

PROJECT ON PROMOTING WOMEN IN DEMOCRATIC DECISION-MAKING IN CAMBODIA: EVALUATION REPORT

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February 2009

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ACRONYMS AND ABBREVIATIONS

ADRA	Adventist Development and Relief Agency
CC	Commune Councils
CCWC	Commune Committee for Women and Children
CDRI	Cambodia Development Resource Institute
CoDec	Cooperation for Development of Cambodia
COMFREL	Committee for Free and Fair Elections in Cambodia
CPP	Cambodia People's Party
CPWP	Committee to Promote Women's Political Participation
CWPD	Cambodian Women for Peace and Development
DOCS	Development Organisation for Cambodia Society
FUNCINPEC	Front Uni Nationale pour un Cambodge Indépendent, Neutrale, Pacifique et Coopératif
GAD/C	Gender and Development for Cambodia
GRET	Groupe de Recherche et d'Echanges Technologiques
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit/ German Technical Cooperation Agency
HBF	Heinrich Boll Foundation
JICA	Japan International Cooperation Agency
Mol	Ministry of Interior
MoWA	Ministry of Women's Affairs
NEC	National Election Committee
NGO	Non-Governmental Organisation
NICFEC	Committee for Free and Fair Elections in Cambodia
NOVIB	Nederlandse Organisatie voor Internationale Bijstand/ Oxfam Netherlands
NRP	Norodom Ranariddh Party
PDoWA	Provincial Department of Women's Affairs
PLAU	Provincial Local Authority Unit
PWDDCP	Promoting Women in Democratic Decision making in Cambodia Project
SRP	Sam Rainsy Party
ToT	Training of Trainers
UNDEF	United Nations Democracy Fund
UNIFEM	United Nations Development Fund for Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WB	World Bank
WCFP	Women and Children Focal Point
WfP	Women for Prosperity

EXECUTIVE SUMMARY

With support from UNIFEM, the Committee to Promote Women's Political Participation (CPWP) carried out a two-year project on "Promoting Women in Democratic Decision-Making in Cambodia" (PWDDC) from February 2007-December 2008 in the provinces of Takeo, Kampong Cham and Kampong Thom. Its main objectives were as follows:

- a. Increase the number of women candidates running for local government seats and build their capacity to influence policy-making and local spending decisions.
- b. Create a positive environment for women's participation in public office by focusing efforts on local, provincial and national administrators, potential party leaders, female candidates and voters, and the general public.
- c. Mobilise a women's support network to ensure sustained momentum in women's participation in public decision-making and promoting an inclusive gender equality agenda.

A summative evaluation was undertaken as part of the project process. Also expected to carry a significant formative component, the evaluation objectives were as follows:

1. To assess and validate the results of the project in terms of achievements/ gaps in delivering outputs, contributing to outcomes, reaching target beneficiaries, the factors that affected the results, and the potential for sustainability.
2. To analyse the effectiveness of the overall strategy and approaches of the project in increasing the number of women standing for office at the local level and elected as commune councillors; supporting women once in office to participate effectively including in local planning processes; and creating a supportive environment for women's increased political participation, including among political parties, the general public and local communities.
3. To analyse lessons learned on both substantive and project management issues, specifically broader learning for UNIFEM's overall approach in supporting the participation of women in politics.

The evaluation was undertaken by a 2-member Consultant Team. Data collection primarily built upon qualitative data, but also drew on quantitative information where this was obtained. Information gathering took place in Phnom Penh and two of the three target provinces, namely Takeo and Kampong Thom. Research drew upon a set of guide questions prepared by the consultant team. Interviews and Focus Discussion Groups were held with representatives of the CPWP member organisations, district government administrators and men and women Commune Councillors.

OVERALL ASSESSMENT

1. Effectiveness

The review of PWDDCP activities and strategies provided a good indication that the project objectives have been met. The total number of women candidates increased from 16 to 21% while the number of women elected to office had a 74% increase, from 8.5% in 2002 to 15% in the 2007 Commune Council elections. The proportion of women councillors in Takeo increased by 189% (from 27 to 78) or 11% of all commune councillors; in Kampong Thom the total number of women councillors rose by 182% (from 28 to 79) or 14% of all commune councillors; and in Kampong Cham, the number of women commune councillors rose by 56%, from 95 in 2002 to 148 in 2007 or an increase of 11% of all commune councillors.

Progress is evident in the changing perspectives of women on the roles they can play in influencing policy making. Women are becoming active members of their Commune Committee for Women and Children, and report that as duty bearers in their localities, they can serve as good models to their male counterparts in the performance of their duties and in reporting on their activities. Women interviewees have become active in the peer support networks and outreach activities.

2. *Relevance*

The breadth of project activities reflected an awareness and knowledge needs in the Cambodian context. Women beneficiaries were active in monitoring and drawing attention to women's and children's needs in their localities. Linking women councillors and activists to their counterparts at the national level likewise demonstrated sensitivity to the need to create bridges and solidarity between these levels within and across political party lines.

3. *Sustainability*

Actions were taken by CPWP to ensure the project's sustainability. Peer networks were established in April 2008 in the UNDEF and non-UNDEF provinces which continue to operate. Individual members of these peer networks participate in other NGOs' endeavours on gender-related and other trainings. Network members are articulating the concerns of their villages and continue to discuss such issues as health and the education of their children.

Steps to institutionalise CPWP have also been taken, with the Secretariat in place and continuing to seek ways to improve systems and procedures for better coordination. Current partners are also working together to plan its post-PWDDC project actions. Funding opportunities are being pursued as well with various donors.

4. *Project Design and Performance Assessment/ Efficiency*

Six CPWP members were active implementers of the project, while one (i.e., CDRI) would provide research support to the Committee. The Secretariat, housed at Silaka consists of four staff. All six organisations were delegated one province each to cover. Monitoring work was contracted to a Monitoring Consultant – who, after the first year of the project, required replacing due to conflicting commitments.

Initially, weaknesses were identified in the project performance. These included (i) a perceived lack of project implementation guidelines (ii) communication problems between the Committee members; (iii) the capacities and characteristics of the Secretariat staff; and (iv) the lack of coherence in the data collection for the project. In all, attention seems need in the management and administrative aspects of the project which has impacted on the efficiency of the project implementation.

5. *Impact*

The PWDDC project did have an impact. It mobilised women and influenced the number of women involved politics. Women councillors are now serving as role models for men and women in community and political spheres. Men in the target provinces are acknowledging that women can indeed play a role in development, particularly in decision making. Finally, political party lines are being transcended as women councillors and activists work together in their outreach activities to create greater awareness on the importance of women in politics. Outreach also extended to neighbours, community members and other villages.

Catalytic effects may be also expected of the project. With the presence of peer support networks in the three target provinces (including the six non-UNDEF provinces), women councillors and activists will continue to build confidence in articulating their situations and needs. It is also likely that more women will have greater opportunity and scope to themselves nominate as party candidates or to run for office in local and national elections.

Overall, findings of this evaluation affirmed positive outcomes of the project in its target provinces. This is evident in the growing confidence of women councillors in their work as leaders and as the voice of their constituents; in the increasing number of women who are expressing themselves and making choices in the candidates they vote for; in the increasing number of men who are acknowledging the role of women in decision-making and in their contributions to promote women's and children's concerns; and, in the steps that the government is taking such as in having allocations for women and children's issues in the 2009 Commune Council budget. Concerns that surfaced in the course of this evaluation relate to project management in the target areas especially in the lack of continuing follow up

activities, as well as observed lack of continuity in the activities conducted in areas covered within the target provinces.

To a large extent, the findings also affirm the observations reported in the monitoring work conducted over the project's life. For example, internal management and coordination of work continued to pose as a challenge to the CPWP member organisations. Overcoming the barriers to greater inclusion of women particularly in party lists is another area of commonality and remains a challenge for CPWP. The lack of coherence in the data collection was also observed especially in the third semester of the project when this area was identified as needing more careful attention and concerted effort on the part of the CPWP member organisations. These findings from the evaluation and the monitoring work will evidently need to be addressed as CPWP moves to the next phase of this project.

CONCLUSIONS AND RECOMMENDATIONS

The PWDDC project has contributed to greater visibility of women in elected offices at the commune, provincial and national levels. While other factors may have also contributed (e.g., ongoing gender trainings being conducted by various NGOs), the particular emphasis that the project has laid in promoting women in decision making could well have made the difference in the 2007 and 2008 elections. Additionally, the well-attended, high profile events served to promote the role of women in key positions in various ministries and in providing allocations in the Commune Council budgets for 2009.

There are continuing biases against women expressing their views, taking part in community affairs, and standing for office. Women being given lower priority ranking on election candidate cards, the need to access financial resources to support their own campaigns, and barriers from husbands and other family members are all issues that affect women's participation.. Continuing efforts to create an awareness of women's importance in development work will thus be needed.

As summary of the recommendations established from evaluation are as follows:

- CPWP to continue prioritising collaboration with other appropriate NGOs engaged in specific development concerns (e.g., agriculture, health, education, etc)
- Organise a women's group at the village level to facilitate the work of the commune level women leaders.
- Design and facilitate leadership training workshops to engage key project stakeholders at national and local levels. This will to strengthen the links at these levels and further the decentralisation and reform process.
- Revisit CPWP's management procedures including planning and monitoring of activities, staff recruitment/ selection, staff incentives as applied to directors and staff. This will ensure consistency in incentive delivery systems, report writing, liquidating field expenses such like.
- Establish a common reporting system for all partner members of CPWP.
- Strengthening secretariat staff skills and experience through training on appropriate technical and administrative areas.
- Consider the potential for CPWP to respond to a broader agenda for women, specifically on their livelihoods/ economic development, access to land, domestic violence, health, indigenous women and their engagement in politics.
- A formalised, continued commitment to involve women network (and non-network) members will be critical in designing the future direction or follow up work on the project so they too can assume ownership over the endeavours that can emerge from this two-year project.

I. INTRODUCTION¹

Non-governmental organisations (NGOs) have individually acted in, participated in and supported free and fair elections, and particularly focused on promoting more women in the political arena for many years. However, efforts have met limited results. In response, seven NGOs - SILAKA, Women for Prosperity, NICFEC, COMFREL, GADC, CDRI and CWPDP joined hands in establishing the Committee to Promote Women in Politics (CPWP) in 2005 and adopted common guidelines in implementing their programme and carrying out activities such as research on gender gap in politics, increasing the number of women candidates, building the capacity of women candidates to engage in elections, raising the awareness of people about the importance of elections at all levels and the importance of electing women to work in politics, and working directly in the community to ensure the sustainability of the process. Such an initiative has been undertaken against a context of decentralisation reforms which commenced in 2002 and opened the potential for women to have greater access and more voice in governance, decision-making and opportunities to improve public service delivery at the commune level. Decentralisation also holds significant potential for women's electoral prospects and their ability to influence the distribution of resources. In 2008, Cambodia was also completing the process of decentralisation through the Organic Law which would allow for 24 provincial and 150 district elections to take place in 2009.

With support from UNIFEM, the CPWP carried out a two-year project on "Promoting Women in Democratic Decision-Making in Cambodia" (PWDDC) from February 2007-December 2008 in the provinces of Takeo, Kampong Cham and Kampong Thom. Its main objectives were as follows:

- a. Increase the number of women candidates running for local government seats and build their capacity to influence policy-making and local spending decisions.
- b. Create a positive environment for women's participation in public office by focusing efforts on local, provincial and national administrators, potential party leaders, female candidates and voters, and the general public.
- c. Mobilise a women's support network to ensure sustained momentum in women's participation in public decision-making and promoting an inclusive gender equality agenda.

The project was also seen as contributing to:

- a. the creation of a positive environment for women's participation in public office by focusing efforts on the primary targets of local, provincial and national administrators and political party leaders, potential female candidates and voters; and the secondary target of the general public;
- b. the mobilisation of women's support networks, who will design, implement and monitor their own strategic action plans, and will help to ensure sustained momentum in the area of women's participation in public decision-making and the promotion of an inclusive gender equality agenda.

An expected outcome of the project was that women's political participation is strengthened and elected candidates are able to take positive steps towards advancing gender equality and women's empowerment in Cambodia. Specific outputs from its implementation – details of which are in the project's Results Framework (Table 1) – include the following:

- a. CPWP, with a well functioning secretariat, becomes a strong network of women's organisations to promote women's political participation in Cambodia.
- b. Potential women candidates in 3 provinces have the skills, knowledge and ability to run for the 2007 elections.
- c. Political parties and local administration leaders are aware of the importance of their support for women's leadership.
- d. Voters are aware of the importance of women's participation in the political process and decision making.

¹ This section draws freely from the Terms of Reference.

Table 1. PWDDCP Results Framework: Outcomes, Outputs and Activities ^{a/}

Outcome:											
Women's political participation strengthened and elected candidates are able to take positive steps towards advancing gender equality and women's empowerment in Cambodia											
Outcome Indicators/ Measures											
<ul style="list-style-type: none"> • Double the number of women candidates elected in year 2007 in Takeo (from 4% to 8%), Kampong Cham (from 7% to 14%) and Kampong Thom • 50% increase in the number of women and men who understand the role of women candidates and their contribution to public office in 3 target areas • 25% of targeted local administration and political party leadership support women in public life (follow up on identified areas of action such as advocating for 30% women elected, including women high on party lists, or addressing women's issues in their constituency. 											
Intended Outputs	Key Activities	Timeframe								Responsible Parties	Budgetary Inputs
		2007				2008					
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
Output 1 CPWP, with a well-functioning secretariat, becomes a strong network of women's organisations to promote women's political participation in Cambodia	1.1 Establish CPWP secretariat , including hiring of staff, developing implementation plan and project management mechanisms	x	x	x						• CPWP	US\$59,667. 1b: 14,400 1c: 4,800 3: 16,000 5a: 5,000 5b: 2,500 8a: 4,800 8b: 10,000 8c: 2,167
	1.2 Schedule regular meetings for coordination of work, sharing of information and organising	x	x		x	x	x	x	x		
	1.3 Develop a strategy for information dissemination, including the monitoring of how information has been used		x	x	x		x		x		
	1.4 Coordinate development of training modules (pre- and post-elections), field test modules and facilitate training activities	x	x	x	x						
Output 2 Potential women candidates in 3 provinces have the skills, knowledge and ability to run for the 2007 elections	2.1 Conduct 20 training sessions of potential women candidates, including on pre-election strategies, campaigning techniques and fundraising, governance issues in Takeo, Kampong Cham and Kampong Thom	x	x		x	x	x	x	x	• Takeo: NICFEC, CDRI and WfP • Kg Thom: SILAKA and GAD/C • Kg Cham: COMFREL and CWPD	US\$92,200. 2: 6,844 4a 73,156 4b: 12,200
	2.2 Organise training workshops for elected councillors to strengthen their skills and knowledge, including on parliamentary procedures, advocacy around gender concerns, management skills and resource mobilisation				x			x	x		
	2.3 Provide technical assistance and support to set up peer support network and to develop a strategic action plan to monitor women's political participation and decision making				x	x	x	x	x	• CPWP	
	3.1 Hold regular meetings with provincial governors, commune				x	x	x	x	x		

	council chiefs, and political party leaders to draw attention to the significance of including women candidates on their lists (6 times with top governors, 13 times at local level)										<ul style="list-style-type: none"> • Takeo: NICFEC, CDRI and WfP • Kg Thom: SILAKA and GAD/C • Kg Cham: COMFREL and CWPD 	US\$16,800. 2: 800 6b: 16,000
Output 3 Political parties and local administration leaders are aware of the importance of their support for women's leadership	3.2 Conduct follow up and advocate political parties to place women candidates high on the party lists and to use the sandwich system of placing men and women candidates on the list as the election cycle advances and monitor political parties agents' actions and commitments by tracking meeting minutes and/or any written documentation from political parties in response to requested meetings and advocacy.				x	x	x					
Output 4 Voters are aware of the importance of women's participation in political processes and decision making.	4.1 Develop TV and radio spots (120 times ^{b/}) with clear and effective messages on the role of women in and their contribution to public office	x	x	x	x	x	x	x	x		<ul style="list-style-type: none"> • Takeo: NICFEC, CDRI and WfP • Kg Thom: SILAKA and GAD/C • Kg Cham: COMFREL and CWPD 	US\$136,000 2: 2,356 4a: 58,644 6a: 40,000 6b: 35,000
	4.2 Develop and produce pamphlets, posters and t-shirts (67,000) for distribution at forms, meetings and trainings.		x	x	x	x	x	x	x			
	4.3 Organise 18 community-based voter outreach/ public forums, including on the importance of voting and to advocate for women's political participation in the 2007 elections.		x	x	x	x	x	x	x			

^{a/} Source: Project Document "Promoting Women in Democratic Decision Making in Cambodia" UDF-CMB-06-27, June 2006

^{b/} Correction of the 120 spots to "120 times of broadcasts in radio and TV" was made in the Mid-Term Progress Report Assessment Sheet for One Year Projects, 28 January 2008, p.6, Section 4 on Media Campaign, last paragraph.

The project **strategies** focus on the potential of women's political participation to improve gender equality and enhance women's empowerment by advocating for women's access to decision-making positions in local government, strengthening women candidate's capacity to run for election and advancing a women's rights agenda once they are elected. More specifically,

- *capacity-building* was to build skills of potential women candidates and elected women officials in planning pre-election strategies, campaigning techniques, governance issues and parliamentary procedures. Increase understanding among voters of their rights and the importance of women's leadership and political participation.
- *communications and advocacy* would create a buy-in on supporting women's participation, decision-making and leadership in public office through dialogues with political parties, provincial and commune leaders. Develop media campaigns to broaden public awareness on women's political participation as a development and rights issue.
- *peer support networks* would create and mobilise a women's civil society network to monitor women's political participation and decision-making, support and mentor women candidates and elected officials.
- *An institutionalised CPWP could serve as a non-partisan training and support network* on women's political participation.

