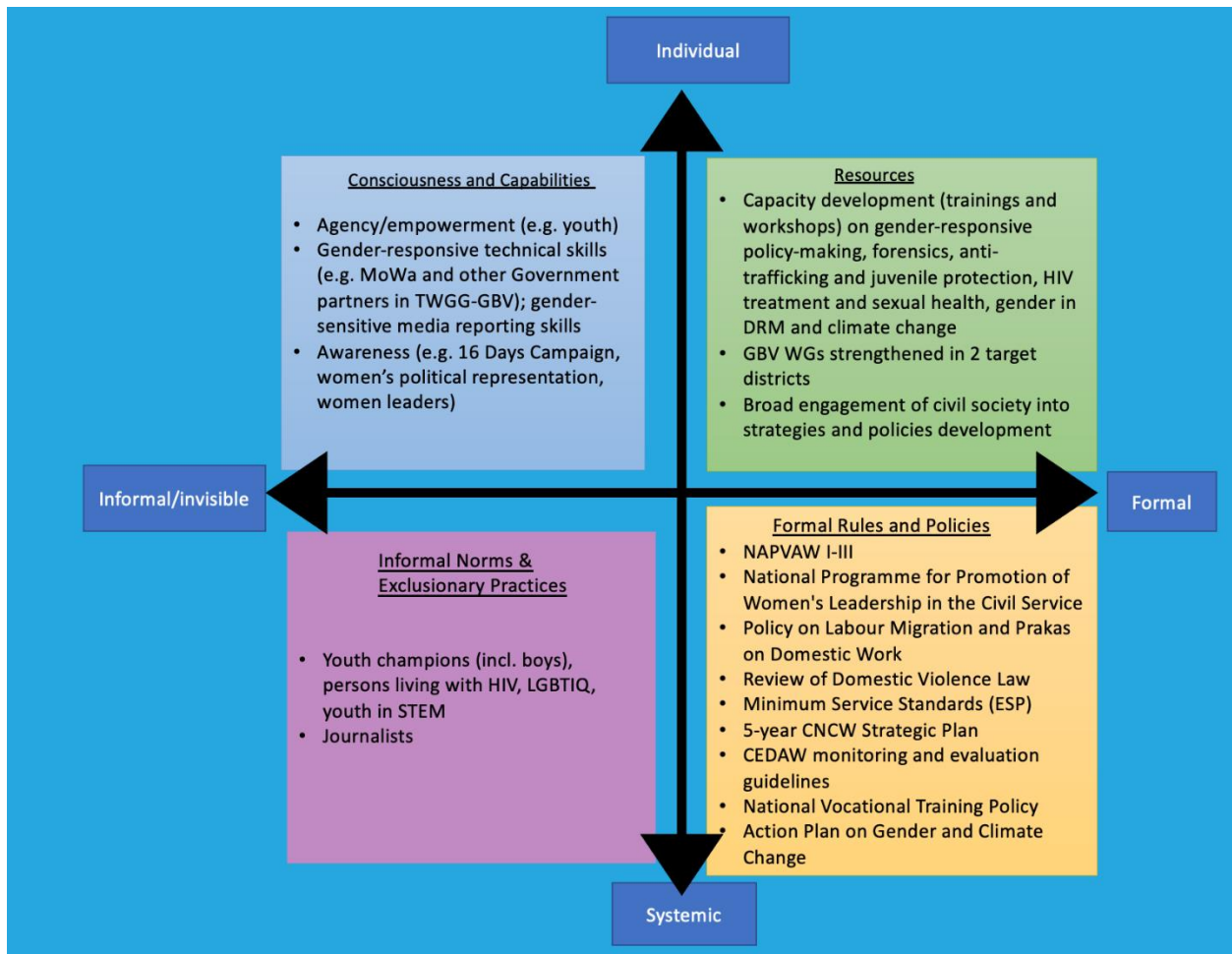


Table 1: UN Women Cambodia CO Gender@Work Detailed Analysis

Area of Work/ Programme	Consciousness & Capabilities	Access to Resources	Informal norms & exclusionary practices	Formal rules, policies & accountability mechanisms
Normative	<ul style="list-style-type: none"> • Sensitization of Government officials throughout programming 	<ul style="list-style-type: none"> • Gender-responsive training/capacity building on CEDAW coordination and response 	<ul style="list-style-type: none"> • Gender-awareness of Government officials on gender-responsive policy-making, forensics, anti-trafficking, juvenile 	<ul style="list-style-type: none"> • CEDAW reporting • CEDAW monitoring and evaluation guidelines • 5-year CNCW Strategic Plan • Gender related suggestions for Cambodia DHS • Review of Domestic Violence Law

			protection, sexual health	<ul style="list-style-type: none"> National Programme for Promotion of Women's Leadership in the Civil Service Policy on Labour Migration and Prakas on Domestic Work National Vocational Training Policy
PAST AND CURRENT PROGRAMME AREAS (within CPE scope)				
EVAW	<ul style="list-style-type: none"> TWGG-GBV members sensitized on VAW Awareness through social media and university outreach campaign targeting youth 	<ul style="list-style-type: none"> Results-based management, gender-responsive budgeting training/capacity building for MoWA and other actors working on NAPVAW 	<ul style="list-style-type: none"> Working towards breaking stereotypes and ensuring inclusive approaches on GBV in targeted communities 	<ul style="list-style-type: none"> 2nd and 3rd NAPVAW The Strategy for Preventing Violence against Women and Girls 2014-2018 Minimum Standards for Mediation as a Response to VAW Minimum Standards for Judges and Prosecutors for Responding to VAW Minimum Standards for Essential Services for Women and Girl Survivors of GBV
DRR/M and CC	<ul style="list-style-type: none"> Encouraging women's participation in sub-national decision-making and planning in the areas of CC and DRM (through partnerships with CSOs) Gender-responsive 	<ul style="list-style-type: none"> Gender-responsive training/capacity building for key ministries working on CC and DRM, to conduct gender review of policy frameworks and plans, and identify gaps Workshop with the National Committee on Disaster Management (NCDM) on the identification of gender inequalities in humanitarian 	<ul style="list-style-type: none"> Establishment of a Training-of-Trainers group (with central level and provincial trainers) on gender, CC and DRR/M 	<ul style="list-style-type: none"> Technical expertise for the mid-term review of the Action Plan on Gender and Climate Change 2013-2023, Cambodia Climate Change Strategic Plan (2014-2023), and Nationally Determined Contributions

	<p>technical skills among duty bearers</p> <ul style="list-style-type: none"> Community duty bearers' awareness on interlinkages between gender, climate change, and development financing 	<p>preparedness and response</p>		<ul style="list-style-type: none"> Initial planning and consultation on the development of a gender mainstreaming action plan in the environment sector (2021-2025)
<p>CROSS-CUTTING (HR&GE, LNOB)</p>	<ul style="list-style-type: none"> Agency/empowerment (Feminist and Youth Leadership Academy, LGBTIQ, GBV survivors, persons living with HIV, people with disabilities, young persons in STEM) Awareness of Government partners and other stakeholders on the rights of the disadvantaged groups 	<ul style="list-style-type: none"> Trainings, events, networking, and engagement of youth, disadvantaged groups (e.g. persons living with HIV, LGBTIQ, people with disabilities) 	<ul style="list-style-type: none"> Youth Leadership Academy participants, LGBTIQ, persons living with HIV, people with disabilities 	<ul style="list-style-type: none"> Government's accepted of 173 Universal Periodic Review recommendations with 11 focusing on LGBTIQ rights Toolkit on Gender Responsive HIV programming for use at local level, with collaboration of HIV affected women, community organisations, CSOs and MOWA

Annex 12: Case Study on UN Women Country Office in Cambodia Contribution to the National Action Plan to Prevent Violence against Women (2016 – early 2020)

Introduction

Purpose and Objectives

This case study is part of UN Women Cambodia Country Portfolio Evaluation (CPE). It will explore the work of the Country Office (CO) in supporting the development of the National Action Plan to Prevent Violence Against Women (NAPVAW) and its implementation throughout 2016 - early 2020.