As part of its overall support to the project, UNIFEM called for this summative evaluation, which is expected to also have a significant formative component.

II. EVALUATION PURPOSE AND SCOPE

The objectives of this evaluation were as follows:

1. To assess and validate the results of the project in terms of achievements/ gaps in delivering outputs, contributing to outcomes, reaching target beneficiaries, the factors that affected the results, and the potential for sustainability.
2. To analyse the effectiveness of the overall strategy and approaches of the project in increasing the number of women standing for office at the local level and elected as commune councillors; supporting women once in office to participate effectively including in local planning processes; and creating a supportive environment for women's increased political participation, including among political parties, the general public and local communities.
3. To analyse lessons learned on both substantive and project management issues, specifically broader learning for UNIFEM's overall approach in supporting the participation of women in politics.

The results of the evaluation are also to serve as inputs for:

- UNIFEM's strategic reflection and learning on its work supporting the participation of women in politics and a regional programme to promote women's leadership which is currently under development;
- CPWP's planning for its on-going programme supporting women's participation in politics from the commune to the national level;
- Planning in regard to UNDEF funded UNDP executed 'Strengthening Democracy and Electoral Processes in Cambodia ' Project (2009-2011); and
- Convening other partners (UN, Government, bilateral donors, civil society) to share findings and stimulate broader collaboration to increase the participation of women in politics.

III. EVALUATION METHODOLOGY

This evaluation primarily built upon qualitative data, but also drew on quantitative information where this was obtained. Thus, a review of secondary materials, key informant interviews and focus group discussions were the key methods employed for data collection.

Given time limitations, data collection was expected to take place only in two of the three provinces covered by the CPWP project. Originally, the selection of the provinces to be visited was to be based on one representing efforts where project success was greater, and the other where efforts have been less visible. A more careful review of the situation of the three provinces, however, led the Consultant Team to hold one-day visits in Takeo and Kampong Thom since Kampong Cham was viewed as having an advantage over the two other provinces given that it was a pilot province for the Japan International Cooperation Agency (JICA) for its gender mainstreaming work in the country.

Data collection also looked into likely meetings of the leaders in Phnom Penh in order to cover the third province that cannot be visited for this evaluation. Unfortunately, none took place during the information gathering phase of this evaluation.

Data/ Information Collected

Information that this evaluation sought to obtain is presented on Table 2 (Evaluation Matrix) below.

Data Collection Techniques

Desk review

Relevant documents provided by UNIFEM and the CWCP members were reviewed to get an overview of the project as a whole and its various players, and to derive existing information on project achievements and impacts. Reports and other relevant documents were also the source for most of the quantitative data.

Primary data collection activities

Qualitative data collection tools were primarily used to capture data from the project implementers and beneficiaries. Information gathering was triangulated to ensure reliability of the responses to the questions. Conducted from 27 January to 10 February 2009, this was undertaken through several data collection methods with various target groups. The methods consisted of:

a. Individual in-depth interviews:

Phnom Penh

- Representatives of the CPWP partner members & Secretariat: COMFREL, CDRI, CWPD, GAD/C, SILAKA, NICFEC, WfP (n=8)
- Representatives of political parties: CCP, FUNCINPEC, Sam Rainsy Party (n=3)
- Representatives of donors: GTZ, HBF, UNDP, UNFPA, WB (n=5)
- Monitoring Consultant (n=1)
- Other stakeholders: MoWA, UNIFEM/CEDAW (n=2)

Kampong Thom (Stoung & Kampong Svay Districts)

- Deputy Chief of PDoWA – Kampong Thom
- Deputy Governor of Stoung District, Kampong Thom
- Director of Development of Cambodia Society/ DOCS (NGO working with SILAKA)

b. Group Interviews/ Focus Group Discussions (FGDs):

Takeo (Tram Kak District)

- Group interview with representatives of the Provincial Department of Women's Affairs (n=3)

Table 2. Evaluation Matrix

Evaluation Purposes	Information needs/ Indicators	Information Sources	Data collection methods
<p><i>Purpose 1</i></p> <p>To assess and validate the results of the project in terms of achievements/ gaps in delivering outputs, contributing to outcomes, reaching target beneficiaries, the factors that affected the results, and the potential for sustainability</p>	<ul style="list-style-type: none"> • Description of PWDDC project, particularly: <ul style="list-style-type: none"> - strategies and activities as elaborated in project document(s) and as implemented in the 3 project provinces/ areas; - expected outputs/ outcomes from implementation of strategies and activities • Extent to which project objectives and strategies have been met/ not met, including outputs and activities as laid out in the Results Framework. Specific areas to explore are <u>quantitative & qualitative achievements</u> (outputs & outcomes) in relation to <ul style="list-style-type: none"> - Establishment of CPWP secretariat (management structure, staff, functions, etc) - Trainings and public forums held (number, subjects, participants, etc) - Peer support network (structure, members, activities, etc) - Advocacy work/ activities with political parties and local administration leaders (communication, relationship, meetings, etc) - TV & radio broadcasts (number, subjects, coverage areas, etc) - Number and characteristics of Commune Council women members in the 3 target provinces after April 2007 commune election - Performance of women commune council members before & after April 2007 election • Perceptions of various stakeholders/ general public on results and impacts of the PWDDC project, particularly in terms of strengths and weaknesses (including appropriateness/ match of strategies and activities to existing conditions in target provinces as well as risks to project implementation) • Factors/ conditions that facilitated/ inhibited achievement/ non-achievement of project outputs & outcomes; how factors enhance/ limit achievement or non-achievement of project objectives and 	<ul style="list-style-type: none"> • Secondary sources: ProDoc; progress/ quarterly/ monitoring reports; media • Project stakeholders: CPWP members (SILAKA, GAD/C, COMFREL, CWPD, NICFEC & CDRI); beneficiaries such as potential women candidates, elected candidates, local authorities (provincial & commune level), political parties (CPP, Sam Rainsy Party, FUNCINPEC), voters, villagers, Monitoring Consultants, donors (UNIFEM, UNDEF, French Embassy, GTZ, WB, UNDP, UNFPA, Heinrich Boll Foundation), WoW 	<ul style="list-style-type: none"> • Review of documents • Individual & group (FGDs) interviews, particularly with primary target groups and representatives of general public, in study provinces

	<p>strategies, including impacts (or indications of impact) and variations in the achievements/ non-achievement; extent to which factors have been considered in the implementation of the strategies</p>		
<p><i>Purpose 2</i> To analyse the effectiveness of the overall strategy and approaches of the project in increasing the number of women standing for office at the local level and elected as commune councillors; supporting women once in office to participate effectively including in local planning processes; and creating a supportive environment for women's increased political participation, including among political parties, the general public and local communities</p>	<ul style="list-style-type: none"> • Situation of women in politics in 3 target provinces prior to and after project implementation • Institutional arrangements and existing relationships for project implementation, management & monitoring, and for sustained action; vertical and horizontal linkages/ new partnerships formed in project localities (and at meso/ macro levels); interest/ willingness of project beneficiaries to continue project • Knowledge and skills of women leaders/ potential women candidates and others comprising the primary target group prior to and after project implementation; how such knowledge and skills have manifested in their performance as local leaders (at village, commune and district levels) and as network members • Quantitative & qualitative achievements (outputs & outcomes) as cited above (e.g., number of women Commune Council members and network members, trainings and public forums held (number, subjects, participants, etc); Reasons for non-achievement of expected outputs and activities • Significant changes (or indications of these) in (i) primary target group's enabling roles for women's greater involvement in politics, particularly in terms of their capacities, and (ii) general public's awareness of women's key roles in politics • Constraints to women's active involvement in democratic decision-making • Mechanisms for information dissemination in project implementation & extent of stakeholder participation in management (i.e., advocacy work, etc) • Quality, objectivity, frequency & relevance of project reporting 	<ul style="list-style-type: none"> • Secondary sources: ProDoc; progress/ quarterly/ monitoring reports; media • Project stakeholders: CPWP members; NEC; beneficiaries such as potential women candidates, elected candidates, local authorities (provincial & commune level), villagers, Monitoring Consultants, UNIFEM 	<ul style="list-style-type: none"> • Review of documents • Individual & group (FGDs) interviews, particularly with primary target groups and representatives of general public, in study provinces

<p><i>Purpose 3</i></p> <p>To analyse lessons learned on both substantive and project management issues, specifically broader learning for UNIFEM's overall approach in supporting the participation of women in politics</p>	<ul style="list-style-type: none"> • Policy instruments/ initiatives that impact on women's rights as well as governance at local and national levels • Challenges/ difficulties faced during project implementation: appropriateness of project design and strategies; management, monitoring and oversight of resources (financial, human) • Gaps/ emerging needs/ new issues in project areas (and nationally) relating to: <ul style="list-style-type: none"> - Project implementation, particularly in creating a positive environment for women's participation in public office - primary target groups' constraints to advancing expected project outputs & outcomes - CPWP'S efforts to promote women's rights in primary and secondary target groups - national & local situations that impinge on women's political involvement and should be considered in the future • Conditions (local and national) that pave/ do not pave for achievement of project outputs, outcomes and impacts, including effective responses to gaps/ emerging needs/ new issues • Other players involved in women in politics and related concerns in target areas (i.e., NGOs, donors, government, political parties); areas of coordination/ cooperation amongst players <i>vis</i> responses to this issue 	<ul style="list-style-type: none"> • Secondary sources: ProDoc; progress/ quarterly/ monitoring reports; media • Project stakeholders: CPWP members (SILAKA, GAD/C, COMFREL, CWPDP, NICFEC & CDRI, beneficiaries such as potential women candidates, elected candidates, local authorities (provincial & commune level), political parties (CPP, Sam Rainsy, FUNCINPEC), voters, villagers, Monitoring Consultants, donors (UNIFEM, UNDEF, French Embassy, GTZ, WB), active NGOs in the target areas 	<ul style="list-style-type: none"> • Review of documents • Individual & group (FGDs) interviews, particularly with primary target groups and representatives of general public, in study provinces
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- FGD with male commune representatives from 5 communes that have women Commune Council/ CC members (n=9)
- FGD with women leaders: 5 elected & 5 potential women leaders (n=10)

Kampong Thom (Stoung & Kampong Svay Districts)

- Group interview with CoDec, an NGO working in Stoung and Santok districts (n=3)
- Group interview with male commune representatives from 5 target communes (n=5)
- FGD with women network members in 5 target communes (n=5)

c. Observation and unstructured interviews during the individual interviews and group interviews/ FGDs

Annex 3 presents the guide questions employed for the interviews held with the project's key stakeholders.

Data Analysis

While the data derived from the above mentioned methods were initially conceived as being grouped according to themes, particularly in terms of the key questions that were posed, the required areas (i.e., project effectiveness, relevance, impact, etc) in the ToR eventually determined the processing and organisation of information that was collected. Quantitative data obtained from the reports and from the primary data collection are referred to where appropriate to strengthen the observations/ findings derived from the qualitative data and illustrate the measurable outcomes of the project.

Limitations of the Study

Constraints to the conduct of this evaluation dwelt on several concerns

- Limited funds for field data collection meant a one day visit to Takeo province and a one-and-a-half day visit to Kampong Thom Province. Money² and time needs in the preparation and invitation of target participants meant that a minimum of 3 persons and a maximum of 10 could participate during the group interviews. The Consultant Team sought to interact with key persons and hold a few group interviews to manage the situation in order to solicit specific data needs of the evaluation.
- Time constraints as well impacted on setting up the appointments for the field work in the two provinces visited which meant limited numbers who could participate in the FGDs, particularly in Kampong Thom because of the short notice to those requested to participate. Time limitations in the field also meant that figures/ quantitative data cited in reports could not be validated. In addition, this prevented the Consultant Team to review all secondary materials received for this evaluation and suggests that analysis could be less in depth as it could be if there were more time for examining all the reports closely.

² FGD invitees/ group interview participants usually request for transportation and allowance expenses not included in the evaluation budget.

IV. FINDINGS AND DISCUSSION

A. Situation in Cambodia and in the Project Areas³

Cambodia's MDGs include targets to increase the proportion of women holding public office, particularly of increasing the proportion of seats held by women in Commune Councils (CCs) from 8% in 2003 to 25% by 2015 (Table 1). Having women councillors in office is critical as they are more likely to address social problems, service provision and community building. At present, most commune council funds are used for infrastructure projects despite the top commune gender priorities in 2005 of economic development for women, protection from violence, HIV/AIDS support, and reproductive and maternal health, among others. Increasing opportunities for women to provide input into planning and monitoring can influence the provision of equitable services and improvement of living conditions of the country's population, particularly in the rural areas.

Table 3. Cambodia's key indicators and targets on women in politics and decision making

Indicator	Baseline		2005		2007	2010	2015
	Year	%	Target	Actual	Actual	Target	Target
Proportion of seats held by women in National Assembly*	1998	11.5	17	19 (2004 elections)	19	24	30
Proportion of seats held by women in Senate*	1999	13	17	13	14.8	24	30
Proportion of female Ministers*	2003	8	9	7.6	7.7	12	15
Proportion of female Secretaries of State*	2003	6	8	7.4	8.2	15	18
Proportion of female Under Secretaries of State*	2003	5	8	8	9.3	17	20
Proportion of female provincial governors*	2003	0	3	0	0	6	10
Proportion of female deputy provincial governors*	2003	1	4	0	0	8	25
Proportion of seats held by women in Commune Councils	2003	8	8	8	14.6	15	25

* CMDG indicators and targets

Source: Ministry of Women's Affairs, *A Fair Share for Women – Cambodia Gender Assessment*, April 2008

In 2006, two thirds of Cambodia's 1,621 commune councils had no elected women representatives even though women constituted 52% of the population. This is because decentralised governance had not received the same attention as national governance in efforts to support women's electoral prospects. Women were not placed high on party candidates' lists for elections thereby reducing their chance of being elected. A consequence of this is that they do not occupy key positions such as Commune Chief and First and Second Deputy officials at the commune level. In 2003, the government passed Sub-decree No 22 proclaiming every Commune/Sangkat Council in Cambodia to have a Women and Children Focal Point (WCFP) responsible for women and children's affairs. The position is largely under resourced, which poses as a barrier to women councillors as recourses are vital to effectively carry out their duties and tasks. A review of the Seila Gender Mainstreaming Strategy 2001-2005 also showed a glaring absence of WCFP in councils that have no female councillors and has been largely attributed to an inadequate budget. Many WCFPs were noted to lack the capacity to perform their tasks, implying the continuing marginalisation of women and children's issues.

The provinces of Takeo, Kampong Cham and Kampong Thom targeted by the *Promoting Women in Democratic Decision Making in Cambodia* (PWDDC) Project did not differ from the above national context when this initiative commenced. Selected based on the low representation of women in their respective Commune Councils, these provinces also had existing ongoing related initiatives of the Committee to Promote Women's Political Participation (CPWP) and strong relationships with key stakeholders in each province. **Takeo** had the lowest number of women commune councillors in the country, at only 4% in its 100 communes with a population of 749,300. The region is reported to attract a large percentage of rural migrants from all over Cambodia, making the province an ideal location to disseminate information that could potentially reach areas throughout the entire country (PWDDC

³ Parts of this section have been drawn from the PWDDC Project Document

Project Document, 2006). Located in the southern part of Cambodia and classified as a rural province, it has a total of 10 districts and 1,116 villages (Commune Database/ CDB, 2004). The province's estimated population in 2004 had 52% females, while children below 5 years of age comprised 12%. Its total number of households in the same year was 173,000, indicating an average household size of 5.2 persons

Kampong Cham is the single largest province of Cambodia in terms of population and size, with only 7% women commune councillors.⁴ The province lies southeast of the country and has a total population of 1,608,914 in 16 districts, 173 communes and 1,768 villages (PWDDC Project Document, 2006; CDB 2004). Considered a rural province, 52% of its estimated population in 2004 were female, while children under 5 years made up 13%. The total number of households was 384,000, indicating an approximate mean household size of 4.8 persons.

Kampong Thom has a population of 570,000 in 81 communes, with only 5% of commune councillors being women. Also a rural province, it lies at the geographical centre of Cambodia and has 8 districts and 737 villages. In 2004, females comprised 52% of the total population while children aged below 5 years comprised 13%. The household population was 132,000, indicating an average household size of 5.1 persons.

B. Implementation of Project Approach and Strategies

1. CAPACITY-BUILDING

As an important strategy of the project, capacity building for the PWDDCP was envisioned to build skills of potential women candidates and elected women officials in planning pre-election strategies, campaigning techniques, understanding governance issues and parliamentary procedures. Increased understanding among voters of their rights and the importance of women's leadership and political participation was also sought in the course of strengthening the project's primary beneficiaries.

Over the project's two-year implementation, the following are some of the notable capacity building activities undertaken by CPWP in the three project sites:

- Training sessions for some 170 candidates representing the four leading political parties in the lead up to the April 2007 Commune Council elections, specifically 4 sessions in Kampong Cham (3 supported by UNDEF), 5 in Kampong Thom (2 supported by UNDEF) and 3 in Takeo (all supported by UNDEF). Content areas covered what is politics, deciding to stand for election, knowing the voters, managing campaigns, resource mobilisation and fundraising, public speaking and image building, utilising the media, decentralisation and commune administration, roles and responsibilities of commune councillors, etc. The aim was to increase the proportion of female representatives as CC members in the 2nd mandate of CC elections, including the promotion of gender policy and role of women in commune leadership.
- The conduct of the Training of Trainers (ToT) in 2008 for representatives of CPWP members as well as of local partners (i.e., PDoWA, PLAU, commune councillors) by GAD/C to provide the foundation for the members to undertake the trainings in their respective target areas in the three provinces. The topics covered were on gender and development and gender and decentralisation. Subsequently, 11 training sessions were held for all women CC members in the 3 target provinces: 5 sessions were in Kampong Cham, 3 were in Takeo, and another 3 in Kampong Thom. Each training session had 3 follow-up sessions covering on-the-job mentoring during actual commune council sessions.

⁴ Ibid

Table 4. Summary of some training held by CPWP partners during PWDDC project life, 2007-08

No	Date	#	Organisation	# of Participants	Province	Districts	For who
2007							
1	9-11 Jan	1	SILAKA	30	Kg Thom	Stueng Saen	Women candidates
2	13-15 Feb	1	SILAKA	30	Kg Thom	Stoung	Women candidates
3	20-22 Feb	1	NICFEC	30	Takeo	Not available	Women candidates
4	1-3 March	2	WfP	48	Takeo	Not available	Women candidates of political parties (SRP, CPP, FUNCINPEC/FUN)
5	12-14 March	1	GAD/C	27	Kg Thom	Steung Saen	Women candidates of political parties (SRP, CPP, FUN)
2008							
1	28-30 April	1	GAD/C (for WOW)	34	Phnom Penh	-	CPWP Facilitators, local partners from 9 provinces, incl PWDDCP target provinces
2	20-22 May		SILAKA (for WOW)		Kg Thom	Baray	Political party representatives (CPP, FUN, SRP, NRP), gender focal point in local areas, primary school teachers and village deputy chiefs
3	15-17 May	1	WfP	25	Takeo	Kiri Vong	Women activists
4	20-22 May	1	WfP	24	Takeo	Samraong	Women activists
5	23-25 May	1	COMFREL	25	Kg Cham	Kampong Siem	Women activists
6	2-4 June	1	CWPD	25	Kg Cham	Tboung Khmum	Women activists/network members
7	29-31 May	1	CWPD	25	Kg Cham	Prey Chhor	Women activists/network members
8	27-29 May	1	NICFEC*	24	Takeo	Tram Kak	Women network
9	21-23 May	1	GAD/C	24	Kg Thom	Stoung	Female network members: CC member, women focal points, etc
10	21-23 May	1	GAD/C	25	Kg Thom	Kg Svay	Female network members: CC member, village deputies, activists, etc

* Cited training activities may not necessarily reflect all those conducted since summary is based on soft and printed copies of the reports received by the Evaluation Team

Source: CPWP member reports, 2007-2008

2. COMMUNICATIONS AND ADVOCACY

The project's communication and advocacy strategy was to create a buy-in on supporting women's participation, decision-making and leadership in public office through dialogue with political parties, provincial and commune leaders. Also integrated into this strategy was the development of media campaigns to broaden public awareness on women's political participation as a development and rights issue.

Within this project strategy, a range of activities were undertaken. **Public forums**, aimed at increasing women's representation in the 2007 Commune Council and the 2008 National Assembly elections, were held in both day and evening sessions. The forums, organised by CPWP members also sought to create awareness on the importance of women's participation in development; on governmental commitments to promote gender balance in elected posts and in decision making, as well as on the general situation of women and girls in their localities. The activities to attain these objectives consisted of short presentations from the political parties represented in the Commune Councils, group discussions, question and answer sessions, short films/ videos, role plays, quiz, etc. The table below lists some forums held by CPWP members in the last two years:

Table 5. Summary of some public forums conducted by CPWP partners during PWDDC project life, 2007-08

CPWP Member	Date	Province	District	# of Participants		Number
				Day	Evening/ Night	
NICFEC	27 February 2007	Takeo	Tram Kak	100	250, incl 150 school children	1 DF; 1 NF
	17 June 2008		Tram Kak	130	-	1 DF; 1 NF
WfP	12-24 June 2008	Takeo	Samraong	126	432	1 DF; 2 NFs
	13-19 June 2008		New Kiri Vong	125	551	1 DF; 2 NFs
COMFREL	22-29 June 2008	Kg Cham	Kampong Siem	130	6,800	1 DF; 3 NF
CWPD	29-31 May 2008		Prey Chhor	137	2,495	1 DF; 3 NFs
	5-7 June 2008		Tboung Khmum	140	2,040	1 DF; 3 NFs
GAD/C	February-March 2007	Kg Thom	Baray, Prasat Sambour	198	1,500	2 DFs; 2 NFs
	17-19 July 2008		Kg Svay, Stoung	130		
SILAKA	4-6 June 2008		Baray	142	680	1 DF; 2 NFs
TOTAL				1,358	14,748	

DF – Day Forum; NF – Night/ Evening Forum

Source: CPWP member reports, 2007-2008

Advocacy activities as part of the project strategy included:

- the Ceremony to Commemorate the Cambodian Heroines in History with 500 participants on 3 March 2007 in Phnom Penh and which ended with a peace march;
- a National Consultative Forum on 30 November 2007 attended by some 105 participants from NGOs, political parties, as well as female and male CC members. The activity followed up on the advocacy work for the Commune Council elections and included presentations from CPWP, Ministry of Interior (MoI), Ministry of Women's Affairs (MoWA), and the National Election Committee (NEC);
- the "Women Taking Steps Forward" event in February 2008 to share concerns on increasing women's political participation, highlight increased efforts of women in leadership, and to share concerns, challenges and issues they face in advancing women in politics. Attended by some 300 commune councillors, government ministers, government representatives, party representatives and activists, CPWP partner organisations, and university students, the event resulted in the formulation of a Ten Year Common Vision for Common Councillors (Goals and Expectations by 2018) which was ultimately brought to members of parliament for their consideration.

In addition to the above, CPWP's advocacy work included meetings with the three political parties at national, provincial and district levels to encourage them to place women candidates high on the party list. Five meetings were held at the national level with representatives of the three main political parties, MoWA and MoI. In the lead up to and following the 2007 Commune Council election, lobbying activities at the provincial level were conducted and targeted all four political parties including the newly formed Norodom Ranariddh Party (NRP). CPWP presented options (quota system, sandwich, etc) rather than a single approach (e.g., 30% quota) during these activities to the political parties to allow them to pick the steps they may take in terms of what strategy political parties could adopt. The

Committee's connections with all major political parties also eased CPWP's access to the party representatives at the national and sub-national levels.

Production and distribution of advocacy materials also formed a significant component of the project's communication and advocacy strategy. In 2007-08, CPWP produced a range of materials including around 20,500 booklets on "Why do we need women in decision making?"; 13,000 CPWP brochures; 10,280 T-shirts with the slogan "Vote for party with women at the top of candidates' lists"; 7,000 posters with the message "Women must be involved to protect the interest of women and children"; 2000 posters for the 3 March 2007 ceremony promoting women in leadership in history; and 5,000 copies of Gender and CMDG booklets, 3,000 CEDAW books, etc which had been distributed during various meetings held with different stakeholders for advocacy and lobbying purposes.

Media campaigns were a vital element of the project as a whole. Messages promoting women in leadership were developed and aired through TV and radio spots, including a round table discussion aired over the radio. Discussed through these media forms were women's roles and challenges that represented different perspectives, and which highlighted the need to promote gender equality through changes in public policy and social practices and through enhanced women's economic empowerment and partnerships. The more specific actions taken in this regard were the holding of 2 round table discussions, the production of 2 TV spots ("I Sell Fish, Not Votes" and "Promoting Women in Politics") which were aired 65 times over TV and broadcasted 320 times over the radio.

In an effort to streamline and systematise the manner with which it created awareness among various stakeholders, CPWP also formulated an information dissemination strategy, as well as a system for monitoring how information was being used. To be implemented in 2009, this was undertaken in a workshop on developing Communication Strategies on April 24-25, 2008 attended by 22 participants from CPWP members. During this activity, CPWP defined access to sources of information, common messages, channels of dissemination and developed a communication matrix to set in place the next steps, resources that will be need and the potential providers.

3. PEER SUPPORT NETWORKS

The peer support networks were to create and mobilise a women's civil society network to monitor women's political participation and decision-making, support and mentor women candidates and elected officials, as well as to provide support in CPWP's outreach activities at village levels. Organising these commenced in May 2008 just after the trainings held with the elected and potential women candidates. To date, a total of 225 women had been formed into networks in the 3 target provinces – i.e., at 5 women networks in each of the 5 communes being covered in 3 districts in each province. Thus, a total of 75 women members comprised a network in each province.

The peer support networks provided the 'mass' base for much of the activities of the CPWP partners in the communes they were covering. Having received the CPWP training, women's networking in each commune increased, with the women members also organising meetings to prepare and plan for outreach activities in their communes. The meetings focused on the importance of women in decision making and the dissemination of information on the national election of 2008, on CPWP, and on how to vote. They also worked with CPWP members to organise public forums.

4. INSTITUTIONALISATION OF CPWP

CPWP was established in 2005 by seven non-government organisations (NGOs) which shared a common vision of promoting the welfare of Cambodian women. It initially sought to undertake the following activities: (i) engage in research on the gender gap in politics; (ii) seek support from politically elected parties to increase the number of woman candidacy and finding strategy to have more women elected; (iii) document and build the capacity of woman candidates so they can confidentially engage in the election; (iv) raise awareness about the importance of the elections at all

levels, particularly of electing women for their involvement in politics; and (v) directly work in the community to ensure the sustainability of the process. In its first two years, it facilitated the holding of two national consultative forums which engaged various men and women stakeholders on the importance of women's political participation.

With funding support from the UN Democracy Fund (UNDEF), CPWP set in place its secretariat in 2007 and was housed at Silaka (the legal and fiscal entity of CPWP). Coordinating CPWP's networking and communications between and among the partner NGO members and other stakeholders, the Secretariat has four staff members – two funded by UNDEF and two by the French Embassy in Phnom Penh. Operations take place using policies and programme plans approved by the 7 NGO members that make up the Secretariat. In institutionalising the CPWP as a network, activities taken over the project's life included the following:

- the holding of the GTZ- and Heinrich Boll Foundation-funded Organisational Development workshop in October 2007 to help strengthen the CPWP's organisational capacities and provide members an opportunity to discuss challenges and opportunities working together as a Committee
- the engagement of Monitoring Consultants who provided feedback on the ongoing project activities through the 4 monitoring reports submitted and presented to the CPWP – these reports provided the bases for actions taken to addresses the observed weaknesses in the PWDC project as well as in CPWP itself
- the design/ development of several manuals to assist the CPWP members in their work in the target provinces, which included:
 - a manual prepared by the Women for Prosperity (WfP) for the training of women candidates for the 2007 commune council election. WfP together with the Ministry of Women's Affairs also conducted the training among the CPWP members
 - a Forum Manual prepared in April 2008 to serve as guide for the organisers and facilitators of public forums, particularly women members of the Commune Councils, activists of political parties, and members of the CPWP
 - a Peer Network Training Manual prepared also in 2008 under the leadership of GAD/C for trainings being held by CPWP on the "Promotion of Women and Men's Equal Representation and Participation in Politics in the Context of Decentralisation and De-concentration Reforms".

As of December 2008, the Secretariat has held a total of 53 monthly meetings with CPWP members, and around 17 meetings with Executive Committee members (consisting of the Executive Directors of the 7 CPWP member organisations) and consultants. These meetings covered discussions on approval of budgets and work plans and reviews of financial and activity plans.

C. Overall Assessment

1. EFFECTIVENESS

Extent to which the project objectives have been reached as envisaged by the project document

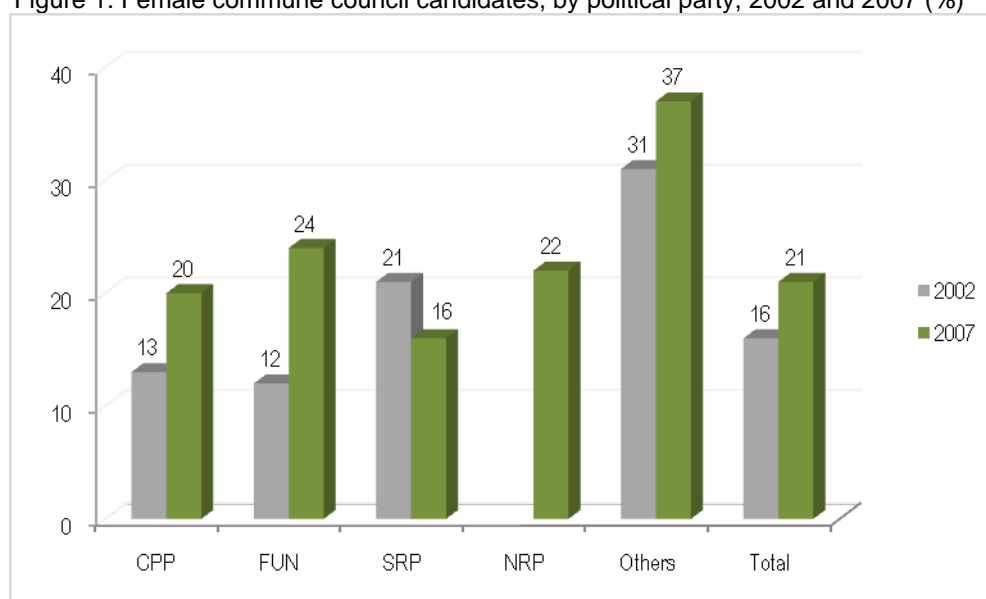
The above review of PWDDCP activities and strategies provides a good indication that the project objectives have been met. Secondary materials reviewed and stakeholders interviewed offer positive developments and views on the situation of women nominated for the 2007 Commune Council election as well as elected into office compared to the 2002 elections.

The Mid-Term Progress Report Assessment Sheet for One Year Project reports that in the 2007 Commune Council elections, the number of women candidates went up from 16 to 21% while the number of women elected to office had a 74% increase, from 8.5% in 2002 to 15%. In all provinces where the CPWP was active, more women were elected than in the past, and the increase in three of

these provinces, Kandal, Kampong Thom and Takeo was greater than the national average.⁵ In addition, a rise in the number of women commune councillors was observed in the PWDDC project provinces. The proportion of women councillors in Takeo, for instance, increased by 189% (from 27 to 78) or 11% of all commune councillors. In Kampong Thom the total number of women councillors increased by 182% (from 28 to 79) or 14% of all commune councillors. In Kampong Cham, the number of women commune councillors rose by 56%, from 95 in 2002 to 148 in 2007 or an increase of 11% of all commune councillors. The outcomes of the 2007 commune council election were noted to have exceeded the targets set in all target provinces.

Figure 1 provides a comparison of the proportion of female commune council candidates, while Table 6 presents the results of the 2007 Commune Council elections.

Figure 1. Female commune council candidates, by political party, 2002 and 2007 (%)



Source: MoWA, 2008. *A Fair Share for Women – Cambodia Gender Assessment*

Table 6. Number and percent of women elected in the 2007 Commune Council Elections, by province

N°	Province/ Municipality	# of Communes/ Sangkat	# of Commune Council members	# of Women Elected, by Party				Total # of Women Elected as CC Members	
				CPP	SRP	NRP	FUN	Total	%
1.	B Meanchey	64	504	52	13	-	1	66	13.1
2.	Battambang	96	760	113	30	-	-	143	18.8
3.	K Cham	173	1,353	112	32	4	-	148	10.9
4.	K Chhnang	69	419	37	10	1	-	48	11.5
5.	K Speu	87	609	48	8	-	1	57	9.4
6.	K Thom	81	577	60	17	1	1	79	13.7
7.	Kampot	92	548	92	2	2	-	96	17.5
8.	Kandal	147	1,061	151	28	1	-	180	17.0
9.	Koh Kong	33	187	33	3	-	-	36	19.3
10.	Kratie	46	282	39	10	-	-	49	17.4
11.	Mondolkiri	21	107	17	-	-	-	17	15.9
12.	Phnom Penh	76	664	97	49	-	-	146	22.0
13.	Preah Vihear	49	317	46	5	-	-	51	16.1
14.	Prey Veng	116	892	96	9	1	-	106	11.9
15.	Pursat	49	343	50	6	-	-	56	16.3

⁵ Statistics cited are taken from CPWP reports to UNIFEM and the World Bank. The CPWP used data from the NEC for candidate lists and data from GTZ-ARDP for elected commune councillors. MoWA (2008) presents similar figures.

16.	Ratanakiri	49	253	34	1	-	1	36	14.2
17.	Siem Reap	100	668	69	15	1	2	87	13.0
18.	Sihanoukville	22	144	19	1	-	-	20	13.9
19.	Stung Treng	34	176	26	1	-	2	29	16.5
20.	Svay Rieng	80	518	89	6	-	-	95	18.3
21.	Takeo	100	736	76	2	-	-	78	10.6
22.	Kep	5	31	4	-	-	-	4	12.9
23.	Pailin	8	52	10	1	-	-	11	21.2
24.	O Meanchey	24	152	23	-	-	1	24	15.8
TOTAL		1,621	11,353	1,393	249	11	9	1,662	14.6

Source: MoWA, 2008. *A Fair Share for Women – Cambodia Gender Assessment*

At the national level, MoWA (2008) notes that in 2007, there were some 2,328 female candidates who ranked in the top positions in the lists of 12 political parties compared with 1,161 in the 2002 elections. Provinces with the most female candidates were Kampong Cham, Kandal, Phnom Penh, Battambang, Kampot and Prey Veng – provinces where CPWP was also active in promoting women's involvement in politics. The CPP was reported to have gained more success in having their women candidates elected compared to the other parties in that 17% of CPP commune councillors were women compared to 3% for FUNCINPEC and 9% for SRP. In terms of female elected councillors, CPP had 13% in Kampong Cham, 17% in Kampong Thom and 13% in Takeo. Of the few commune councillors elected for FUNCINPEC, only 2% were female in Kampong Thom; Takeo and Kampong Cham had none. SRP female councillors made up 1% in Takeo, 8% in Kampong Cham and 1% in Kampong Thom (Mid-Term Progress Report Assessment Sheet for One Year Project, January 2008). The PWDDC project would appear to largely contribute to these patterns especially since its implementation was made possible by CPWP, the only active group of NGOs that sought to create an impact in the 2007 and 2008 elections.