UN Women's support in development and implementation of Cambodia's NAPVAWs started in 2012 and continues till present. It is therefore important for stakeholders to understand the evolution of the CO's engagement in the area, derive lessons learned and thoughts on ways forward.

In line with the CPE ToR and the Inception Report, the objectives of the case study are the following:

- Assess the extent to which UN Women's work in the area of NAPVAW achieved intended results;
- Contribute to organizational learning on UN Women's engagement into normative processes aimed at ending violence against women (EVAW) at national and sub-national level.

Approach and Methods

The case study is an opportunity to provide deeper insights, specific findings, and lessons learned regarding UN Women's contribution in the area of NAPVAW. Respective CO results and progress were mainly assessed based on effectiveness, sustainability, gender equality and human rights criteria, whereas the main CPE report provides findings on the relevance, coherence and efficiency of UN Women's work on EVAW in a synthesized way.

The analysis is based on a desk review of the CO's broader strategic documents and specific programme and project materials (see CPE Annex for the list of key documents consulted), as well as semi-structured interviews with stakeholders, including UN Women personnel, UN partner agencies, Government partners at national and provincial level, and CSOs involved in NAPVAW design and implementation. The methods of data collection and analysis are described in further detail in the CPE report.

Background and Context

One of the most pressing social issues in Cambodia is the high prevalence and normalization of violence against women and girls (VAWG): one in five women report having experienced sexual or physical violence from an intimate partner⁴⁰. Recent evidence suggests that sexual harassment in the workplace and in public spaces is a prevalent yet under-reported issue⁴¹. Moreover, the 2020 COVID-19 outbreak has put women, girls, and other vulnerable groups of population at an increased risk, due to limited input and control in decision-making on a household's response and shifts in social safety nets, mobility and access to information services⁴².

On 15 October 1992, the Kingdom of Cambodia ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). Accordingly, the government is obligated to implement all provisions stipulated in the Convention and report on its implementation to the Secretary General of the United Nations (UN). Since then, the Royal Government of Cambodia (RGC) has implemented a number of laws and policies aimed at

⁴⁰ Ministry of Women's Affairs of Cambodia. National Survey on Women's Health and Life Experiences in Cambodia (2015), p.46

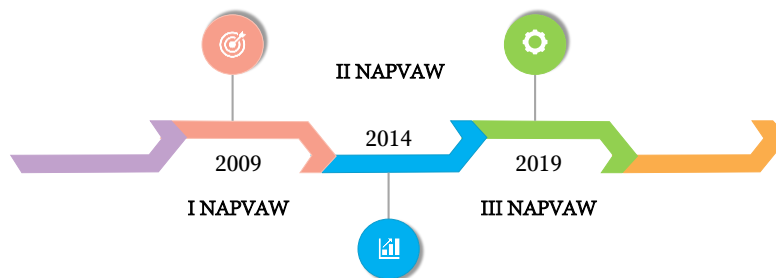
⁴¹ Ibid, p. 63

⁴² UN Women. The First 100 Days of COVID-19 in Asia and the Pacific: A Gender Lens, p.16 (2020)

preventing and responding to violence against women (see Annex 1 for details), notably the Law on Prevention of Domestic Violence and Protection of Victims and the Law on Suppression of Human Trafficking and Sexual Exploitation⁴³. However, implementation remains limited.

Considering its global mandate on leading the work on elimination of all forms of violence against women and girls (VAWG) within the UN system, in 2012 UN Women with financial contribution by the Government of Australia, began its support to the RGC in designing and implementing the key policy framework to end VAWG - the National Action Plan to Prevent Violence Against Women. Given limited data on VAWG, UN Women CO, together with WHO, supported the Government in the conduct of an important study on Women’s Health and Life Experiences in Cambodia (2015), which informed the implementation of the 2nd NAPVAW. In addition, in 2015-2016, the CCO assessed minimum service standards available for survivors of gender-based violence (GBV); analyzed community-level mediation as a response to VAW; and produced evidence on media monitoring for EVAW. The graph below provides the timeframe of the National Action Plans to Prevent Violence Against Women (2009 till present).

Graph 1: Timeline of NAPVAW in Cambodia (2009-2012, 2014-2018, 2019-2023)



Portfolio Description

Support to NAPVAW has been one of thematic and financial focus areas of the office and has been ongoing through the implementation of several projects. Specifically, within the CPE timeframe, the project on Bridging the Gap: Driving NAPVAW Implementation from the National to the Sub-national Level (2016-2017) aimed at ensuring access to a core set of services for women and girls subject to violence. Later, in 2017-2019, as part of the UN Women Global Programme on Essential Services for Women and Girls Subject to Violence, the pilot in Cambodia focused on further improving legislative and policy frameworks on VAWG and access to services for victims of violence. Besides that, the CO has been part of the regional Safe and Fair programme which focuses on women migrants. Through a project on Promoting Disability Inclusion and Quality Services for GBV Victims⁴⁴, launched early 2020, the CO is cooperating with the Ministry of Women’s Affairs (MoWA) on the improvement of multi-sectoral coordination on GBV, in line with NAPVAW. Overall, it is estimated that the CO’s financial resources allocated to the NAPVAW area constituted over one third 35% (USD 2.7 million) of all CO’s resources in 2016-2022 (USD 7.9 million). Table 1 provides details on the four programme/projects budgets and duration.

⁴³ UN Women Cambodia CO, SN Narrative (2019)

⁴⁴ This is the Australia-Cambodia Cooperation for Equitable Sustainable Services (ACCESS) programme in which UN Women project is part of a Joint Programme with UNDP and UNFPA; also called Programme to Promote Disability Inclusion and Quality Services for Gender Based Violence (GBV) Victims.

Table 1: Overview of EAW Programmes/Projects Results, Duration and Budgets

Project Title	Duration	Budget
Bridging the Gap: Driving NAPVAW Implementation from the National to the Sub-national Level	January 2016 – August 2017	900,000 AUD (approx. US\$ 669,000)
Essential Services for Women and Girls Subject to Violence	January 2019 – December 2020	US\$ 1,000,000
Promoting Disability Inclusion and Quality Services for GBV Victims (ACCESS)	January 2020 – June 2021	US\$ 281,400
Safe and Fair: Realizing women migrant workers' rights and opportunities in the ASEAN region	January 2018 – December 2022	Total for 2018-2022: US\$ 1,268,710 (US\$ 714,521 for 2018-2020)

Role of Partners

There are several partners cooperating with UN Women in NAPVAW area. The Ministry of Women's Affairs is the main responsible Government entity for encouraging public institutions, civil society, and private sector to integrate gender equality into their policies and programs. MoWA also acts as a coordinator and facilitator for gender mainstreaming across Government institutions and is responsible for monitoring and evaluating Government policies and programmes to assess their contribution to achieving the Government's goals in promoting gender equality and the empowerment of women.