On the capacities gained from candidate trainings received, Table 7 and Figure 2 below show some inroads in the changing perspectives of women on the roles they can play in influencing policy making. Figure 2 shows, for instance, that participants gained a stronger appreciation of what kind of information they needed to campaign effectively. Worth noting is the rise in the number of those who said that knowledge of people's needs and rights is important as well as knowledge of voters in the local area. These results suggest that women participants have a robust understanding of what is required of them as political representatives. The results also suggest that women candidates are highly motivated by the prospect of improving the lives of women, which in turn highlights the absence of focus on women's issues in the current political agenda.

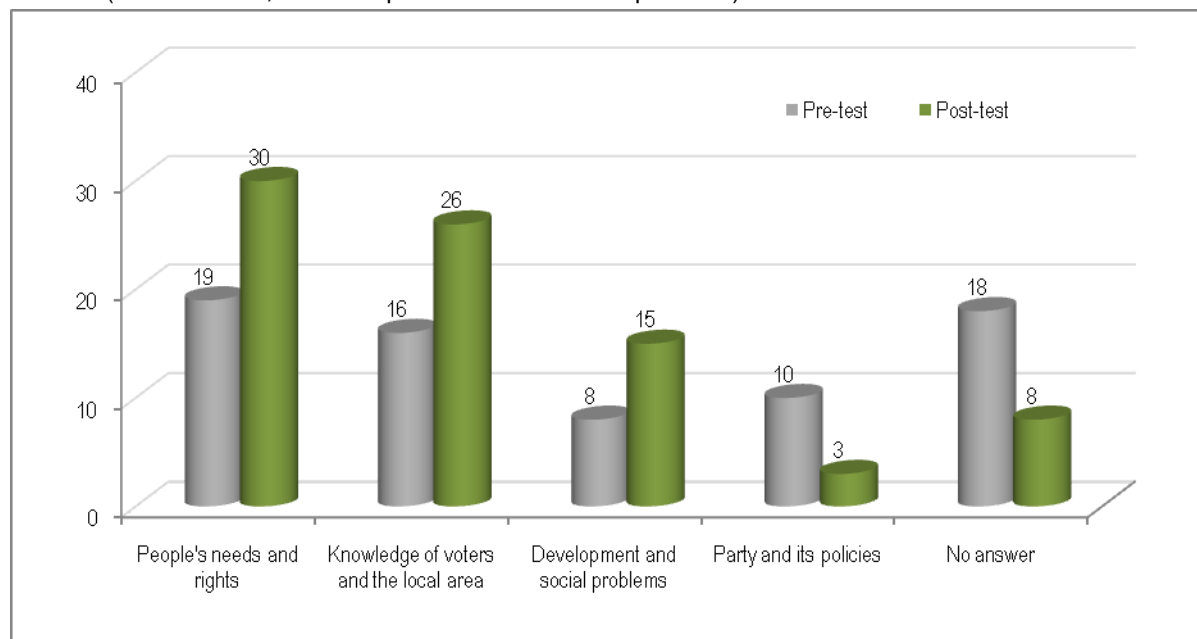
Women councillors in Stung and Kampong Svay Districts Kampong Thom as well as in Tram Kak, District in Takeo also revealed that some of them are members of their Commune Committee for Women and Children and reported that as duty bearers in their localities, they can serve as good models to their male counterparts in the performance of their duties and in reporting on their activities.

Table 7. Main reasons for deciding to become a candidate

Pre-test		Post-test	
Improve women's lives and promote women's rights	46%	Improve women's lives and promote women's rights	51%
Develop my community/the country	34%	Develop my community/the country	31%
Women have a role to play in local decision-making	15%	Women have a role to play in local decision-making	18%
Positive personality traits	11%	Support party	16%
Promote good governance	8%	Solve local problems and respond to local needs	9%
Support party	8%	Gain more knowledge, skills and experience	8%

Source: Fitzgerald, Ingrid. 2007. *Second Monitoring Report*. The summary is based on data from pre- and post-training assessments conducted by CWPDP, NICFEC and Silaka during candidate training sessions from January to March 2007.

Figure 2. Training participants opinions on information needed in order to participate in (political) campaigns (% distribution; n=212 at pre-test and n=239 at post-test)



Source: Fitzgerald, Ingrid. 2007. *Second Monitoring Report*. The figure is based on attitude surveys conducted by CWPDP, NICFEC and Silaka prior to and after 3 community forums held from December 2006 to March 2007. Post-survey data was not available for Takeo since NICFEC did not conduct post-forum data collection in the province.

Interviewed women councillors in Tram Kak, Takeo also claimed that they can now be the voice of their fellow villagers in expressing village level concerns at the Commune Council. These women interviewees in both provinces expressed as well that they have become active in the peer support networks as well as in the outreach activities fostered in the PWDDC's target communes. Such responses indicate that women involved in the political process can take on active roles for their communities despite their responsibilities within the home.

In *creating a positive environment for women's participation in public office*, the project has engaged both men and women stakeholders (Commune Council members, provincial officials, national administrators) and focused on local, provincial and national administrators, potential party leaders, female candidates and voters, and the general public. This was made possible through meetings held at these levels, including the organisation of events in Phnom Penh involving these stakeholders and the media campaigns to promote women's active engagement as voters and as candidates in an elected office. Such a positive environment was also made possible by the *mobilisation of a women's support network* in the form of peer support networks that PWDDC project and CPWP established in April 2008. These networks contributed to the increased number of women being elected during the July 2008 national elections as members actively undertook outreach activities in their respective localities.

Adequacy of project activities to realise the objectives

Project activities to realise the objectives were more than adequate. Designed to respond to the situation where women's voices were yet to be heard, the activities reflected steps towards gaining women's trust and self-confidence to make themselves publicly visible so they could make a difference. The activities also indicated an effort to connect women with one another within the 45 communes (i.e., at 5 communes in each of 3 districts covered) in each of the 3 target provinces as well as with key women officials at provincial and national levels. The mix of activities – particularly the training for candidates, the dialogue with men and women administrators and officials, the training

for peer support networking, the media campaigns – also proved to strengthen the support base of the women candidates as well as assisting with the development of a greater understanding of women's roles in decision making and in politics among all stakeholders including community members and the public.

Project achievements

The key achievements of the project revolve around the objectives that it sought to attain and, as alluded to and/or cited earlier, include the following:

- Increased numbers of women involved in governance. As previously noted, the number of women candidates went up from 16 to 21% while the number of women elected to office had a 74% increase, from 8.5% in 2002 to 15% in the 2007 Commune Council elections. The proportion of women councillors in Takeo went up by 189% (from 27 to 78) or 11% of all commune councillors; in Kampong Thom the total number of women councillors increased by 182% (from 28 to 79) or 14% of all commune councillors. In Kampong Cham, the number of women commune councillors rose by 56% from 95 in 2002 to 148 in 2007, or an increase of 11% of all commune councillors.
- Capacities were professed to have been gained from the candidate trainings in 2007 and the various trainings held in 2008 on organising public forums and peer network building. As previously shown on Table 7 and Figure 2, pre- and post-training assessments of the 2007 candidate trainings as well as attitude surveys revealed more women reasoning out that they were standing for an elected office to improve women's lives and that they have a role to play in local decision-making. They also noted that they had a better appreciation of the kinds of information needed to campaign effectively, particularly knowledge of people's needs and rights and of voters in the local area.
- Establishment of key political parties' stance and commitment in promoting women's participation in politics towards ensuring a positive environment for women's participation in public office. During the 2007 3rd Consultative Workshop with various stakeholders, for instance, local leaders made the following remarks:

Women have [an] important role to work with girls and boys because they have more understanding than men about their health, body, sex, violence.... More women in the government institutions will make things even better – Pong Ro Commune Chief, Baray district, Kampong Thom province

It is necessary to have women's participation in the sangkat/commune process. Without women, there will be difficulty. Only women understand their needs and other women's needs. The presence of women in Tany commune council has eased a lot of burden in the commune – Eav Sngun, Commune Chief of Tany Commune, Angkor Chey district, Kampot province

Interactions with stakeholders during this evaluation's data collection also yielded the following view:

Local authorities (provincial, district, commune and village level) support women... The PDoWA has conducted monthly meetings with women representatives at commune level to encourage and strengthen their self-confidence... – Deputy Governor, Stoung District, Kampong Thom province

- Peer support networks have been mobilised with a total of 225 women engaged and political parties (including village chiefs) represented in these locally-based groups. More than paving for a momentum for women's participation in public decision-making through the networks' outreach activities, these groups directly or indirectly contribute to creating an encouraging environment at local levels for women's participation in public office. According to one key informant from a CPWP member organisation, voter turnout in Tram Kak District was 90% of the political parties' constituents.

Additional affirmations were obtained from the interviewees in Phnom Penh and in the areas visited in Kampong Thom and Takeo as they expressed the following:

- Through CPWP, a coordinated voice and action in promoting the image of women has taken place
- Women network members are able to work across (political) party lines on their outreach activities, thus paving for network building and solidarity among them
- Network members can undertake outreach activities after the training and public forums and employ the booklet of posters in explaining women's roles outside the home, including their roles in the electoral process
- Women now have increased confidence to speak out/ women villagers able to express themselves
- Elected women leaders have greater confidence to take on tasks delegated to them (e.g., monitoring of health, education situation in villages; registration in birth of children; writing monthly reports on educational and health situation of women and children in their locality)
- PWDDC/CPWP helped strengthen network members who were already active in other development activities in the area
- Linkages/ bridges have been created between elected and potential women leaders with women (and men) leaders at the national level as the project provided an opportunity to gather women and share experiences and to network with one another
- Women leaders in Tram Kak, Takeo are clear on how to build up young women so that they can also take on leadership roles in the future (e.g., need for completing higher formal education; having good health practices; being aware of community needs, etc)

Summing up, it can be said that there is no area in which the expected outputs specified in the project document failed to deliver. Activities reflected in the project document for each of the four outputs were executed by CPWP and its members and even went beyond the expectations in terms of the delivery of these outputs.

Significant developments that have taken place since the project started; how these affected the project goal and activities; how these impacted on the project

A major development that has taken place within the project's implementation period is a mandate from the Ministry of Interior that Commune Councils allocate part of their budget in 2009 for women-related activities, particularly for the Commune Committee for Women and Children (CCWC). Male Commune Council members in Takeo reported that such an allocation amounts to around 46 million Riel for one commune, but could be up to 75 million Riel for larger communes. The CCWC has been in existence since 2003 through the government Sub-decree No 22 which declared that every Commune/Sangkat Council in Cambodia should have a Women and Children Focal Point (WCFP) responsible for women's and children's affairs. However, these positions did not have the resources that could enable the focal persons to undertake their tasks; there was also a glaring absence of WCFPs in commune councils that had no female councillors.

The implication of the above observations and findings is clear that with the increased presence of women in elected offices at local and national levels, as well as of women activists at the commune levels, greater attention has surfaced in making women's and children's situation a concern if not an emerging priority. A large part of this can be attributed to the efforts laid by the PWDDC project in making women's voices heard as activists, candidates, and elected officials.

2. RELEVANCE – ALIGNMENT AND RESPONSE TO CONTEXT

The PWDDC project came into being at a time when women had been less than visible in Cambodia's political sphere and/or were hesitant to express their views due to lack of confidence arising from low

educational levels, lack of experience in development endeavours, as well as from traditions that viewed women as playing roles only within the home. According to a key informant, the project built on the existing context where political, cultural, social and administrative issues needed to be considered in creating the space where Cambodian women can have a voice.

The breadth of activities instituted by the project between 2007 and 2008 attest to this sensitivity to the Cambodian situation. For example, it drew upon women who were already recognised as informal and formal leaders, had credibility in their communities, and who were grounded on the conditions that prevent many Cambodian women to take part in community activities. At the same time, the women representatives who stood as candidates and/or served as activists in their capacity as peer support network members acknowledged this trust as they took active part in the trainings, other PWDDC-facilitated events, as well as in monitoring the needs of women and children in their localities. Linking the women councillors and activists to their counterparts at the national level likewise demonstrated sensitivity to the need to create bridges and solidarity between these levels within and across political party lines.

Potential tensions and sensitivities between party lines were also responded to by the project. In particular, activities being undertaken in the target communes solicited equal representation from the four major political parties (i.e., CPP, SRP, FUNCINPEC and NRP) to prevent jealousy and misunderstandings. On the issue of public perceptions of the government being unresponsive to citizen's needs, the PWDDC project undertook media campaigns and strengthened women councillors to better address local concerns (e.g., on health, education, domestic violence). As a result, reporting on these matters occurred at the Commune Councils. In addition, it was through this process that women candidates were sensitised on such topics of transparency and accountability during the trainings for the candidates. Clearly, the project strategies taken matched the needs and priorities of the conditions in 2007.

A risk that CPWP anticipated in the implementation of the project relates to their stance as a neutral organisation. As noted above, this was avoided by ensuring the participation of equal numbers from the political parties in trainings and other local and national events. According to a key informant, CPWP members maintained a careful balance in their relationships with the political parties even as the individuals making up the CPWP partner NGOs had their own political affiliations. Such individual affiliations, on the other hand, proved to be a plus for the project as this eased access to key officials in the government particularly for PWDDC project events.

Other risks that the PWDDC project foresaw included the (i) the retention of women commune candidates; (ii) continued cooperation from all three political parties and local government officials; and (iii) political instability. Measures that the project document specified towards these risks included:

- strengthening partnerships and relationships already built with communes in the 3 provinces to further enhance trust among women commune candidates
- creating a peer support network that serves to strengthen an enabling environment for women commune candidates from their own communities. The peer support network will also
- build linkages with leaders at various levels, including provincial governors, commune council chiefs, and political party leaders and fostering dialogues with them.

Based on the activities that CPWP undertook, the above measures have been instituted to mitigate the identified risks. The measures also seem appropriate as these are linked to the issue of ownership and sustainability. That is, where partnerships and relationships are strong and a peer support network remains active at the grassroots, it is likely that local level stakeholders themselves will take action on problems that can arise given the trainings they have received, the outreach activities they have participated in, and the growing confidence – especially among women – of the roles they can take in relation to local governance.

3. SUSTAINABILITY – PARTNERSHIP COLLABORATION AND CAPACITIES INSTALLED

Plans to sustain the work initiated by the two-year project have been considered at the outset and are specified in the project document. More specifically, sustainability would be ensured through (i) the peer networks that were to “galvanise support and encouragement for elected and active women to voice their issues and concerns into the different levels of decision-making using the a bottom-approach”; (ii) an institutionalised CPWP which would formalise the coalition of partners through the creation of a Secretariat; and (iii) sustaining and identifying new sources of funding, particularly the current various donors working in Cambodia’s provinces (PWDDC Project Document, 2006).

Actions have been taken by CPWP for all these defined strategies to ensure the sustainability of the project. As previously noted, the peer networks were established in April 2008 in the UNDEF and non-UNDEF provinces and which continue to be also active in other community/ NGO activities. Individual members of these peer networks participate in other NGOs’ endeavours (i.e., non-CPWP member organisations such as the Groupe de Recherche et d'Echanges Technologiques/ GRET, Save the Children-Australia, ADRA) on gender-related and other trainings which strengthen their confidence and enthusiasm to play a role as formal or informal leaders in their commune/ village. Women councillors who are members of these networks are also articulating the concerns of their villages in the Commune Councils as they monitor and report on their designated task of keeping on top of health, education and other women and children related issues in the villages and communes. In effect, the peer networks – through its elected women members and women activists/ potential women candidates – are taking on the challenge of keeping the women’s voices heard as they undertake outreach activities in their capacities as elected officials and as members of their communities. Box 1 provides indications on the project outcomes being sustained based on the peer network members’ perspectives and actions.

Steps to institutionalise CPWP have also been taken, with the Secretariat in place and continuing to seek ways to improve systems and procedures for better coordination and more efficient working relationships between and among the coalition partners. The CPWP members also demonstrate openness to learning from its experiences and weaknesses in their efforts to respond to the concerns raised by the Monitoring Consultants as well as to have continuing dialogues among themselves, such as during the organisational development workshop in October 2007. This is positive for the CPWP as building upon the lessons being learned can only strengthen the partnerships within the coalition as well as with others they work with at provincial and national levels. There is continued willingness in the current partners to work together and this is evident in the meetings of the CPWP member NGOs to plan its post-PWDDC project actions. Funding opportunities are being pursued as well with various donors, such as during the 3 February 2008 meeting held with GTZ, Heinrich Boll Foundation, Oxfam-NOVIB, and the World Bank.

At the provincial levels, peer network members similarly look forward to continue working with CPWP. The Committee’s partners in the provinces – particularly the peer network members – are aware that project funding has ended but remain optimistic about working with the CPWP again. An area that needs attention in this regard, however, is informing these partners on the next steps that CPWP is taking since they are still not aware of what lies ahead in terms of future activities relating to the PWDDC project.