UN Women also works with the Ministries of Health, Interior, Justice, Tourism; Ministry of Social Affairs, Veterans and Youth Rehabilitation; National Employment Agency; National Committee for Counter Trafficking; and Cambodian National Police and Royal Gendarmerie, besides others.

UN agencies, such as UNFPA, UNDP, UNICEF, OHCHR, collaborate with UN Women on gender equality and women's empowerment issues.

Civil society actors, such as Care Cambodia, Child Helpline Cambodia, LGBTIQ, networks of women with disabilities, and women living with HIV/AIDS, are CCO's partners in implementation and advocacy activities.

Review of Previous Evaluations

The case study draws on findings and recommendations of evaluations conducted during the CPE timeframe, in particular the extent to which they have been applied during the implementation of the CO's Strategic Note.

Annex 2 provides a summary of key findings and recommendations emanating from the most relevant and recent evaluations undertaken by UN Women and other actors during the CPE timeframe, namely the Evaluation of two UN Women projects - "Strengthening a Participatory, Evidence-based Formulation of a Comprehensive Action Plan to End Violence against Girls in Cambodia" and "Implementation of the 2nd NAPVAW" (2016); Mid-term Review of the 2nd NAPVAW (2017); and Evaluation of the UNDAF Cycles 2011-2015 and 2016-2018 in Cambodia (2017).

Key Findings

Effectiveness

Finding 1: The CO has made significant contributions to advancing normative work on EAW by supporting the development of the National Action Plans to Prevent Violence Against Women, accompanying guidelines and

tools, nevertheless, implementation of the Plan remains a challenge due to coordination, capacity building and monitoring and evaluation issues related to NAPVAW.

A number of policy documents have been developed with UN Women’s and partners’ support since 2016 to accompany the NAPVAW, namely:

- The Strategy for Preventing Violence against Women and Girls 2014-2018⁴⁵
- Minimum Standards for Mediation as a Response to VAW
- Minimum Standards for Judges and Prosecutors for Responding to VAW
- Minimum Standards for Essential Services for Women and Girl Survivors of GBV⁴⁶

According to consulted stakeholders and supported by desk review analysis, the design and implementation of Cambodia’s 2nd and 3rd NAPVAW has five distinctive features in which UN Women’s contribution has been pivotal, including: evidence, inclusiveness, coordination and convening, capacity development, and monitoring and evaluation. It should be noted that NAPVAW practices were replicated by UNICEF in development of the National Action Plan to Prevent and Respond to Violence against Children in Cambodia (2017-2021)⁴⁷.

Graph 2: Learnings from the 2nd and 3rd NAPVAW



Evidence

Given the importance of evidence on VAW baseline situation and taking into account limited data in this area, UN Women, together with WHO, had supported the Government in the conduct of the first National Survey on Women’s Health and Life Experiences in Cambodia (2015), which informed the implementation of the 2nd NAPVAW. The fieldwork for the next nation-wide survey - Cambodia DHS - started in 2020, and it is expected that it will provide data on GBV prevalence. According to a consulted stakeholder, UN Women had provided suggestions on CDHS questions, especially on VAW, and those were taken into account.

⁴⁵ The strategy aimed at providing a nation-wide approach to preventing violence against women and girls by identifying the risks and protective factors (accessed at https://drive.google.com/drive/folders/1uN-9Guh4NmawSSg_lyMnw7YTTl-jbBb1, p.2).

⁴⁶ The standards have not been finalized as of CPE data collection. See Finding 4 (on Sustainability).

⁴⁷ Evaluation of two UN Women projects - “Strengthening a Participatory, Evidence-based Formulation of a Comprehensive Action Plan to End Violence against Girls in Cambodia” and “Implementation of the 2nd NAPVAW” (2016), p.iv.

In order to create evidence to support mobilization of Government funds for the Minimum Standards for Essential Services Package for Women and Girl Survivors of GBV, a costing study was commissioned in 2016 with UN Women’s engagement. The study looked into the costs of multi-sectoral coordination and provision of health, judiciary, mediation, and social services, besides other components⁴⁸.

According to interviewees and as reported by the CO⁴⁹, to collect evidence from the field for the development of the 3rd NAPVAW, interviews with stakeholders and rights holders were conducted in 8 provinces. Key national and subnational stakeholders, including government officials, relevant international and local NGOs, CSOs, women groups, LGBTIQ, private sector and community representatives, independent experts on GBV, were consulted to collect inputs on the 2nd NAPVAW progress, key challenges and lessons learned.

Inclusiveness

The formulation of the 2nd and 3rd NAPVAW was highly inclusive, which has been confirmed by majority of interviewees. 15 line ministries, 10 development partners and 30 CSOs took part in designing the 2nd NAPVAW⁵⁰, whereas, as reported by CCO, members of TWGG-GBV, 18 line ministries, 26 CSOs and UN agencies, GBV survivors, and relevant stakeholders from 7 provinces, took part in the 3rd NAPVAW formulation process⁵¹. As it can be seen from these numbers, and confirmed by interviewees, the design of the 3rd NAPVAW was more inclusive in comparison to the previous Plan: for example, to ensure migration-related sensitivity, which had not been the case of the 2nd NAPVAW, according to an interviewed stakeholder, the formulation of the most recent Plan engaged key stakeholders working in this area (e.g. National Committee for Counter-Trafficking⁵², besides others). Stakeholders noted that UN Women, as a co-chair of the TWGG-GBV, contributed to the inclusiveness of the 2nd and 3rd NAPVAW formulation, by co-coordinating the work of the Group, co-facilitating meetings, and empowering civil society organizations to participate in the formulation of the Plan and voice their suggestions.

Coordination and convening

Examples of NAPVAW-related evidence that UN Women contributed to in 2016-2019:

- National Survey on Women’s Health and Life Experiences in Cambodia (2015)
- Costing study on multi-sectoral coordination on GBV (2016)
- Interviews with stakeholders and rights holders in 8 provinces to inform development of 3rd NAPVAW (2019)

NAPVAW-related coordination is organized across national (central) and sub-national lines. One of the key steps in NAPVAW processes has been the establishment in 2014 (during the formulation of the 2nd NAPVAW) of the sub-group on Gender-based Violence under the Technical Working Group on Gender – TWGG-GBV. The sub-group is the main multi-sectoral body overseeing prevention and response to GBV in Cambodia, with a dedicated Secretariat placed within the Ministry of Women’s Affairs, and specific Terms of Reference (ToR). Establishing a Coordinated Response Mechanism (CRM) at provincial level, with engagement of government bodies, GBV service providers, and civil society actors,

was among the 2nd NAPVAW priorities⁵³; whereas strengthened coordination capacities of MoWA and other national and sub-national stakeholders to effectively coordinate the implementation, monitoring and reporting of the 2nd

⁴⁸ Final Project Report. Bridging the GAP: Driving NAPVAW Implementation from the National to the Sub-national Level. 2017. p.10

⁴⁹ UN Women in Cambodia. Annual Work Plan Report. 2019. p.21

⁵⁰ Mid-term Review of NAPVAW 2014-2018. 2017. p.9

⁵¹ Final Report. Joint Global Programme on Essential Services for Women and Girls Subject to Violence. 2019. p.7

⁵² Safe and Fair Progress Report, April 2020. p.72

⁵³ As of 2017, 9 out of 25 provinces had set up the CRM (Mid-term Review of the 2nd NAPVAW, p.14).