Given the above points, there is evidence that the project outcomes are sustainable. CPWP can benefit, however, from collaborating with other development players – particularly the NGOs – in the provinces and communes they are serving to establish alliances as well as to strengthen one another’s inputs in the communities where they are working. While this was not an area of focus in the design of the project and did not seem to emerge as a need when the project was being implemented, such alliances could be valuable since many NGOs now integrate the issue of gender in their work and could well be the voices of CPWP in the many other communes and districts that the Committee is not targeting.

Box 1. Quotes/ anecdotes from women project participants in the target provinces

“The follow up session is very important because we can learn the experiences of other communes and we are able to share our comments to one another for working together to solve the problem in our communes. It was simple but we gain a lot of experience and knowledge from it. It was a good opportunity for women CCs and men seat together and discuss on women and children issues in their communes. The discussion made participants know the way to solve the problem of others communes. Before, women were trained separated from men so they don't have time to discuss or debate with each other and chief of communes never know the problem of women and children but this times they seats and talk together, especially it were involved by other commune chief that is provided an opportunity for them to discuss the issue in their communes. In the meeting men express much support for women”.

In Chamkar Ondoung, Chamkar Leu district in Kampong Cham province, meetings are held every 3 months. In one meeting, a woman CC asked to have capacity building from women CCs and to have regular meetings especially regarding the process of building safety houses for protecting women from domestic violence. But the chief of commune chose to reject her requests and allocate this task to men CCs. She challenged this decision and advocated to her chief of commune to do this task, stating that she would better address these issues as a woman. With her perseverance she succeeded. She mentioned that her commune rarely organised the meeting and chief of communes rarely to raise the women issues in the commune meeting. These things have changed with her perseverance and now, meetings are organised more regularly and social issues are addressed in the meetings.

Source: Final Project Narrative Report, December 2008

4. PROJECT DESIGN AND PERFORMANCE ASSESSMENT/ EFFICIENCY

CPWP emerged in 2005 after two consultative forums with a range of stakeholders. During these forums, common concerns on the gap between information and practice, as well as the role of women as grassroots level leaders and their achievements surfaced as barriers to the development of the Cambodian society. A subsequent workshop to create CPWP members' strategy to work together defined the following issues as largely impacting on the advancement of women in leadership:

- Lack of awareness, knowledge, and skills of women in the political sphere;
- Low participation of women who could affect policies and intervene to protect women and children's rights;
- Women are seen as unsuitable for political involvement;
- Cambodia's Constitution, government policies and Cambodian Millennium Development Goals (CMDG) call for women's empowerment and to focus on gender mainstreaming to promote women to more actively engage in politics;
- CMDG calls for an increase of women in decision making, specifically
 - from 15% to 25% of women commune counsellors by 2015
 - from 19% of women in the National Assembly in 2004 to 30% in 2015
- Political parties consistently note that they cannot find qualified women candidates for their parties. They regularly attempt to tap into women's activities in their political canvassing efforts and social outreach, but do not go so far as to consider giving them positions of power;
- Women lack systems of support for their development and mutual support;
- Women active in politics need a greater voice on how policies and political decisions are made in Cambodia;
- Lack of support and encouragement from men, and to a lesser extent, women, in society including those in women leaders' families; and
- Lack of access to information and resources.⁶

⁶ CPWP Strategy Paper signed by heads of member organizations on 29 January 2008, as cited in P. Curran (2008) *Third Monitoring Report*, 13 June 2008

The above context defined the objectives and strategies that the PWDDC project took. Through the activities it conducted – training of women candidates, advocacy at local and national levels, media campaigns, establishment of peer networks, conduct of outreach activities – it simultaneously addressed several concerns. Strategies and activities also took into account the risks that are associated with politics in Cambodia, such that maintaining neutrality underpinned the work with the political parties. Against the pressing needs then, the project appears to have taken an appropriate design.

Programme plans were devised by CPWP members such that six of the organisations were active implementers of the project, while one (i.e., CDRI) would provide research support to the Committee. The Secretariat, housed at Silaka and consisting of a Project Coordinator, Communication/Networking Officer, and two Administrative Support Specialists, provided the coordination work for the Committee, particularly the regular meetings and the reporting on the project progress, and communicated with the member organisations through emails. All six organisations had one province each to cover (NICFEC and WfP in Takeo, GAD/C and Silaka in Kampong Thom, and CWPD and COMFREL in Kampong Cham) in five selected communes and three selected districts within each of the three target provinces. Sub-contracting of the work by Silaka was noted in Kampong Thom where the NGO Development Organisation for Cambodia Society (DOCS) conducted one training session, organised women's network, held two public forums and conducted outreach for the project in May-June 2008. In terms of project monitoring, the work was contracted to a Monitoring Consultant – who, after the first year of the project, required replacing due to conflicting commitments.

Despite the universal approval of policies and programme plans by the 7 NGO members, several issues did surface. Primarily, a perceived lack of project implementation guidelines such as (i) in liquidating field expenses, (ii) the incentive system for attendance in project events, and (iii) project staff of the member organisations being “spread thinly” (or having too much workload) to meet the tasks for the project and for their respective organisations. Also of concern were weaknesses in communication between the Committee members. Examples of this include postponed activities that the member organisation did not know about, resources not being available for project activities (e.g., posters to be used for the training/ public forums). At the same time, member organisation staff did not necessarily regularly advise or update the Director of her/ his organisation on the project progress due to their field work schedules. The occasional inability of the member organisations' Directors to attend the regular Executive Committee meetings has also meant delays in decisions concerning project activities.

The lack of guidelines in clearing field expenses has resulted in inadequate completion of forms and subsequent delays in accessing paperwork concerning the project finances. This is because the guidelines that had been used were those of Silaka which the CPWP member organisations' staff were unfamiliar with. The CPWP Secretariat has acknowledged this weakness and intends to respond to this concern as it reviews its current guidelines for its future work with the partners. An issue that will need to be addressed, however, is that of incentives for the project staff during project events. This arose due to current practices of incentives being made available for the Executive Committee members for project events but not to project staff if they act as representatives during events. This is a notable issue as the current non-standardised approach to accessing incentives lowers motivation and may create tension. The matter of too much workload for the project staff is one that CPWP is already aware of. On the issue of Directors being unable to attend meetings, the Secretariat has responded by developing a schedule for the year such that the Executive Committee members already calendar these in their plans.

Another concern relates to the capacities and characteristics of the Secretariat staff. The current Secretariat is made up of four young women who are perceived by some key informants as not having the capacity and maturity to interact with stakeholders, particularly at the national level. One in particular mentioned that only two of the four are capable of handling the Secretariat's current work. The presence of the young and fairly inexperienced staff has been attributed to the shortage of

capable staff that can be hired and has been viewed as an opportunity to train young women who are willing to learn and take part in the process of empowering women. There are obvious merits and demerits to these views; however, CPWP will need to review the situation so that it can effectively harness its limited manpower in pursuing the agenda that it has sought for itself.

Also a problem that characterised the project implementation is the lack of coherence in the data collection for the project. Information gathering appears to have taken place in 3 phases: first, to assess perceptions/ attitudes before and after the community forums held from December 2006 to March 2007; second, to determine changes in perceptions/ attitudes of participants to the candidate training sessions in January to March 2007; and, third, to solicit attitudes/ perceptions of randomly selected individuals before the CPWP public forums and the 2008 elections (August 2008). In the conduct of these, only CWPD, NICEFEC and Silaka were reported to have undertaken the first two and there was even a delay in the analyses of the collected information. Data collected in December 2006 and March 2007, in particular, were not analysed until the latter part of 2007 arising from (i) a lack of understanding in CPWP on how such information can aid the project staff's work, and (ii) lack of capacity to process the collected information such that the first Monitoring Consultant was commissioned to undertake such analyses. There is evident need to establish why and when information should be collected for the project and by whom. Capacity building in this area is obviously needed such that changes occurring in the situations of the target areas – not only among the project participants – can be monitored well and further guide the project strategies and activities.

In all, there appears to have been weaknesses to the management and administrative aspects of the project which has impacted on the efficiency of the project implementation. Given the limited project life of two years, this has meant additional burden on the project staff who were already weighted down by their respective organisations' work commitments. While these two years might be considered a learning phase for CPWP, future activities of the Committee should consider the above concerns and consult with all involved on how to mitigate the challenges of working together.

5. IMPACT

In many ways, the PWDDC project has created an impact on the stakeholders it mobilised in addition to the overall situation of women in politics. As previously noted, the project aimed to address multiple issues that impinged on Cambodian women's presence in the political sphere, particularly in the decision making processes that affect their lives and those of their children. In responding to these issues, the project worked with local, provincial and national administrators, and political party leaders, potential female candidates and voters, including the general public. In the final stages, the project was observed to have brought about the following:

- Existing need for women's greater involvement in governance was responded to as evidenced by the increased numbers of women who were elected into office during the 2007 Commune Council and 2008 National Elections.
- Elected women are said to perform their job well. According to women interviewees in Tram Kak District in Takeo and in Stoung District in Kampong Thom, the Commune Council

“delegated work on education, health, and the writing of reports on these issues to the women CC members”

They added that:

“...some male CC members and commune chiefs have started to acknowledge women CC members”.

Women interviewees in Kampong Svay also noted that:

"[women] used to be severely discriminated when working at CC in the first mandate 2002; after more coaching and outreach programme to empower women by NGOs and Women's Affairs Office, they are now in better position to work at equal base compared to men, at all stages of project formulation and management".

- According to resultant data from post-project interviews, women are said to serve as a role model for both men and women in the community in terms of work ethic. One particular example of such a person is a woman councillor in Stoung District in Kampong Thom who, apart from her official position in the Commune Council, is also a leader for 2 savings groups, a small business leader, as well as a good wife and mother of 4 children.
- Women have changed their thinking about engaging in community work such that more of them are now active in village or commune development. Women interviewees in Tram Kak District in Takeo and Stoung and Kampong Svay Districts in Kampong Cham, for instance, stated that

"women got more courage in talking, ask questions, and those elected in office have applied the knowledge they learned".

They also added that:

"because they also received capacity building from GRET, they gained more confidence in talking in public".

Women, according to the same interviewees in Takeo, *"dare to vote for the party they like"*.

- More men in the target provinces are acknowledging that women can indeed play a role in development, particularly in decision making. Male Commune Council interviewees in Stoung District Kampong Thom, for example, expressed that:

"the people in community no longer regard women as weak creatures...; they want to see their wives, daughters or sisters to get such prestigious roles in the Commune Council and in the community"

- Women representing different political parties are able to transcend party lines as they work together in their outreach activities to create greater awareness on the importance of women in politics. Outreach activities of the women have also extended to sharing their knowledge and skills to their neighbours and other villagers.
- Because of the roles that the women councillors are taking, Reports of reduction in the incidence of domestic violence as well as gambling in areas where there are women councillors.

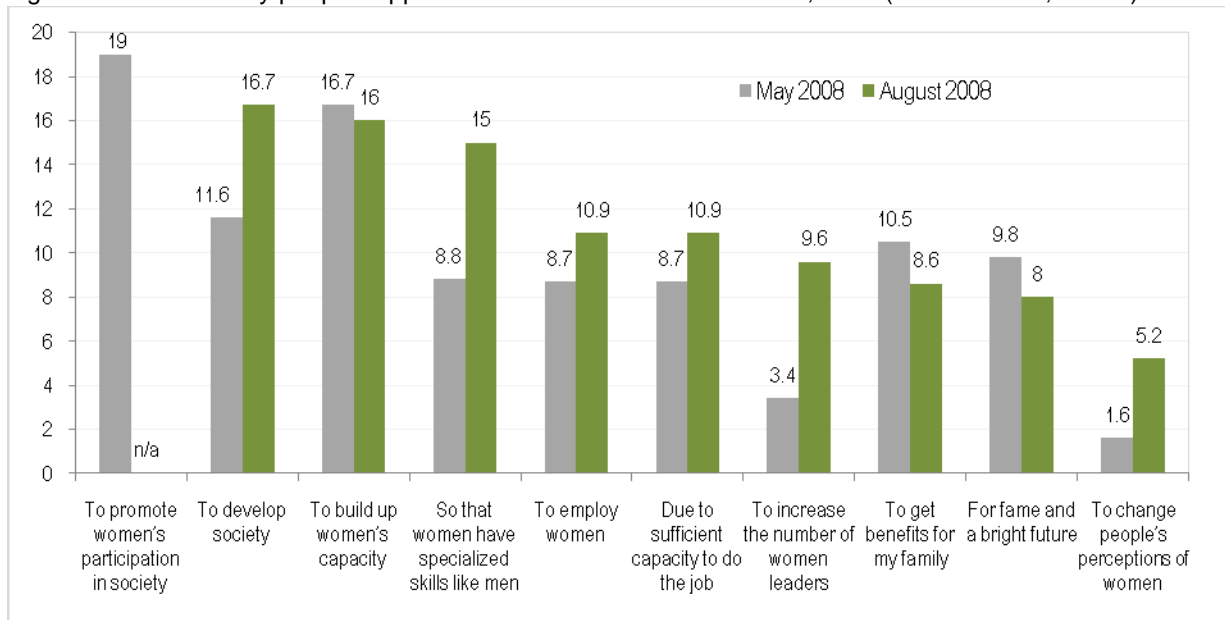
The project is likely to cause positive changes and effects in many ways on Cambodian society. In particular, the increased presence of women in elected positions can lend more disadvantaged women the confidence that they are represented in decision-making bodies of local and national government and that their views could be heard. Such presence can also restore the confidence of many Cambodians in their government which has been viewed as unresponsive to their needs. As linkages between local and national women leaders are further established and strengthened, there is greater opportunity to influence policy making based on the difficult realities of women in rural and remote areas. An added possible future scenario is that more women are ranked equally as men in party lists such that the former have the equal opportunity to be elected in office.

Catalytic effects may be also expected of the project. With the presence of peer support networks in the three target provinces (including the six non-UNDEF provinces), conditions of women and children will gain more prominence as women councillors and activists build their confidence in articulating the situation of vulnerable groups, including those experiencing violence within and outside the home

(e.g., domestic violence, rape); are living with HIV/AIDS, or are trafficked. At the same time, women leaders as role models can serve as examples to girls/ young women on the contributions they can make in their communities, especially as the women leaders themselves create the conditions that will pave for spaces (i.e., through greater access to education and health) for such contributions. It is also likely that more women will gain more confidence to have themselves nominated as party candidates and/ or to run for office in local and national elections.

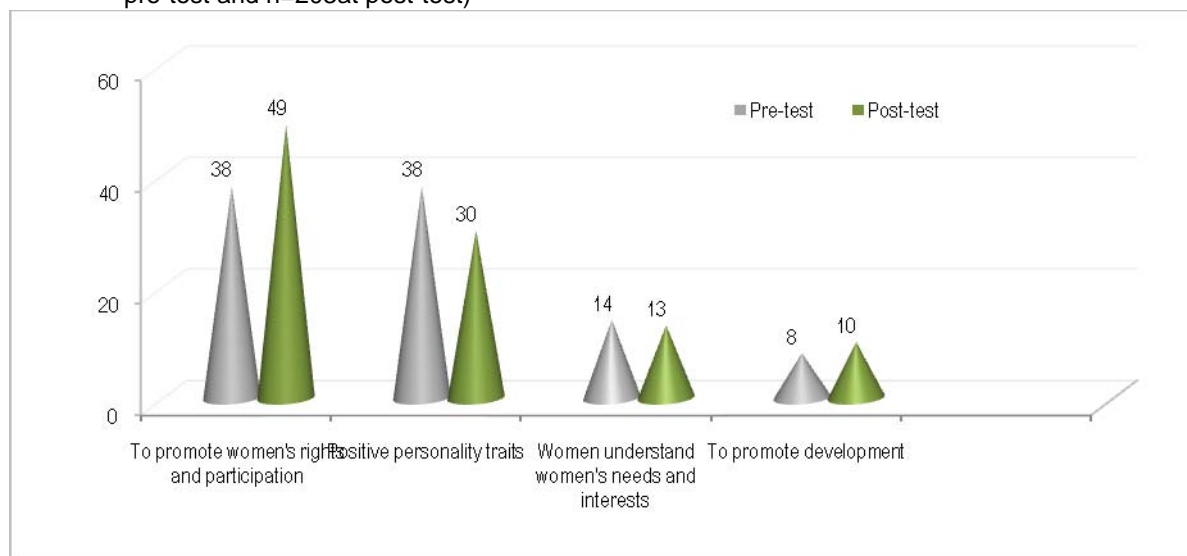
Against the existing conditions defined on the situation of the women at the outset of CPWP's establishment and the above impacts, project beneficiaries' needs appear to have been met. There is greater awareness of the importance of women's voices in decision making, particularly in elected offices (Figures 3 and 4), and the government has been said to promote women and their interests more. Potential women candidates who were trained by the project – some of whom were subsequently elected as commune councillors – have increased capacities and are using these capacities to monitor and advocate for the social development conditions of their constituents. On the part of local and national administrators, there is increased recognition and action as well in responding to women's concerns. It will be recalled that in this regard, allocations of around 46 million Riel for one commune and which could be up to 75 million Riel for larger communes, have been made by Commune Councils for women's and children's issues on their 2009 budgets.

Figure 3. Reasons why people support female relatives to run for office, 2008 (% distribution, n=273)



Source: Curran, Patty. 2008. *Fourth Monitoring Report*. The figure is based on attitude surveys conducted with some 273 randomly selected respondents in Kampong Thom, Kampong Cham and Takeo.

Figure 4. Main reasons for supporting female relative to stand for office, 2007 (% distribution; n=205 at pre-test and n=203 at post-test)



Source: Fitzgerald, Ingrid. 2007. *Second Monitoring Report*. The figure is based on attitude surveys conducted by CWPDP, NICFEC and Silaka prior to and after 3 community forums held from December 2006 to March 2007. Post-survey data was not available for Takeo since NICFEC did not conduct post-forum data collection in the province.

6. FACTORS/ CONDITIONS FACILITATING/ HINDERING ACHIEVEMENT OF PROJECT OUTPUTS AND OUTCOME

Several factors have been identified as facilitating or hindering the achievement of the project outputs and outcomes, listed below.

Facilitating Factors

- Presence of legal and policy frameworks such as the CMDG, CEDAW and the RGC's Organic Law. Such frameworks have offered the project the opportunity to advance its objectives especially since said objectives make possible the achievement of the visions and targets set in these policy instruments. Of particular relevance is the decentralisation and de-concentration reform which contributed to women standing for office during the 2007 and 2008 elections.
- Commitment of CPWP membership in meeting the project objectives and strategies and keeping the Secretariat working and responsive to issues being encountered by members' project implementation. Collaborative work with several organisations can bring with it a set of challenges. Despite shared values, each organisation's responsibility to their own mandate as well as donors can diminish active involvement and can impact on the aims of the collaborative undertaking. Member organisations and their staff, however, persisted in conducting the PWDDC project and as such, contributed to the impact that the project has had to date.
- Regular monitoring/assessment of project status. Such periodic monitoring of the project has paved for weaknesses being identified and for the steps that were taken to remedy said weaknesses. An example of this is the feedback received during the first monitoring report such that an Organisational Development workshop was undertaken in October 2007.
- Project's and CPWP's ability to maintain impartial stance in pursuing the agenda to work across political parties as well as to motivate political party representatives to transcend political party lines to pursue project objectives and strategies. Differing views emerged on this CPWP stance – one, that it is a way of “playing safe” and two, that it is “pandering to the [agenda of the] political parties”. Be these as it may, the position that CPWP took as a neutral group enabled much of its major activities to be undertaken (e.g., National Consultative Forum in 2007, “Women Taking Step

Forward” event in February 2008). As previously noted, individual affiliations of member organisations’ staff eased access to key officials and their participation in these national events.

Constraints/ Barriers

- Constraints within CPWP that may have prevented better attainment of the project achievements have been previously discussed and include the following:
 - Coordination problems (in planning, finance, reporting system) which have resulted in delayed decisions and confusion in project implementation
 - Lack of a set of systems or procedures that is CPWP-specific which has created inadequate reporting due to lack of understanding on forms to be completed
 - Differing perspectives on Secretariat staff qualifications
- For women engaged in the project
 - According to one key informant, politics continue to be viewed as engagement in the electoral process and that there is a prevailing view that deciding to participate/not participate in community or social development activities is not a political act. While politics indeed involves the latter, this is a clarification that may not be realistic at the present time given the risks that such labelling can create in Cambodia. In reality, there are existing views that community involvement in Cambodia is political and this view has hindered many from taking part in development activities and has even resulted in parents discouraging young people to engage in such activities.
 - Women leaders are sometimes unable to answer questions presented by villagers, according to FGD participants in Tram Kak District in Takeo; in the same way, political party representatives in more remote areas of the province are unable to represent their political party platforms (including national policy changes that bear on rural communities’ conditions). This was evident when representatives of political parties (such as during the National Consultative Forum in 2007)⁷ were not adequately able to address the issue of their own policies to promote women’s involvement, perhaps because these policies are lacking (in some parties), or because they did not feel they had the authority to speak on this issue publicly. This becomes a barrier to the achievement of the project objectives as this diminishes the credibility of the women leaders among their constituents.
 - Continuing lack of understanding at commune/village (including of NGOs) levels on the importance of women’s involvement in politics create confusion on the part of women on the roles that they can take. Such lack of understanding may stem from cultural expectations of women, especially since they continue to be viewed as being mainly responsible for affairs of the home.
 - Lack of follow up on the work that has been initiated among the women could diminish the interest of those who had been involved during the project implementation. Informants from DOCS, for example, stated that after the set of activities they conducted in 2008 (i.e., training, organising the peer network, conducting the public forums and outreach activities), follow up activities did not take place, and that communications by Silaka to the peer support network continued to be coursed through DOCS rather than directly to the networks. Other interviewees – including CPWP member organisation representatives – also noted that follow up activities with the networks have not been planned for after the project ends.
 - Lack of continuity of the work in the target area. This evaluation learned that the districts (and communes) in the target provinces changed in the first and second years of the project implementation. This suggests that there is lack of continuity in the work started in the initial areas covered and lack of coherence in the work being done. Such actions can discourage women’s and villagers’ involvement since this signifies one-time interventions that fails into

⁷ Cited in *Second Monitoring Report*, December 2007

account the larger picture or context that shape women's greater involvement in decision-making. It will be worthwhile to have a holistic approach to working with women if they are to meaningfully engage in development work.

- Perception that training's content areas were not useful to some of the participants or were difficult to apply. This was claimed to stem from the mix of participants in the training where CPWP member organisations, women councillors and women activists took part in the training and subjects covered did not relate to the tasks expected of them. Their differing backgrounds (e.g., educational levels, skills) apparently contributed as well to their ability to grasp the topics being discussed.
- Other factors that impact on the achievement of project objectives and could figure in future post-project endeavours include the following:
 - Village women do not have good role models, who they can emulate, according the male FGD interviewees who are Commune Council members. This places an onus on women councillors and officials at national level since to serve as such, they would have to serve as voices of their communities while acting as a good spouse and mother at the same time. In this regard, the support of the peer network will be critical as they can be the channels through which community concerns can be conveyed to these women leaders.
 - Ability and interest as well as willingness of all stakeholders to set in place sub-national decentralisation process since those in office could fear their loss of power.
 - Women candidates' need for resource support so they can more actively participate in terms of facilitating their mobility to talk to constituents, carrying out their campaigns, and conducting other related activities
 - Bias against women still strong and exacerbated by (i) seniority in the political party, (ii) men not voting for women. This was evident in a mock election held with villagers in an area where CoDec (an NGO that GAD/C works with) is working. Results of the mock election showed many women winning as commune councillors and even as a Commune Chief. In the actual election, however, only a few women were elected since they were ranked low in the candidate lists. It has also been said that while men express their support for women to stand in office or to be active in their communities, said support from these men are not necessarily heartfelt.

V. CONCLUSIONS AND RECOMMENDATIONS

Several conclusions may be derived from the conduct of the PWDDC project.

1. The PWDDC project has effectively contributed to greater visibility of women in elected offices at the commune, provincial and national levels. While other factors may have contributed to this as well (e.g., ongoing gender trainings being conducted by various NGOs), the particular emphasis that the project has laid in promoting women in decision making could well have made the difference in the 2007 and 2008 elections. Additionally, the high profile events that the project took on could well have impacted as well in more deliberate actions taken to have women in key positions in various ministries and in providing allocations in the Commune Council budgets for 2009.
2. The project was timely as it strengthened efforts that CPWP had set in place since 2005 and was at the same time relevant. This is because it responded to the (i) the women's situation at the outset of the project; (ii) decentralisation and de-concentration reforms that the Royal Government of Cambodia has been undertaking; (iii) the *Neary Rattanak* Strategic Plan of MoWA (iv) the Cambodia Millennium Development Goal of promoting gender equality and empowering women; (v) Article 7 of the CEDAW.
3. The collaboration among the CPWP member organisations demonstrated that joint efforts offer positive outcomes in achieving common goals especially when the participating organisations have shared values. However, such collaboration could be strengthened if substantive field experiences and lessons could be shared rather than limited to reporting on the progress of project activities.
4. There is need to pursue post-project endeavours since the project was too short for stronger support bases in villages among women to be built and for wider impact to take place. Should such post-project endeavours take place, project management is an area that will need attention given the weaknesses found by this evaluation.
5. There are continuing biases against women expressing their views, taking part in community affairs, and standing for office. Such biases manifest in women not being ranked high when they choose to stand for office, in needing to mobilise financial resources to support their own campaigns, in being refused by their spouses to take part in community activities. Continuing efforts to create an awareness of women's importance in development work will thus be needed.

Recommendations that emerge from the findings of this evaluation suggest needed actions on key project implementation areas as well as future directions:

- CPWP should collaborate with other NGOs engaged in specific development areas (e.g., agriculture, health, education, etc) who may also be involved in mobilising women's greater participation in development. Such engagement with other development players will allow for wider alliances with the non-governmental sector in provinces where CPWP has a presence and could also foster closer working relationships between community organisations and the government.
- Organise a women's group at the village level to facilitate the work of commune level women leaders. This was a need expressed during the interactions with key stakeholders in two provinces and suggests the emerging interest of the peer network members to have a mass base within the villages that they serve. It is also positive in that this can be a better strategy for reaching women voters.
- Design and facilitate further leadership training workshops and involve key project stakeholders at national and local levels. This process will strengthen links across all levels as well as further equip current and future leaders with knowledge and skills to work with one another, particularly in relation to the decentralisation reforms and processes. Such a training course will foster formal

and informal relationships that can ease the implementation of projects that CPWP may undertake.

- Review and revise CPWP's management procedures (e.g., planning and monitoring of activities, staff recruitment/ selection, staff incentives as applied to directors and staff). This will set in place consistency in such areas as incentive systems, report writing, liquidating field expenses, etc. In this regard, it will be important to pursue plans to institute CPWP-specific set of policies and procedures such as on financial management rather than building on one organisation's guidelines which will be unfamiliar to staff of the CPWP partner members.
- Establish a common reporting system for all partner members of CPWP and designate one staff member within each CPWP member partner to undertake this and record ongoing experiences and lessons being learned for dissemination to others.
- Strengthening capacity and skills of secretariat staff particularly in terms of playing the lead role in coordinating project activities of CPWP.
- Given the foundations that had been set in the target provinces, future focus should respond to a broader agenda for women, specifically on their livelihoods/economic development, access to land, domestic violence, health, indigenous women and their engagement in politics – areas that can contribute to improving women's and their families' well being/living conditions which can motivate women's greater participation in community affairs and development undertakings. While this is not to say that CPWP should become an organisation that addresses a specific issue (e.g., livelihood, health, etc), this may be an area where collaborations with other NGOs can figure and which can keep CPWP relevant to women's basic/ priority needs.
- Involve women's network (and non-network) members in the design of future direction or follow up work on the project so they too can assume ownership over the endeavours that can emerge from this two-year project.

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ANNEXES

TERMS OF REFERENCE

Background

Since 2002 decentralisation reforms have contained the potential for women to have greater access and more voice in governance, decision-making and opportunities to improve public service delivery at the commune level. Significantly, decentralisation holds potential for women's electoral prospects and their ability to influence the distribution of resources.

Cambodia's MDGs include targets to increase the proportion of women holding public office; the aim is to increase the proportion of seats held by women in commune councils from 8% in 2003 to 25% by 2015. Women councillors are more likely to address social problems, service provision and community building, but most commune council funds are used for infrastructure projects even though the top commune gender priorities in 2005 were economic development for women, protection from violence, HIV/AIDS support, and reproductive and maternal health, to list a few. Increasing opportunities for women to provide input into planning and monitoring can influence the provision of equitable services and improvement of living conditions.

Currently two thirds of 1,621 commune councils in Cambodia have no elected women representatives even as women constitute 52 per cent of the population. This is the case as decentralised governance has not received the same attention as national governance in efforts to support women's electoral prospects. Women are usually not placed high on party candidates' lists for elections which reduces their chance of being elected. It follows that they do not to occupy key positions of Commune Chief and First and Second Deputy positions. In 2003, the government passed sub decree 22 proclaiming that every Commune/Sangkat Council in Cambodia should have a Women and Children Focal Point (WCFP) responsible for women and children's affairs. However, these are largely unresourced and women councillors need to be empowered in their capacity and skills to carry out their duties and tasks. However evaluation of the Seila Gender Mainstreaming Strategy 2001-2005 revealed a glaring absence of WCFP in councils that have no female councillors. This is attributed largely to an inadequate budget. Many WCFP are also found to be lacking in capacity to perform their tasks. The implication of this is the continuing marginalisation of women and children's issues.

For many years non-governmental organisations (ngos) individually acted in, participated in and supported free and fair elections, and particularly focused on promoting more women in the political arena but results were limited. Therefore, 7 ngos - SILAKA, Women for Prosperity, NICFEC, COMFREL, GADC, CDRI and CWPD joined in establishing the Committee to Promote Women in Politics (CPWP) in 2005 and adopted common guidelines in implementing their program and carrying out activities such as research on gender gap in politics, increasing the number of woman candidates, building the capacity of woman candidates to engage in elections, raising awareness of the people about the importance of elections at all levels and the importance of electing women to work in politics, and working directly in the community to ensure the sustainability of the process.

In 2008 Cambodia is completing the process of decentralisation through the Organic Law which will allow for 24 provincial and 150 district elections to take place in 2009.

Against this background, UNIFEM, with total funding of USD304,667 from UN Democracy Fund, has been supporting the CPWP to undertake the 2 year project (February 2007 to December 2008) 'Promoting Women in Democratic Decision-Making in Cambodia', designed to promote women's political participation by:

- increasing the number of women standing for office at the local level and elected as commune councillors;
- supporting women once in office to participate effectively including in local planning processes; and

- creating a supportive environment (networking, mentoring) for women's increased political participation, including among political parties, the general public and local communities.

Purpose of the Evaluation

As per the project document and UNDEF guidelines, a final independent evaluation will be conducted with the following purposes:

- To assess and validate the results of the project in terms of achievements/gaps in delivering outputs, contributing to outcomes, reaching target beneficiaries, the factors that affected the results, and the potential for sustainability.
- To analyse the effectiveness of the overall strategy and approaches of the project in increasing the number of women standing for office at the local level and elected as commune councillors; supporting women once in office to participate effectively including in local planning processes; and creating a supportive environment for women's increased political participation, including among political parties, the general public and local communities.
- To analyse lessons learned on both substantive and project management issues, specifically broader learning for UNIFEM's overall approach in supporting the participation of women in politics.

It is expected that the results of the evaluation will be used as inputs for:-

- UNIFEM's strategic reflection and learning on its work supporting the participation of women in politics; and a regional programme to promote women's leadership which is currently under development.
- CPWP's planning for its on-going program supporting women's participation in politics from the commune to the national level
- Planning in regard to UNDEF funded UNDP executed 'Strengthening Democracy and Electoral Processes in Cambodia ' Project (2009-2011);
- Convening other partners (UN, Government, bilateral donors, civil society) to share findings and stimulate broader collaboration to increase the participation of women in politics.

Project Description

Decentralised governance has not been a significant focus, compared to national governance, of efforts to support women's electoral prospects. Yet local commune councils are closest to women, are more accessible to them and more likely to influence the distribution of resources and services to women. Cambodia's MDGs include targets to increase the proportion of women holding public office, including an increase to 15% of seats held by women commune councillors by 2010.

The project aims to increase the number of women candidates running for local government seats and to build their capacity to influence local policy and spending decisions.

It will also contribute to:

- the creation of a positive environment for women's participation in public office by focusing efforts on the primary targets of local, provincial and national administrators and political party leaders, potential female candidates and voters; and the secondary target of the general public;
- the mobilisation of women's support networks, who will design, implement and monitor their own strategic action plans, and will help to ensure sustained momentum in the area of women's participation in public decision-making and the promotion of an inclusive gender equality agenda.

Key objectives

- Increase the number of women candidates running for local government seats and build their capacity to influence policy-making and local spending decisions.
- Create a positive environment for women's participation in public office by focusing efforts on local, provincial and national administrators, potential party leaders, female candidates and voters, and the general public.
- Mobilise a women's support network to ensure sustained momentum in women's participation in public decision-making and promoting an inclusive gender equality agenda.

Outcome

Women's political participation strengthened and elected candidates are able to take positive steps towards advancing gender equality and women's empowerment in Cambodia.

Outputs

- CPWP, with a well functioning secretariat, becomes a strong network of women's organisations to promote women's political participation in Cambodia.
- Potential women candidates in 3 provinces have the skills, knowledge and ability to run for the 2007 elections.
- Political parties and local administration leaders are aware of the importance of their support for women's leadership.
- Voters are aware of the importance of women's participation in the political process and decision making.

See the logical framework analysis in Annex I.

Strategies

The project focuses on the potential of women's political participation to improve gender equality and enhance women's empowerment through advocating for women's access to decision-making positions in local government, strengthening women candidate's capacity to run for election and advancing a women's rights agenda once they are elected.

- Capacity-building: build skills of potential women candidates and elected women officials in planning pre-election strategies, campaigning techniques, governance issues and parliamentary procedures. Increase understanding among voters of their rights and the importance of women's leadership and political participation.
- Communications and Advocacy: create buy-in on supporting women's participation, decision-making and leadership in public office through dialogues with political parties, provincial and commune leaders. Develop media campaigns to broaden public awareness on women's political participation as a development and rights issue.
- Peer support networks: create and mobilise a women's civil society network to monitor women's political participation and decision-making, support and mentor women candidates and elected officials.

- Institutionalising the CPWP as a non-partisan training and support network on women's political participation.

Scope of the Evaluation: Evaluation questions

With regard to the *geographic scope*, the evaluation will focus its analysis on work done at the provincial level in Cambodia. It will cover the timeframe February 2007-Dec 2008, from the initial implementation stage to the completion of project phase. The evaluation will also be forward looking in terms of the design of the project for future stages and replicable models. It will therefore be a summative evaluation, with a significant formative component.

The evaluation will address a number of key questions in two main areas:

Results: questions on the achievement of results of the project based on specific outcomes and corresponding outputs.

Strategy: questions on the effectiveness of project implementation strategies in building an enabling environment for women's participation in public office and promoting an inclusive gender equality agenda, and lessons learnt for CPWP and UNIFEM.