NAPVAW, was one of UN Women's project's Outputs in 2016-2017⁵⁴. In the following biennium, the CO's contribution aimed at improving service coordination among the sub-national working groups on multi-sectoral service response to VAWG (also referred to as provincial GBV Working Groups and Communities of Practice (COP)) and referral, under the leadership of Provincial Departments of MoWA (PDoWA) in four districts of Kampong Speu and Preah Sihanouk provinces⁵⁵. UN Women provided technical and financial support and advocated for strengthening of the sub-national coordination mechanisms, which resulted in decision letters by the two provincial authorities to establish the Working Groups (WGs) under the formal structure of provincial and district Women and Children Consultative Committees (WCCC).

With regard to coordination roles, some interviewed stakeholders noted that in the aftermath of the TWGG-GBV creation, MoWa's and other key partners' (e.g. Ministry of Interior, Ministry of Justice) roles had not been clear, although increasingly the latter recognize their "niche" in the Group and with regard to NAPVAW. Some, however, mentioned that there is a need for TWGG-GBV to "have a real voice" in NAPVAW implementation, and not only act as the coordinating body. Being assigned with a power to take all high-level decisions concerning the implementation of the Plan is among the global UN Women recommendations⁵⁶ for steering committee-type entities (such as TWGG-GBV). UN Women also recommended that decisions of the coordinating body are implemented by "an adequately-resourced and technically-expert central government unit with cross-portfolio responsibilities and strategic mandate to drive action"⁵⁷. This touches upon the place of MoWA in Cambodia's government system and the fact that the Ministry needs additional leverage to advocate for enhanced gender programming among its peers⁵⁸.

Capacity development

Another important contribution of the CO, as noted by consulted stakeholders, has been capacity development of MoWA and other actors engaged in NAPVAW design and implementation, with the aim to increase their understanding on Results-based Management (RBM), gender-responsive budgeting (GRB), NAPVAW linkages with CEDAW, and UNSCR 1325; and to empower the Ministry to fulfil its coordination and leadership role on the NAPVAW. As reported by the CO and confirmed by government stakeholders, in 2016-2017, as a result of UN Women's hands-on training on the Annual Operational Plan (AOP)⁵⁹ for MoWA officials, the latter were able to provide technical support to other key ministries to complete their sections of the AOP⁶⁰. Moreover, the Ministry's coordination and leading of the TWGG-GBV mechanism significantly strengthened in 2016-2017, as demonstrated through its ability to set agendas, lead meetings, follow up on TWGG-GBV decisions and provide technical support to the Group's members, with support required from UN Women reducing over time⁶¹. 20 MoWA officials were trained in addition to those mentioned above, on the Essential Services Package, to expand the pool of available expertise⁶². The CO also provided coaching and briefings to MoWA and TWGG-GBV on policy analysis for the Strategy for Preventing Violence against Women and Girls. The CO reports indicated increase in participants' understanding of the trainings subject, supported by pre- and post-training assessments.

An enabling factor in capacity development has been the CO's continuous adherence to the national ownership principle. As noted by an interviewee, "UN Women works hand in hand [with Government]. The CO respects the culture of the Government, and the latter takes ownership, whereas UN Women provides technical guidance". Many stakeholders noted, however, that there is still a need to continue capacity development of MoWa, its provincial

⁵⁴ Bridging the Gap: Driving NAPVAW Implementation from the National to the Sub-national Level (2016-2017)

⁵⁵ UN Women's activities under the Joint Global Programme on Essential Services for Women and Girls Subject to Violence focused on these two provinces, whereas UNFPA worked in other nine provinces. Some joint activities (UNFPA-UN Women) were conducted in the provinces, including in Siem Riep.

⁵⁶ UN Women. Handbook for National Action Plans on Violence against Women. 2012. p.24

⁵⁷ Ibid.

⁵⁸ This has also been noted in 2019 Final Evaluation of UNDP in Cambodia Country Programme Action Plan (2016-2018). p.92

⁵⁹ Annual Operational Plan is a NAPVAW monitoring instrument. See next paragraph.

⁶⁰ Final Project Report. Bridging the GAP: Driving NAPVAW Implementation from the National to the Sub-national Level. 2017. p.9

⁶¹ Ibid.

⁶² Ibid, p.14

departments, and other key stakeholders, especially taking into account rotation among civil servants, and the fact that CPE's field visit revealed a degree of dissatisfaction on the communication with regard to NAPVAW roles, responsibilities and workplans from the central level of Government vis-à-vis the sub-national one, as well as some lack of clarity among interviewed stakeholders about the Government's and UN Women's roles in the area of EVAW (see Finding 2 for details). Moreover, following the learnings from other UN Women evaluations⁶³, CPE team has not found evidence of a holistic approach to capacity development at national and sub-national levels: whereas it appears that trainings are designed and delivered, there is no evidence on pre-training diagnosis of partners' capacity, neither reporting on follow-up about the knowledge received (except for immediate post-training assessments) or plans for refresher trainings.

Monitoring and evaluation

Besides coordination and capacity development, UN Women's continuous mentoring and coaching, as well as technical expertise by staff and consultants, contributed to the development of NAPVAW monitoring system, namely the Annual Operational Plan and Performance Monitoring Framework (PMF), which not only served for keeping track on progress, but also as a framework for coordination and cooperation among actors, as reported in a Mid-term Review (MTR) of the 2nd NAPVAW⁶⁴. MTR noted, in particular, "that TWGG-GBV members of the TWGG-GBV learned and understood the system of data entry on their respective activities." The coordination on data entry was facilitated by TWGG-GBV Secretariat, and the Group members submitted their inputs with respective budgets. As a result, the AOP was completed in the first quarter of 2017, with clear budget allocations of around 3.7 million USD. The MTR, however, emphasized that "on the whole, PDoWA or CRM members were not familiar with the AOP and regarded it as overly complicated and non-user friendly⁶⁵, and that it was essential for the AOP to be introduced to sub-national level for the practical usage⁶⁶." Furthermore, stakeholders interviewed during CPE data collection stated that due to rotation within the CO, NAPVAW M&E became somewhat overlooked in 2018-2019, and only in 2020 there was a request from MoWA to resume AOP through the ACCESS programme. Moreover, a lesson learned from the 2nd NAPVAW was the fact that due to the involvement of an external expert, a considerable number of indicators had been developed, which were not practical in Cambodian context. The sense of the Government's ownership over the M&E framework had, therefore, not been strong; thus, the monitoring framework of the 3rd NAPVAW⁶⁷ was led and developed by government entities, with support from development actors. The CPE also found that MoWa's database is not connected to the one of the National Institute of Statistics, and there are opportunities for joint efforts to monitor progress towards SDGs, in particular, SDG 5.

Finding 2: The CPE found that despite some progress in cooperation and capacity development and EVAW knowledge among sub-national actors, challenges remain and require further efforts by the central level of Government and development actors.

Documents reviewed during the CPE note the expansion of sub-national gender-based violence working groups from 10 to 18 provinces⁶⁸. As of the CPE data collection period, UN Women had been working in three of them: Preah Sihanouk, Kampong Speu, and Siem Riep. In 2015, considering the importance of establishing the Coordinated Response Mechanisms at provincial level, MoWa and the CO organized workshops to clarify the role of the Provincial Departments on Women's Affairs (PDoWA) and other actors, such as health sector and police, in the implementation

⁶³ A CO's capacity development efforts focus on the following: 1. Extent to which the cycle of capacity development is followed: diagnosis, design, delivery, and follow-up; and 2. Evidence on "two levels of change": individual empowerment and change in the organization or institution. See UN Women. Eastern and Southern Africa Regional Office. Regional Evaluation on Capacity Development Initiatives during 2014–17. p.16

⁶⁴ The Ministry of Women's Affairs of Cambodia. Mid-term Review of the 2nd NAPVAW. 2017. p.24

⁶⁵ Ibid. p.24

⁶⁶ Ibid. p.27

⁶⁷ Annex 1 provides an overview of planned 3rd NAPVAW results and respective implementation timeframes.

⁶⁸ Safe and Fair: Realizing Women Migrant Workers' Rights and Opportunities in the ASEAN Region. Progress Report. April 2020. p.89

of the 2nd NAPVAW. As reported by the CO⁶⁹, it was observed that sub-national GBV WGs in two provinces (Preah Sihanouk and Kampong Speu) were functioning better by the end of 2019, and that the COPs were highly appreciated by WG members; however, an assessment of the COPs⁷⁰ found that gaps remain, namely in having a ToR and standard operating procedures (SOP) for the WG, sustained budget for the Groups' functioning; capacity development, especially on case management and data collection; and provision of safe shelter and psycho-social support to GBV victims. 2019 CEDAW Concluding Observations (CoBs) noted that monitoring and evaluation of policies and action plans on gender equality were weak, particularly at the district and commune levels⁷¹. Furthermore, as noted by some interviewed stakeholders, there is an ongoing restructuring among Government bodies working on GBV at provincial level: provincial departments of the Ministry of Interior are reportedly being tasked with coordinating GBV work (it is no longer PDoWA), with an aim to create two different WGs – provincial- and district-level technical WGs on GBV where the Ministry of Justice shall also be increasingly engaged due to legal procedures. According to a stakeholder, the Government plans to establish respective guidance at provincial and district levels.

Field visits⁷² conducted during CPE data collection provided insights with regard to progress and challenges around the implementation of NAPVAW at sub-national level. As noted by stakeholders, network groups (GBV WG and COPs) were created and mechanisms for EAW reporting were established, which had not existed previously. The networks are used to make decisions and support activities about EAW at provincial level; whereas data collected by its members serves as evidence for planning responses to community needs.

Stakeholders stated that technical assistance from the central level was mainly in a form of trainings on EAW, legal action, collection of data and registration of cases, and training-of-trainers (ToT) for local commune councils. The interviewees noted positive changes in local government actors' understanding of their respective roles in EAW and in their capacities to address VAW cases (e.g. if the case can be resolved through mediation or should be considered in court); an increase of knowledge on EAW services among community residents, in particular, women⁷³; and improvement of legal action against offenders⁷⁴.

As for the challenges voiced during the field visit, whereas interviewees mentioned that allocations from national budget to local commune councils on social and health services increased by around 20 per cent (in Siem Reap), and that EAW activities have been included in Commune Investment Plans (CIPs), provincial civil servants do not have funds to conduct capacity development activities at commune level (besides per diem), and, overall, budget from central government is limited. Activities included in the CIPs are not supported by actual allocations and there are no funds to conduct thorough case investigations. Therefore, in most cases, the provincial civil servants can only provide advice and not undertake actions.

Other issues mentioned related to lack of clarity on coordination between the Government's central and provincial departments; absence of annual information sharing workshops and central Government's feedback on provincial reports; as well as lack of awareness on UN Women's role in NAPVAW implementation. Some stakeholders urged about the need to continue tackling negative gender norms among law enforcement and noted that police officers have reservations to work under MoWA, which is not their line ministry, and limited capacity in EAW.

⁶⁹ Final Report. Joint Global Programme on Essential Services for Women and Girls Subject to Violence. 2019. p.17

⁷⁰ Community of Practice. GBV Working Group Assessment. December 2019. p.8

⁷¹ CEDAW CoBs (2019), paragraph 14 (d)

⁷² Visits to Siem Riep, Kampong Speu and Preah Sihanouk were conducted on 31 August – 4 September 2020. Nine interviews were held with civil servants and two – with CSO representatives.

⁷³ CPE team was not able to verify this information. Due to COVID-19 restrictions, it was challenging to organize meetings with rights holders.

⁷⁴ CPE team has not verified this information.

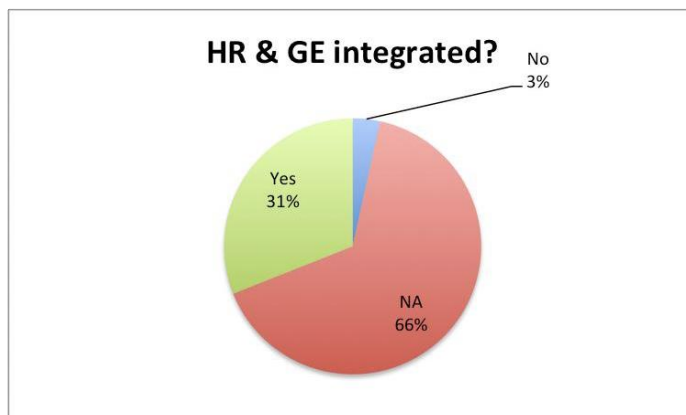
In addition, stakeholders in Siem Reap noted that they were not consulted with regard to selection of NGO implementing partners, some of which did not cooperate with the provincial government. The NGOs reportedly worked directly with local communities without informing or reporting to the provincial and local governments, and supported only women and girls, whereas work with men and boys is also required.

Human Rights and Gender Equality

Finding 3: Integration of human rights-based approach and gender equality has progressed from the 2nd NAPVAW to the 3rd one. However, there is opportunity to widen the outreach towards more diversified and most-at-risk groups of rights holders, considering intersectionality issues.

The requirement to adopt and implement National Action Plans to address violence against women is set out in international human rights instruments and policy documents⁷⁵. As for UN Women’s contribution to human rights-based approach and gender responsiveness in NAPVAW, the evaluation of two UN Women projects - “Strengthening a Participatory, Evidence-based Formulation of a Comprehensive Action Plan to End Violence against Girls in Cambodia” and “Implementation of the 2nd NAPVAW” (2016) found, in particular, that “adequate resources were made available for integrating human rights and gender equality, with positive results⁷⁶.” When asked to express their opinion (see Graph 3) on whether human rights and gender analyses were integrated in the 2nd NAPVAW, 31 per cent (9) of informants interviewed for the above mentioned evaluation agreed with the statement; one respondent (3 per cent) considered that NAPVAW did not reflect these analyses; and the remainder (66 per cent, 19 persons) had no response.