The evaluation will shed light on strategic areas for UNIFEM's future programming to promote women in politics in the changing context of decentralisation and implementation of the Organic Law.

It is expected that the Evaluation Team will develop an *evaluation matrix* which will relate the following questions, the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation.

Key evaluation criteria and questions to be addressed:

Effectiveness

- To what extent have the project's objectives been reached?
- To what extent was the project implemented as envisaged by the project document? If not, why not?
- Were the project activities adequate to realise the objectives?
- What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
- Have any significant developments taken place since the project started, if so, explain how they affected the project goal and activities and evaluate the impact on the project?

Relevance –alignment and response to context

- Were the objectives of the project in line with defined needs and priorities?
- Should another project strategy have been preferred rather than the one implemented to better reflect those needs and priorities? Why?
- Were risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks?

Sustainability - Partnership collaboration and capacities installed

- To what extent has the project established processes and systems that are likely to support the continued implementation of the project?

- Are the involved parties willing and able to continue the project activities on their own (where applicable)?
- Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?

Project Design and performance assessment / Efficiency

- Was the project design appropriate? If not, why not?
- Was the project, including its finances, human resources, monitoring, and oversight and support managed efficiently?
- What was the role played by the implementing agency and, where applicable, the executing agency in leveraging resources, internal or external, and expanding partnerships with other actors to support and expand this project?
- Assess the appropriateness of current formal and informal communication channels between national stakeholders, implementing and executing agencies and UNDEF staff, including recommendations for improvement?

Impact

- To what extent has/have the realisation of the project objectives had an impact on the specific problem the project aimed to address and on the targeted beneficiaries?
- To what extent the project has caused and is likely to cause changes and effects, positive and negative, foreseen and unforeseen, on society?
- Is the project likely to have a catalytic effect? How? Why? Please provide examples.
- Have the needs of project beneficiaries been met by the project? If not, why not?

Management of the evaluation

The UNIFEM Country Program Manager will manage the evaluation under the overall guidance of the Regional Programme Director of the UNIFEM East and Southeast Asia Office, and in consultation with the UNIFEM focal point for Cambodia in Bangkok. During the evaluation process, she will consult with UNIFEM HQ as may be necessary. UNIFEM Cambodia Country office will assist the Evaluator with coordination with CPWP on field visits and interviews and logistics for the evaluation. The management of the evaluation will ensure that key stakeholders will be consulted.

After completion of the evaluation, a final stage of the process will take place, including the dissemination strategy for sharing the lessons learnt, and the management response of the evaluation results. These activities will be managed by the UNIFEM Country Program Manager under the overall guidance of the Regional Programme Director of the UNIFEM East and Southeast Asia Office, and in close consultation with the UNIFEM focal point for Cambodia in Bangkok and relevant UNDEF personnel.

Evaluation Methodology

The evaluation of the Promoting Women in Democratic Decision-Making in Cambodia Project will be based on a methodology proposed by the evaluation team and validated by UNIFEM Country Program Manager and UNIFEM focal point for Cambodia in Bangkok.

The methodology should include:

- the evaluation design, specifying the approach to address the purposes of the evaluation and the evaluation questions (including an *evaluation matrix* with key evaluation criteria, questions, indicators, and sources of information);

- the sampling of provinces for the field visits, including criteria for selection;
- the instruments and tools to gather relevant information and data, including the variety of key informants to be interviewed;
- the approaches for the analysis and interpretation of data;

In addition, the following will also be developed:

- the work plan – indicating timing of activities and resources

Timeframe and products

The evaluation will be conducted over 25 days over the period Jan 15 to February 20, 2009

Activities	Product	Deadline
Search and contracting of evaluator by UNIFEM Cambodia Program Manager		Dec 2008
Initial desk review by evaluator		
Detailed evaluation planning; consultations with UNIFEM Cambodia, CPWP and other stakeholders as basis for the inception report	Work plan of the evaluation team which includes the evaluation methodology and the timing of activities and deliverables	Start January 10, 2009 5 days
Field visits, etc.		10 days
Preparation and discussion of preliminary findings, lessons learned and recommendations between evaluation team, UNIFEM, and CPWP		
Drafting of full report and executive summary	Draft full report highlighting key evaluation findings and conclusions, lessons and recommendations. The format of the evaluation report will be agreed with the evaluators. Draft executive summary of no more than 3 pages	5 days
Review by UNIFEM and UNDEF	Written feedback to the evaluation team	3 days
Finalising the full report and executive summary	Final evaluation report and executive summary	2 days End February 20, 2009

Composition, skills and experience of the evaluation team

International Consultant (25 working days between 15 Jan to 20 Feb 2008)

Qualifications

- At least a master's degree in any social science.
- Demonstrated experience in evaluation of gender related development programmes.
- Demonstrated knowledge of the Cambodian context
- Strong analytical and communication skills.
- Ability to produce well written reports and meet deadlines.

- Fluent in English.
- Working knowledge of Khmer an asset.

Tasks

- Undertake an initial desk review of pertinent materials.
- Develop the workplan for the evaluation that includes evaluation design and methodology.
- Design the data collection tools and undertake consultations and field visits.
- Regular communication with UNIFEM Country Program Manager.
- Timely preparation and submission of the evaluation report to UNIFEM

National Consultant (15 working days between 15 Jan to 20 Feb 2008)

Qualifications

- A master's degree in any social science.
- Demonstrated experience working with gender related development programmes.
- Strong inter-personal and communication skills.
- Good English Language skills.
- Fluency in written and spoken Khmer.

Tasks

- Assist the International consultant in -
 - undertaking the desk review of pertinent materials;
 - developing the workplan;
 - organising and undertaking consultations and field visits.
 - Preparing the evaluation report
- Translate written materials.
- Act as an interpreter for the consultations and field visits.

Ethical code of conduct for the evaluation

It is expected that the evaluators will respect the ethical code of conduct of the United Nations Evaluation Group (UNEG). These are:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organisational unit being evaluated.
- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimise risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

Annexes:

1. Project Document with logframe.
2. Standards for Evaluation for the UN System
3. UNEG Ethical Code of Conduct
4. UN Evaluation Norms and Standards
5. Encoded data from field visits

Schedule of Consultations/ Interviews with Key Stakeholders of the PWDDC Project

Date/time	Meeting/Focus Group Discussion	Contact person	Contact details	Meeting place	Status
Mon 26 Jan 09					
17:00-18:00	SILAKA	Ms Chan Kunthea	012 792 379 (Ms Sokea)	SILAKA	Done
Tue 27 Jan 09					
10.00-11.00	UNIFEM	Ms Laura Portero, M&E Officer	092 857 358 laura.portero@unifem-eseasia.org	UNIFEM	Done
11.30-12.30	WfP (Women for Prosperity)	Ms Pok Nanda, Executive Director	012 420 093	WfP	Done
14.30-15.30	NICFEC	Mr Hong Puthear, Director	012 959 666	NICFEC	Done
16.00-17.00	COMFREL	Ms Meach Sereyleak, Education Programme Coordinator	017 771 271	COMFREL	Done
Wed 28 Jan 09					
8.00-9.40	GAD-C	Ms Chan Bora	017 889 639	GAD-C	Done
10.00-11.45	<i>Consultant Team meeting</i>				
14.30-17.00	<i>Phone calls to arrange field data collection</i>				
Thu 29 Jan 09					
8.00-9.00	<i>Meeting with UNIFEM</i>	Ms Laura Portero, M&E Officer	092 857 358 laura.portero@unifem-eseasia.org	UNIFEM	Done
9.30-10.30	<i>Phone calls to arrange data collection</i>				
11.00-12.00	UNDP	Mr Aamir Arain, Project Manager- Strengthening Democracy & Electoral Processes in Cambodia	017 313 906 (Dalin)	Bldg 6, UNDP	Done
14.00-17.00	<ul style="list-style-type: none"> • <i>Phone calls to arrange field data collection</i> • <i>Review of additional reports/ materials received from interviewees on the project</i> 				
Fri 30 Jan 09					
10.00	<i>Consultant Team meeting</i>				
11.00-12.00	UNFPA	Ms Chea Chandy, Programme Officer - Gender	012 994 759		Done
14.30-15.30	UNIFEM	Ms Prok Vanny, National	012 538	UNIFEM	Done

Date/time	Meeting/Focus Group Discussion	Contact person	Contact details	Meeting place	Status
		Coordinator - CEDAW	201; vanny.prok@unifem.org		
16.00-17.00	FUNCINPEC	Lokchumtev Pen Maly	012 778 745		Done
<i>Contacted via e-mail</i>					
	Monitoring Consultant	Ms Ingrid Fitzgerald	ingridfitzgerald@fastmail.fm		No reply
	French Embassy	Lucie Conteville, former Chargee de Mission ONG	Lucie.conteville@diplomatie.gouv.fr		No reply
	UNDEF	c/o Ms Laura Portero	092 857 358 laura.portero@unifem-eseasia.org		Could not send interview guide due to guidelines
Mon 2 Feb 09					
8.00-9.00	CWPD	Mrs. Ouch Pung	012 562 024		Done
9.30-10.30	CPP	HE Mme Chou Bun Eng	012 872 639	Mol	Done
Tue 3 Feb 09					
Field visit – TAKEO province					
6.30-8.00	Travel to Takeo province				
8.00-9.00	Meeting with Provincial Women's Affairs officer				Done
9.30-12.00	FGD with 10 commune representatives (men) from 5 communes that have women Commune Council (CC) members				
14.00-17.00	FGD with 10 women leaders (5 elected & 5 potential women leaders)				
17.00	Return to Phnom Penh				
Wed 4 Feb 09					
8.00-9.00	SILAKA	Ms Thida Khus			Done
9.30-10.30	<i>Consultant Team meeting re Kg Thom travel</i>				
11.00-12.00	World Bank	Ms Nil Vanna			Done
14.00-15.00	Sam Rainsy Party	HE Mme Mu Sochua, Elected Member of the Parliament	012 831 040	National Assembly	Done
16.00-17.00	Heinrich Boll Foundation (HBF)	Ms Ruth Streicher, Acting Country Director	089 622 611; ruth.streicher@hbfasia.org	#34, St 222, BKK	Done

Date/time	Meeting/Focus Group Discussion	Contact person	Contact details	Meeting place	Status
Wed 4 Feb 09	Field visit – KAMPONG THOM province				
10.30-14.00	Travel to Kampong Thom				
14.00-15.00	Meeting with Development Organisation for Cambodia Society (DOCS)	Ms. Chan Soly, Director	092 914 591		Done
15.00-16.00	Travel to provincial town of Kampong Thom				
16.30-17.45	Group interview at CoDec				
18.30-20.00	Dinner with Deputy Chief of PDoWA				
Thu 5 Feb 09	Field visit – KAMPONG THOM province				
7.00-8.00	Travel to Stoung District				Done
8.15-9.15	Meeting with District Deputy Governor				
9.30-12.00	FGD with 5 commune representatives (men) from 5 target communes FGD with 5 women network members of the 5 target communes				
12.30-14.00	Lunch and travel to Kampong Svay District				
14.00-17.00	FGD with 5 women representatives (men) from the 5 target communes FGD with 5 women network members of the 5 target communes				
17.00-21.00	Return to Phnom Penh				
Thu 5 Feb 09					
11.00-12.00	GTZ	Ms Katarina Huebner	012 323 490	UNIFEM Office	Done
14.00-15.30	CDRI	Ms Thon Vimealea, Research Associate – Governance Programme with Ms Ly Tim	023 881 384	CDRI	Done
16.00-17.00	SILAKA	Ms Chan Kunthea	012 854 295	SILAKA	Done
Fri 6 Feb 09					
16.00-17.00	Ministry of Women's Affairs (MoWA)	Ms Nhean Sochetra, Director, Gender & Equity Department	012 758 986	MoWA	Done
Tues 10 Feb 09					
15.30-16.30	Monitoring Consultant	Ms Patty Curran	pattycurran@online.com.kh	Java Cafe	Done
Thurs 12 Feb 09					

Date/time	Meeting/Focus Group Discussion	Contact person	Contact details	Meeting place	Status
14.30	Debriefing meeting with UNIFEM, CPWP members & other key stakeholders	c/o Ms Laura Portero	092 857 358 laura.portaro@unifem-eseasia.org		<i>Done</i>

INTERVIEW GUIDE – KEY INFORMANTS

INDIVIDUAL INTERVIEWS WITH CPWP, FOCAL PERSONS, DONORS, MONITORING CONSULTANTS, OTHER STAKEHOLDERS

PROJECT DESIGN

1. What have been the major approaches of the project and its corresponding activities? What can you say about the overall design and approach of the project in terms of its strengths and weaknesses?
2. Were the objectives of the project met in accordance with the defined needs and priorities? Were the project activities adequate to realise the objectives?
3. Does the project document provide sufficient guidance on the selection of activities, management of human resources and finance, and monitoring of results?
4. Has the project organisation and project decision making process been effective and efficient?
5. Should another project strategy have been preferred rather than the one implemented to better reflect the defined needs and priorities? Please explain.
6. Were risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks?

PROJECT IMPLEMENTATION

7. Has the project implementation process been effective and efficient in terms of how the activities have been delivered?
8. What trainings has the PWDDCP implemented over its two-year duration? What public forums has it conducted and how many have been done to date? What have been the outcomes of these trainings and public forums?
9. Please tell us about the peer support network: how it is organised, who are its member, what are its activities, etc? How has the peer support network created a difference in the situation of local women leaders?
10. What advocacy work/ activities has the project undertaken with political parties and local administration leaders to create an enabling environment for women's participation in politics at commune and national levels? What have been the results/ outcomes of these advocacy work?
11. Please tell us the TV & radio broadcasts that the PWDDCP has made in the past 6 months? What were the subjects? What were its coverage areas? How many times in a day or week were the broadcasts?
12. Please describe the Commune Council women members? How many were they before and after the 2007 CC elections? What socio-economic status do they represent? How close are they to the less advantaged women in your locality? What actions have they taken to have the women's voices and concerns heard since their election into office?

13. What have been the particular challenges or issues in implementing the project? Please describe in relation to project design and strategies; management, monitoring and oversight of resources (financial, human). Have any specific constraints been encountered that affected the quality of project delivery? Please explain.
14. Please describe the relationships and coordination between the seven implementing partners, UNIFEM and UNDEF? What are points that need to be improved?
15. Please describe the relationships between the implementing partners and other key players in the target areas? What types of linkages have occurred, if any, and have they been productive?
16. Have the financing and disbursement processes operated as planned?
17. To what extent was the project implemented as envisaged by the project document? If not, what are reasons?

PROJECT MANAGEMENT

18. Please tell us about the CPWP secretariat: its management structure, functions, staffing, etc?
19. Has the CPWP secretariat been effective in providing operational guidance to the project activities? Has it been capable of addressing key issues, concerns or questions that have arisen during implementation? Please explain.
20. How has the Monitoring Consultant contributed to providing directions on the technical, financial and administrative areas of the project? Please cite examples?
21. Have any major project management or supervision issues affected the project results or created any uncertainties or tensions?
22. Have the project monitoring indicators been useful in measuring progress?
23. Has the project monitoring and reporting provided the necessary information to assess progress in meeting project objectives and targets?
24. How is the quality of and objectivity as well as frequency in reporting for the project ensured? How have the reports contributed to improving the design/ activities of the project?
25. Who are the other development players in the project's target localities? How have they been mobilised so that they can take more active roles in promoting women's participation in decision-making and in politics? What are possible areas of coordination/ cooperation among these players and the PWDDCP?

PROJECT RESULTS

26. What are your observations and impressions on the effectiveness of:
 - a. the CPWP secretariat activities of the project? How sustainable are the results?
 - b. the Capacity Building and Training activities of the project? How sustainable are the results?
 - c. the advocacy and public forum activities of the project? How sustainable are the results?
 - d. the peer support network/ women network activities of the project? How sustainable are the results?

27. Are there any observed changes in awareness or practices among the project's primary and secondary target beneficiaries that can be specifically attributed to the capacity building, advocacy and women network provided by the project? Please explain.
28. What are the main achievements of the project? Would you consider the achievements to be the same for all its coverage areas? Why or why not?
29. What factors/ conditions (at local and national level) facilitated or inhibited PWDDCP's achievements? How have these factors strengthened/ weakened the project? Do you think these factors were considered at the project design phase – please explain?
30. Have the needs of the project beneficiaries been met by the project activities? If no, why not?
31. Where did the project fail to meet the outputs identified in the project document? What were the main factors that contributed to this failure?
32. What was the role played by the implementing agency and, where applicable, the executing agency in leveraging resources, internal or external, and expanding partnerships with other actors to support and expand this project?
33. To what extent has the project established processes and systems that are likely to support the continued implementation of the project? What formal and informal structures presently exist in your locality that mirror these processes and systems? Who are involved? What are their involvements (specify in terms of implementation, management, monitoring)? What linkages or partnerships does the PWDDCP now have with other NGOs, IOs or donors at the commune, district, provincial, and national levels?
34. Will the project activities be continued after the project end? If so, who are the key players? How have the local, provincial and national administrators and political party leaders, potential female candidates and voters demonstrated their interest and willingness to continue the project activities on their own? In what ways are they actively involved, particularly in sustaining the project's activities?
35. What, if any, are the positive and negative societal changes that have resulted from the project activities?
36. Is the project likely to have a catalytic effect? How? Why? Please give examples.
37. Have any significant developments happened during the project implementation? How have they affected the project goal and objectives?
38. What changes in knowledge and skills have taken place among the project's primary target beneficiaries and the peer support network members? How have these knowledge and skills translated into actions to promote women's greater involvement in politics and decision-making?
39. What are the constraints to women's greater involvement in politics and decision-making? How can these constraints/ barriers be reduced?
40. Overall, what do you see to be the impacts of the PWDDC project in the project's target areas? What are its strengths and weaknesses? How appropriate were its approaches and activities against the situation in the target areas? What risks did the project face in the course of its implementation? How did the project respond to these risks?