Graph 3: Overview of Stakeholders’ Opinions on Integration of Human Rights and Gender Equality in the 2nd NAPVAW



Source: Evaluation of two UN Women Projects (2016)

The evaluation also found that “ensuring this approach resulted in a more drawn out (and hence more expensive) drafting process, and the extent of consultation also had financial implications. However, the outcome was a highly relevant 2nd NAPVAW, and this approach continued through the dissemination and implementation phases⁷⁷.”

It should be noted that some stakeholders consulted during the CPE believed the 3rd NAPVAW is more human rights- and gender equality-responsive than the 2nd one. As such, the 2nd NAPVAW contains references on women with

⁷⁵ See, for example, UN Women Handbook for National Action Plans on Violence against Women. 2012. p.5, accessed via <https://www.un.org/womenwatch/daw/vaw/handbook-for-nap-on-vaw.pdf> on 24 November 2020.

⁷⁶ Evaluation of two UN Women projects - “Strengthening a Participatory, Evidence-based Formulation of a Comprehensive Action Plan to End Violence against Girls in Cambodia” and “Implementation of the 2nd NAPVAW” (2016), p.32

⁷⁷ Ibid.

disabilities (WWD), women living with HIV/AIDS, and other vulnerable groups, in the Situation Analysis part⁷⁸, whereas these are not mentioned in Strategies and Implementation Matrix. Regarding women with disabilities in the 3rd NAPVAW, for example, ACCESS programme reported that in August 2019, “the first intensive and participatory gathering to provide opportunities for WWD to engage in the discussion on the draft 3rd NAPVAW was held. A key purpose of the workshop was to assess whether the draft NAPVAW fulfilled the gaps and responded to the needs and issues of WWD affected by GBV⁷⁹.” Moreover, as mentioned in Finding 1 (Inclusiveness part), within the framework of Safe and Fair programme, the draft 3rd NAPVAW was analyzed for sensitivity about women migrants, and respective narrative was introduced to the document.

Nevertheless, some consulted stakeholders noted that the TWGG-GBV (and CEDAW reporting) for a lack representation of actual rights holders. In addition, as stated by a stakeholder, “civil society representatives in TWGG-GBV are not really empowered to voice their concerns.”

Sustainability

Finding 4: Ensuring the long-term impact of results achieved so far, as well as future interventions aimed at sustaining and implementing NAPVAW, critically depends on advocacy and technical support by UN Women (country-, or regional-level) and other development actors, in particular taking into account the CO’s reduced capacity.

CEDAW Concluding Observations (2019) commended the Government of Cambodia for allocation of 3 per cent of the total national budget for activities to promote gender equality in all ministries⁸⁰. As noted by a stakeholder, an enabling factor vis-à-vis the accountability of RGC institutions in ERAW can also be the Ministry of Economy and Finance requirement to accompany budget requests from other ministries with solid evidence. On the other hand, some consulted partners believed the funding allocated to implement GBV prevention and response programmes was not sufficient and, therefore, most of the planned NAPVAW activities were not implemented.

Another hampering factor for NAPVAW implementation, as stated by interviewees, is the hierarchy of government institutions among which the Ministry of Women’s Affairs “does not have sufficient power” as the coordinating body on gender equality issues (see also Finding 2 on sub-national level issues). Stakeholders believed there is a room for other key ministries to increase the sense of ownership over their respective areas designated by NAPVAW.

Considering RGC international and national commitments and obligations in ERAW, it is likely that NAPVAW will be implemented and continued in future. As a result of UN Women’s and partners’ technical expertise, policy documents and tools were developed, with most of them being launched (see part on Effectiveness). There is, however, a risk that with reduced CCO’s capacity some of NAPVAW best practices can be left behind unless there is a strong support by development actors. For example, in 2017 the CCO reported that “multi-sectoral coordination processes are newly established and require longer-term technical support and guidance for nation-wide institutionalization⁸¹.” Moreover, regarding the costing exercise that was commissioned as evidence to support mobilization of Government funds for the Minimum Standards for Essential Services Package for Women and Girl Survivors of GBV, the report stated that “while the exercise has provided the evidence to advocate for policy support on the minimum essential services, the result of future advocacy endeavors is unknown⁸².” CPE team has not found evidence of the use of the costing study in the following biennium, although the ACCESS programme document

⁷⁸ Royal Government of Cambodia. NAPVAW 2014-2018, p.2

⁷⁹ ACCESS. Consultative Workshop with Women with Disabilities on the 3rd National Action Plan to Prevent Violence Against Women (NAPVAW III). 7 August 2019. Accessed via <https://accesscambodia.org/consultative-workshop-with-women-with-disabilities-on-the-3rd-national-action-plan-to-prevent-violence-against-women-napvaw-iii/> on 24 November 2020.

⁸⁰ CEDAW CoBs 2019, paragraph 14.

⁸¹ Final Project Report. Bridging the GAP: Driving NAPVAW Implementation from the National to the Sub-national Level. 2017. p.12

⁸² Ibid.

stated the aim of UN Women to continue providing technical expertise in (2020-2021) to complete pending Minimum Service Requirements, to develop roll-out training packages, and to build capacity of a cadre of master trainers⁸³.

Other area noted by stakeholders as critical for sustainability of UN Women's contribution to NAPVAW is disaggregation of data, not only by sex, but also by rural/urban/provincial criteria, disability, ethnicity, natural conditions (e.g. mountainous, coastal areas), beside other. Efforts in this area would facilitate RGC reporting on global- and Cambodia-specific SDGs.

Stakeholders also urged on the importance to continue empowering and developing capacity of civil society actors to play a role in GBV prevention and response, as well as increase efforts on addressing negative gender stereotypes.

Lessons Learned

1. Formulation of the 2nd and 3rd NAPVAW was built upon strong inclusiveness and democratic governance principles. UN Women and its partners continued to engage diverse range of stakeholders, including those at provincial level, rights holders, CSO representatives, thus underlining the importance of multi-stakeholder approach to EAW.
2. Specifically designed planning, monitoring, and reporting tool – Annual Operational Plan – was pivotal for monitoring implementation the 2nd NAPVAW, however, staff rotation in the CO and the fact that the Plan had been developed by an external consultant, hampered the sense of ownership of the Framework by MoWA. Therefore, it was important that the Government takes lead in designing the 3rd NAPVAW M&E Framework.
3. Dedicated TWGG Secretariat with oversight function has been critical for coordination of the multi-stakeholder EAW mechanism.
4. Evidence is a strong factor to influence budget allocations to NAPVAW in interactions with decision-making bodies that are responsible for budget allocations, such as the Ministry of Economy and Finance.

Way Forward

1. UN Women should prioritize support required to sustain NAPVAW gains in Cambodia.

Priority: high; suggested timeframe: 2021

The following actions can be considered by UN Women HQ and RO:

- Map funding pipelines that can be used to ensure UN Women dedicated support on NAPVAW in Cambodia through regional or country level funds.
- Map partners engaged in NAPVAW and coordinate hand-over of key partnerships, roles and responsibilities to ensure continuity.

2. Continue NAPVAW related work at sub-national level, especially through capacity building of actors that traditionally may be reluctant to engage (police, judiciary).

Priority: high; suggested timeframe: 2021

The following actions can be considered by UN Women HQ/RO and UN system in Cambodia:

- Advocate through the UNCT for continuous and increased state budget allocations to NAPVAW, including at sub-national level.

⁸³ ACCESS Programme Document. 2019. p.6

- Advocate through the UNCT for continuous engagement into NAPVAW areas where technical expertise and mentoring are crucial to sustain results.
- Advocate with partners to support MoWA in capacity needs assessment and design of a comprehensive learning and capacity building plan at national and sub-national level, with shared responsibilities among state and development actors. The plan should be a multi-year plan, with priority actions planned first.

3. Ensure continuous engagement of UN system in Cambodia into implementation of the current and development of future NAPVAW.

Priority: high; suggested timeframe: 2021-2022

The following actions can be considered by UN Women Regional Office/ staff in Cambodia:

Participate in UNDAF 2019-2023 mid-term review which may serve as an opportunity to redistribute/ assign roles on UN system's engagement in NAPVAW,⁸⁴ including through amendments to UNDAF Results Matrix and inclusion of related financial targets into UNDAF common budget framework.

4. UN Gender Theme Group (GTG) should play the key role in sustaining gains of UN Women's cooperation with MoWA and other, in particular, civil society stakeholders.

Priority: high; suggested timeframe: 2021-2022

The following actions can be considered by UN Women Regional Office/ staff in Cambodia:

- Advocate for institutionalization of UN system's membership in the TWGG-GBV. For example, chair of UN GTG can serve as TWGG-GBV co-chair, attend meetings and report to UN GTG and UNCT.
- Advocate among UN GTG to consider creation of an expanded Gender Theme Group with participation of civil society actors working on GEWE, in order not to lose connections established by UN Women and cooperation gains.

⁸⁴ 2016 EVAW Evaluation recommended UN Women to build on contacts through TWGG-GBV and UNCT to involve higher ranking ministries.

Annex 12.1: Timelines of Draft NAPVAW 2019-2023 and of Cambodia's Law and Policies on Women's and Children's Issues

A. Timeline for Draft NAPVAW 2019-2023

	2019	2020	2021	2022	2023
Draft NAPVAW 2019-2023					
1. Gender mainstreaming					
1.1. The number of ministries, institutions, systems monitoring and allocation funds for the promotion of gender equality and empowering women					
1.2. The number of ministries and institutions that implemented the Gender mainstreaming strategy					
2. Women's economic empowerment					
2.1. The National Program on Strengthening the Economic Empowerment of Women and drafting the state budget and resources from development partners for implementation					
2.2. The network of women entrepreneurs, promoters are created and run					
2.3. Women's Development Center, which has diversified functions are improving					

2.4. Access to formal financial services has increased				
3. Gender and education				
3.1. Percent of students taking a Bachelor's Degree				
3.2. Percentage of female undergraduate students				
4. Gender in health				
4.1. Maternal mortality				
4.2. Child mortality rate under 5 years				
4.3. Case thinning in children under 5 years				
4.3. New cases of HIV / AIDS among 1,000 people without HIV				
4.4. Percentage living with HIV (adults and children) who are treated with anti-HIV drugs tested viral load and the resulting viral load suppressed last 12 months				
4.5. The percentage of women aged 30 to 49 who has been diagnosed with cervical cancer at least once				
4.6. Cataract surgery rates in one million people				
4.7. Percentage of people covered by Social				

Health Insurance (Equity and Health Insurance Fund)					
5. Proportion of women in public decision-making roles					
5.1. Proportion of women are responsible for public sector management at national and sub national level (Director General, Department Director, Head of Office and Department Director)					
5.2. The proportion of women in the legislature					
5.3. Proportion of women is Minister, Secretary of State and Under Secretary of State					
5.4. The proportion of women members of the Commune					



B. Timeline on Cambodia’s Laws and Policies on Women’s and Children’s Issues since 1993



Timeline at National Level			
The Constitution of the Kingdom of Cambodia (1993): articles 38, 45, & 46 stated about gender and women	Law on the Prevention of Domestic Violence and the Protection of Victims (2005) to prevent domestic violence and promote non-violent culture and harmony	Village Safety Policy (2010)	The Rectangular Strategy Phase 4 - 2018 -2023 and NSDP 2019-2023: investing in gender equality, along with strengthening stakeholder partnerships to prevent trafficking and violence against women and children
Labour Law (1997): laws prohibit sexual harassment and inappropriate behavior in the workplace	Civil Code and Civil Procedure Code (2007) Family members must respect each other's rights and freedoms and prevent domestic violence	The Royal Government of Cambodia’s new National Action Plan to Prevent Violence against Women (NAPVAW) was adopted (in 2012)	The Royal Government of Cambodia is in the process of formulating three key documents on gender equality in 2019: 1) The National Policy on Gender Equality 2) The Gender Equality and Women’s Empowerment Strategic Plan (2019-2023) and 3) The Third National Action Plan to Prevent Violence Against Women (NAPVAW III)
	The Law on the Suppression of Human Trafficking and Sexual Exploitation (2008) prohibits trafficking in persons and sexual exploitation in various forms.	2nd National Action Plan to Prevent and Respond to Violence against Women (2014-2018) signed by the Prime Minister on 5 December 2014 and official launch by the Deputy Prime Minister and Minister of Interior on 10 February 2015	
		A study on the prevalence of violence against women (VAW) in Cambodia was completed that contributes to better understanding of the scale and severity of VAW in the country. The study was launched on 20 November 2015, with a	

		technical roundtable discussion convened by UN Women and WHO	
		UN Women worked in close cooperation with WHO and UNFPA to support MoWA staff to prepare for the launch of the Cambodia Demographic and Health Survey and the violence against women (VAW) prevalence studied in October and November 2015	
		Assessments of multi-sector service provision and primary and secondary prevention strategies were undertaken, and were expected in 2016	
Timeline on International Frameworks: Cambodia has ratified several international instruments to protect the rights of women and children			
United Nations Convention on the Rights of the Child (CRC), 1992	Protocol on the prevention, suppression and prosecution of human trafficking, especially women and children (2000)	Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1992 and Optional Protocol in 2010	
	UNSCR Resolution 1325, 1820, 1888, Concerning Women, Peace and Security (WPS) (2000)	ASEAN Declaration on the Elimination of Violence against Women and Children 2013	
	ASEAN Declaration on the Elimination of Violence Against Women 2004	ASEAN Convention on the Elimination of Human Trafficking, especially Women and Children 2015	
	ASEAN Declaration on the Suppression of Human Trafficking, Especially Women and Children, 2004	ASEAN Regional Action Plan on the Elimination of Violence against Women and Children 2017	
	United Nations Convention on the Rights of Persons with Disabilities (UNCRPD - 2006)	ASEAN consensus on the promotion and protection of migrant workers' rights 2018	
	United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP - 2007)		

<p>Evaluation of two UN Women projects - “Strengthening a Participatory, Evidence-based Formulation of a Comprehensive Action Plan to End Violence against Girls in Cambodia” and “Implementation of the 2nd NAPVAW” (UN Women CCO, 2016)</p>
<p>Relevant Findings and Conclusions:</p> <ul style="list-style-type: none"> • The formulation of the 2nd NAPVAW, not just the document itself, but the process of its development, which saw broad-based, country-wide participation, including by the representatives of the survivors of violence themselves, has been the signal achievement of the CO. • The formulation process was designed to overcome governance deficits that hinder the development of robust national policy in Cambodia. • The 2nd NAPVAW formulation has resulted in an extremely relevant resource that merges international standards with local VAW priorities. The formulation process has received international recognition and been replicated in at least one other country in the region (Lao DPR). • Capacity development was a strong focus of the programme, particularly in relation to the Ministry of Women’s Affairs. Some benefits from capacity development were apparent at the sub-national level, particularly in Provincial Departments of Women’s Affairs. • Generally, UN Women’s partnerships worked effectively, particularly with MoWA and on the Technical Working Group on Gender - Sub-Working Group on GBV, which UN Women co-chairs with GIZ, resulting in durable outcomes. • A major impediment to future progress on EAW identified is access by all the “Responsible Institutions” to sufficient allocations from the state budget – many have encountered an attitude in the Ministry of Economy and Finance that these should be funded by development partners or NGOs (p.iii).
<p>Key Recommendations:</p> <ul style="list-style-type: none"> • As 2nd NAPVAW implementation progresses, UN Women’s focus should move to include the sub-national level to a significantly greater extent. Training of Trainers should be provided to both Provincial Departments of Women’s Affairs (PDoWA) staff and local NGOs to empower them to train key district and commune-level personnel in both EAW policy and knowledge and attitudes towards gender equality. • Equivalent training should also be offered to anti-trafficking police in each province, which have experience in dealing not just with women survivors but also making multi-sectoral referrals to a greater extent than their national counterparts. Similar initiatives should be taken with the judicial system. • The 2005 Law on the Prevention of Domestic Violence and the Protection of Victims is proving counter-productive to effectively dealing with the issue, according to a number of key informants. Its review is under contemplation. This process could be a further entry point for engagement with national police. • The UNCT, and UN Women in particular, should advocate for contributions from the state budget to implement the 2nd NAPVAW effectively in line with Cambodia’s commitments on gender equality. The 2016 – 2018 UNDAF also provides a vehicle for promoting action on EAW, in line with all three UNDAF Outcomes (p.iv).
<p>Mid-term Review of the 2nd NAPVAW (MoWA, with support by UN Women and UNFPA, 2017)</p>
<p>Relevant Findings and Conclusions:</p> <ul style="list-style-type: none"> • Strategic area 1: Primary Prevention: Primary prevention efforts have been widely conducted by a variety of stakeholders and coordination amongst them has started. With a “Primary and Secondary Prevention strategy” still in a draft form at the time of this Review, the coordination will be enhanced. • Strategic area 2: Legal protection and Multi-Sectoral Services: Availability and accessibility to support services has dramatically improved during the delivery of the NAPVAW II, and duty bearers such as the CCWCs and police officers are responding to VAW in a much more coordinated manner. Mediation on VAW is still widely practiced, however, there are ongoing efforts to coordinate the methods to be used for mediation to meet best practice and ensure a women-centered approach. Cooperation between MOWA and MOH to strengthen response to VAW survivors in health sector was identified as a good model for cross-sectoral cooperation and coordination in the future.

- Strategic area 3: Formulating and implementing policies and laws: For the period that was reviewed in this study, there were no new law/policies in relation to VAW adopted. However, in 2017, the RGC will report to the UN CEDAW committee on its implementation of CEDAW in Cambodia, therefore, during that process a legal and policy review will also be discussed which will assist with identifying gaps in the existing frameworks.
- Strategic area 4: Capacity building: Steady progress has been made in order to enhance capacity building efforts. Notable efforts have been made to improve the capacities of duty bearers at the national level and they are now empowered to conduct capacity building training courses for sub-national government officials.
- Strategic area 5: Monitoring and Evaluation: An Annual Operational Plan (AOP) has been developed and utilized by the TWGG-GBV secretariat to track progress and challenges in the implementation of the NAPVAW II. For evidence-based monitoring with a long-term view, national statistics were collected to measure the prevalence of VAW.

Key Recommendations:

- Strategic area 1: Primary Prevention: “Primary and Secondary Prevention strategy” to be finalized and adopted for the improved coordination and cooperation in primary prevention at all levels.
- Strategic area 2: Legal protection and Multi-sectoral Services: A nationwide training plan with budgetary back up is essential to ensure that all newly introduced guidelines/curriculums/training manuals respond to VAW. Statistics/data collection in different sectors to be linked to TWGG-GBV monitoring system, so that TWGG-GBV secretariat can follow up and monitor the progress in a holistic manner. Violence against children (girls) has been a key theme in the draft national plan to prevent violence against children therefore the NAPVAW II can remove this element.
- Strategic area 3: Formulating and implementing policies and laws: Ensure a comprehensive legal review will be completed by utilizing the existing UN CEDAW reporting mechanism (2017) and compare the progress against the last report to UN CEDAW in 2013. Facilitate dialogues to the on-going process of reviewing the law on the prevention of domestic violence and the protection of victims. Ensure national data collection efforts in the future will continue to include information about VAW.
- Strategic area 4: Capacity building: A comprehensive capacity development strategy may not be completed due to limited resources, however a small-scale assessment according to the different sectors could be conducted with a clear strategy for its implementation. Continue investing in the capacity building of all sectors on VAW issues for the effective implementation of NAPVAW II.
- Strategic area 5: Monitoring and Evaluation: Ensure line ministries use AOP for regular reporting and monitoring in 2017 and sub-national duty bearers understand the NAPVAW II and use collective efforts to achieve its goals by utilising AOP for regular monitoring.
- Above recommendations are in regard to each strategy, and a set of recommendations was made to the overall functions of TWGG-GBV as an coordinating body for all interventions under NAVAW II.
- Institutional strengthening of TWGG-GBV. The TWGG-GBV was identified as an innovative avenue; however, it needs to more be effective in terms of a solution-focused approach. Some activities in the NAPVAW II have not been implemented, therefore, it is highly recommended to identify and prioritize activities in the NAPVAW II for the remaining period (until end 2018) with a clear benchmark backed up with an appropriate budget allocation especially from the government sources. This Review also includes some suggestions to de-prioritized some activities and this will need some consideration.

Evaluation of the UNDAF Cycles 2011-2015 and 2016-2018 in Cambodia (UNCT, 2017)

Relevant Findings:

- For some programmes, such as on the treatment of victims of gender-based violence, a great deal has been achieved with modest budgets (p.33).
- The Health Sector Guidelines are integrated in the package of *Minimum Standards of Essential Services for Women and Girl Survivors of GBV* supported by UN Women, including standards for referral, counselling, mediation and justice.
- Nationally representative data on prevalence of VAW has been collected through the National Survey on Women’s Health and Life Experiences in Cambodia and the inclusion of the domestic violence module in the Cambodian Demographic Survey for 2015. This activity has supported the establishment and conduct

of the Technical Working Group on Gender Sub-Working Group on GBV as a coordination mechanism and in the context of this group, supported the preparation and implementation of the 2nd National Action Plan for Violence Against Women (p.130).