41. What would you consider to be the gaps in the PWDDCP's implementation and management? Please describe in relation to the following:
- Project implementation, particularly in creating a positive environment for women's participation in public office
 - primary target groups' constraints to advancing expected project outputs & outcomes
 - CPWP'S efforts to promote women's rights in primary and secondary target groups
 - national & local situations that impinge on women's political involvement and should be considered in the future
42. If you were to do this project over again, what aspects of it would you change? What aspects of it would you keep or maintain?

FOCUS GROUP DISCUSSION (FGD) QUESTIONS

PARTICIPANTS ARE 10 COMMUNE REPRESENTATIVES (MEN) FROM 5 COMMUNES WITH WOMEN CC MEMBERS & 5 COMMUNES NOT HAVING WOMEN MEMBERS IN CC; 10 WOMEN LEADERS (5 ELECTED & 5 POTENTIAL WOMEN LEADERS)

PROJECT IMPLEMENTATION

1. What trainings has the PWDDCP implemented over its two-year duration? What public forums has it conducted and how many have been done to date? What have been the outcomes of these trainings and public forums?
2. Please tell us about the peer support network: how it is organised, who are its member, what are its activities, etc? How has the peer support network created a difference in the situation of local women leaders?
3. What advocacy work/ activities has the project undertaken with political parties and local administration leaders to create an enabling environment for women's participation in politics at commune and national levels? What have been the results/ outcomes of these advocacy work?
4. Please tell us the TV & radio broadcasts that the PWDDCP has made in the past 6 months? What were the subjects? What were its coverage areas? How many times in a day or week were the broadcasts?
5. Please describe the Commune Council women members? How many were they before and after the 2007 CC elections? What socio-economic status do they represent? How close are they to the less advantaged women in your locality? What actions have they taken to have the women's voices and concerns heard since their election into office?
6. Please describe the relationships between the implementing partners and other key players in the target areas? What types of linkages have occurred, if any, and have they been productive?

PROJECT MANAGEMENT

7. Who are the other development players in the project's target localities? How have they been mobilised so that they can take more active roles in promoting women's participation in decision-making and in politics? What are possible areas of coordination/ cooperation among these players and the PWDDCP?

PROJECT RESULTS

8. What are your observations and impressions on the effectiveness of:
 - a. the Capacity Building and Training activities of the project? How sustainable are the results?
 - b. the advocacy and public forum activities of the project? How sustainable are the results?
 - c. the peer support network/ women network activities of the project? How sustainable are the results?
9. Are there any observed changes in awareness or practices among the project's primary and secondary target beneficiaries that can be specifically attributed to the capacity building, advocacy and women network provided by the project? Please explain.
10. What are the main achievements of the project? Would you consider the achievements to be the same for all its coverage areas? Why or why not?
11. What factors/ conditions (at local and national level) facilitated or inhibited PWDDCP's achievements? How have these factors strengthened/ weakened the project? Do you think these factors were considered at the project design phase – please explain?
12. Have the needs of the project beneficiaries been met by the project activities? If no, why not?
13. To what extent has the project established processes and systems that are likely to support the continued implementation of the project? What formal and informal structures presently exist in your locality that mirror these processes and systems? Who are involved? What are their involvements (specify in terms of implementation, management, monitoring)? What linkages or partnerships does the PWDDCP now have with other NGOs, IOs or donors at the commune, district, provincial, and national levels?
14. Will the project activities be continued after the project end? If so, who are the key players? How have the local, provincial and national administrators and political party leaders, potential female candidates and voters demonstrated their interest and willingness to continue the project activities on their own? In what ways are they actively involved, particularly in sustaining the project's activities?
15. What, if any, are the positive and negative societal changes that have resulted from the project activities?
16. Is the project likely to have a catalytic effect? How? Why? Please give examples.
17. How would you describe the involvements of women in the political and decision-making spheres before and after the PWDDCP's implementation? How have they been involved aside from being in elected office?
18. What changes in knowledge and skills have taken place among the project's primary target beneficiaries and the peer support network members? How have these knowledge and skills translated into actions to promote women's greater involvement in politics and decision-making?
19. What are the constraints to women's greater involvement in politics and decision-making? How can these constraints/ barriers be reduced?
20. Overall, what do you see to be the impacts of the PWDDC project in the project's target areas? What are its strengths and weaknesses? How appropriate were its approaches and activities against the situation in the target areas?

21. What would you consider to be the gaps in the PWDDCP's implementation and management? Please describe in relation to the following:
- Project implementation, particularly in creating a positive environment for women's participation in public office
 - primary target groups' constraints to advancing expected project outputs & outcomes
 - CPWP'S efforts to promote women's rights in primary and secondary target groups
 - national & local situations that impinge on women's political involvement and should be considered in the future
22. If you were to do this project over again, what aspects of it would you change? What aspects of it would you keep or maintain?

Notes of meeting with COMFREL- Mrs. Sonket Sereyleak, Education & Gender Coordinator

Date: 27 Jan 2009

The project document was developed by CPWP members.

The target areas are 3 communes of 3 districts for 2007 and 5 communes of 1 district for 2008, in Kampong Cham province.

COMFREL carried out 3 activities: trainings, forum and advocacy. These activities were implemented by 3 staff in PP and Comfrel staff in province/district/commune level. Comfrel has 2 staff in Kampong Cham provincial town, 1 staff in each district and 1 staff each commune.

Advocacy was conducted in group of 7 CP members in PP and provinces.

Results

- Increase the knowledge of women in the target areas.
- Women use their new skills in work.
- Women change their thinking.

Difficulties

Staffs of secretariat are new and have low experience. They work slowly. They are responsible to provide posters to CP members for distribution during forum and training. But the posters reach CP member offices after they are back from field work.

Work plan was changed by the chair of CPWP secretariat without inform to CPWP members. It caused many difficulties for CPWP members in activity implementation. Example, an agreed action plan was implemented. Then, CPWP secretariat asked for more results that are not in the agreement.

The lack of financial policy for CPWP has caused many difficulties in the project implementation. The financial officer of SILAKA has and the financial officers of other CPWP members have different work procedures and they never get together to discuss for solution. It has taken long time to clear budget for each activity.

No staff policy for CPWP. There is discrimination on incentive providing to staff of CP members i.e. Directors involved in large event received incentive. In case staff that represent director the incentive for she/he goes to the organization.

No format for report so it takes many times to revise report.

Plan for 2009

CP members will develop their strategic plan in late Feb. They will reduce activities and focus more on organizational development.

Notes of meeting Mrs. Men Maly, Chief of Woman Movement of FUNCINPEC Party

Date: 30 January 2009

What are constrains for women to participate in decision making and politic?

- Cambodia traditional has provided women to be responsible all house work and take care family. Even though some women have jobs out site houses she need do housework after and before go out to do their jobs out site. Therefore, they do not have time for activities in politic and decision making.
- Women do not understand the importance of their participation in decision making as well as in politic.
- Women in communities have no or low education. They are afraid to participate in politic and decision making.
- For the poor women, they are busy working for their daily meals. They have no time to involve in meetings on politic or decision making without incentive.
- Women that are not members of any political parties are afraid in participate in politic.

How can potential women that are not members of the politic parties involve in politic and decision making?

- They can select a political party that they like and be members of that party.
- Go to vote for a political party that will help Cambodia to develop faster.

Notes of the meeting with GAD/C

Mrs Tep Chan Bora, Advocacy & Network Programme Manager

Date: 28 January 2009

IMPLEMENTATION

She involved in the project from late 2007.

The target area of the project is Kampong Thom province, in 2 districts of Stong and Kampong Svay. It covers 5 communes of each district.

There were **5 GAD/C staff** involved in the project implementation i.e. Director & project manager are permanent staff of PWDDMC and other 3 staff involved during activities implementation.

GAD/C has no staff at province level. They worked in collaboration with Provincial & District Women's Affairs Officers and CoDek-NGO.

The activities of the project were training, forum and women network.

Training subjects are Gender & leadership (late 2007) and Public speaking & forward messages in 2008. The trainees are women CC members and women active political party members.

12 forums were conducted at district level (2) and commune level (10). The key speakers of the forum were the representatives of 3 political parties, Provincial Women's Affairs and District administration.

Women network was established in 2008 to carry out outreach activities (e.g. poster distribution).

After commune election all elected women were invited to attend Women Step Forward Event in Phnom Penh. But all the CPP party members were not able to attend.

Management

- GAD/C reported to CPWP after each activity.
- Project managers of CPWP members met monthly.
- Directors and project managers of CPWP members met quarterly.
- The project was end in Nov 2008.

RESULTS

- Provincial and district women's affairs officers and district governor acknowledge the important of involvement of women.
- Involved women have improved their knowledge in expressing and analysis their ideas. They have more self confident in speaking in public.
- Women that have chance to work at district and commune level are active involve in their work.
- Women network members worked together in team on outreach activities without thinking of different parties to promote women in their communities.

DIFFICULTIES

- The beneficiaries have different level of background.
- CPP party has more members than Sam Rainsy and Funcinpec. And CPP members have better capacity than others. Therefore CPP always dominate the groups.
- Outreach activities need fund for travel, snack and incentive.
- No follow up on Network activities after project end.

Obstacles for women involvement

- Women have low self confidence
- Women have low education
- Women have less chance to attend public activities

If have chance to implement project again

- Should organize a meeting at provincial, district and commune level to introduce the project before starting activities.
- Should have monthly monitoring in additional to training and forum activities.
- Should meeting with local authorities of the target areas 2 times per years to discuss on progress, coordination and difficulties.
- CPWP should increase activities.
- Should focus on domestic violence

Notes: Dinner meeting with Deputy Chief of Women's Affairs Department -Mrs.Chum Sakhem

Date: 4 February 2009

- Women CC members in Kampong Thom Province increase double time (from around 35 members to over 80 members). In some communes, few women were elected as CC members. But there is no women handle the position as commune chief.
- Women CC members have many activities to be responsible but they received small incentive.
- GAD/C and Silaka provided good support to women leaders but the supported period was too short (few months). It should be at less 3 years.
- The women network should expand to cover whole Kampong province.
- It is difficult for women to involve in leadership because their husbands do support and they are poor.

Meeting with Deputy Director of CWPD -Mrs.Ouch Pung

Date: 2 February 2009

Management

- CPWP members had monthly meeting for managers. And quarterly meeting for directors-not met regularly. Some members appointed their representatives to attend meeting without authority to make decision.
- There was concern on the take turn to manage CPWP. Some members are weak and have no confidence in leading CPWP.
- Silaka has large view and high ambition.

Results

CWPD staff

- Learn new skills on gender and politic, project planning and commune management through ToT trainings.
- Staff have use project planning in other projects of CWPD.

Women Network members

- Improve self confidence
- Have a chance to practice with villagers as team work
- Some members dare to ask questions during meeting with CC members
- Improve knowledge on commune management through study tour from one commune to another commune that have better practice and poor practice to share and exchange experience.
- Some members know how to plan and report.

Men CC members acknowledge the capacity of women CC members

Weak points

- CWDP staff do not have chance to apply some skills gained from ToT trainings as they do not related to their work responsibility.

- CPWP project activities were taken place several months before election. This time was not sufficient to build women capacity to be leaders in politic. It needs around 5 years to achieve the objectives of the project.

Difficulties

- The support of CPWP project to women CC members was short and not continuation.
- Many activities within short period of time.
- Work in team with 7 NGOs is not easy. Some members have good capacity in technical but have no transparency, accountability and leadership.
- Financial management is poor. There is no financial guideline for CPWP. It was difficult in financial clearance and it washed time on this process.
- It was same for reporting
- CPWP secretariat is not strong in management and planning.

Obstacles for women leaders

- Men said they support women but in their heart they don't. They give more work to women but not share the incentive.
- Women CC members have low education and skills.
- Husbands do not support their wives to work with other men.

If the project was implement again

Focus on support and strengthen women capacity in the target areas. Give them opportunities to practice new skills. The project life should be around 5 years.

Meeting with Deputy Governor of Stoung district, Kampong Thom -Mrs.Moul Lorn

Date: 5 February 2009

Involvement of women:

- Women participate in all activities at district, commune and village level.
- Women dare to speak out their needs.
- Knowledge on Gender has been improved for women.
- Women have high commitment in their work responsibility.
- More women were elected as CC members. In 2006, only 3 women were elected as CC members in 13 communes of Stong district. Now, there are 8 elected women CC members in 8 communes. For the 5 communes that do not have women CC members 5 women focal persons were appointed to represent women in their communes.
- Gender issues have been integrated in annual commune plan since 2005.

Success factors:

- There have been many NGOs support women in the 8 communes that have women CC members.
- Local authorities (provincial, district, commune and village level) support women.
- District women's affairs have conducted monthly meeting with women representatives at commune level to encourage and strengthen their self confidence.
- Gender issues were integrated in all meetings at all level.
- Women understand their rights.
- Women leaders provided good model to their followers.
- There is a good women system from provincial to village.

Difficulties:

- Women leaders are active but they have low education,
- lack skills on planning,
- their families are poor,
- Domestic violence
- Some men leaders still not take attention on women issues.

If the project was implement again some activities related to income generation such as livestock raising, cropping, fish raising, saving group, etc should be included.

Notes of meeting with CoDec (Kampong Thom Province)

Date: 4 February 2009

Participants

1. Mr. Bun Chanlyla, Director
2. Mr. Srey Kim Choeun, Project manager
3. Ms. Yan Savan, Staff

CoDec works in Stong and Santok district of Kampong province. They focus on 5 communes (2 commune Stong and 3 communes in Santok). Their activities are commune planning and management, domestic violence and women and children trafficking. Provided trainings to villagers both men and women.

Women situation

- Women have more self confidence. More women are active. They dare ask questions in meetings.
- Some women started to lead small groups of villagers e.g. Team leader of saving group.
- NGOs support women. They have offered jobs to women.
- Women of CPP have jobs than other political parties.
- Many women were elected during the test election, but they were at low part of the candidate lists. So they did not have position in CC for official results.
- Women have no network at village level.

Difficulties for women involvement

- Poverty
- Women network has only women members. It is difficult to work with men.
- Men CC members and village chiefs do not support women network. They isolate women network.
- Commune chiefs do not allow villagers to come to CC meetings.
- There is discrimination within CC members between women and men members. Unfair on dividing work responsibility and incentive, give more work to women members without incentive.

Other players: UNICEF, GTZ

Question:

Could CoDec submit project proposal to UNIFEM directly?

Meeting with DOCS Director-Mrs. Chan Soly, Kampong Thom Province

Date: 4 February 2009

DOCS got a contract from SILAKA in 2008 to conduct 1 training and 2 forums (1 at day and 1 at night) on promote women in politics in the period of 2 months, May-June 2008.

25 women CC members and activists from 4 political parties: CPP (more than other parties), Funcinpec, Sam Rainsy and Ranarith, in 5 communes of Baray district, were trained for 3 days on gender, election, decentralization. The 25 women trainees become women network after training. And they started to work together on forum organization. They also trained villagers on gender and election. There is no network action after project end. The women network members go back to their previous jobs as CC members, teachers, woman village focal persons, and villagers.

Results

- Women dare to ask questions in meetings.
- Reduce domestic violence.
- Reduce gambling in villages.
- Women network members forward their skills to their neighbors/villagers

Difficulties

- Men do not acknowledge women as their partner in work
- Husbands do not support wives to involve in leadership activities.
- Domestic violence still high
- Very difficult to ask support from commune councils as DOCS is not CPP. CC think that NGO work for politic not for development.
- Poverty
- School principle informed students not to attend the forum at evening.
- Budget constraint (around \$2000 to cover all activities).

If the project was implemented again

- Provide capacity building to women continuously.
- Train both men and women on gender and decentralization.
- Livelihoods activities should be include to motivate women's involvement.

FGD with 6 CC Members (women) in Kampong Svay District, Kampong Thom Province

Date: 5 February 2009

Participants:

Mrs. Krouch Limhon, Deputy office chief of District Women's Affairs

Mrs. Som Thun, CC member

Mrs. Hak Sokha, CC member

Mrs. Ke Phey, CC member

Mrs. Preab Ton, CC member

Mrs. Sun Phoeung, Focal person in Chey commune.

Difficulties for women:

- Women working at CC members are not well paid as per work load given. Most members of CC are men and they are not willing to do more community work far from the commune office, where they tend to look at more beneficial assignment instead, while women keep show how their dedication to work is by keeping all assignments reach their goals with their extra physical and financial renounces being allocated. i.e. family dispute's complaint filed up to be mediated where the location is too far. Working on weekend also fall on women responsibly.
- It used to be severely discriminated for women working at CC in the first mandate 2002, after more coaching and outreach program to empowerment women, provided by NGOs and women affairs office, being carried out and absorbed by men at CC, the women in CC members are now in better position to work at equal base compared to men, at all stages of project formulation and management. Again, the unequal educational background and inexperience in administration hamper women from being so challenging at all sectors at Commune.
- There still be an existing practice and colluding manners of commune chef and clerk joint force to share benefit without women portion though women are aware of what has been going on, i.e. land sale.

IMPROVEMENT

- Men in CC seemed to leave most social works to women to handle as this tasks gain no benefits personally. The commune chef is so found of women's achievements since women work is more effective.
- In 2002, there were 5 women elected as CC members together with 1 assistant at CC. This figure increased to 7 CC members in same 5 communes in Commune Election in 2007. More and more men in CC and at community accepted women inputs at all discussions and meetings where women given more sensible judges and compassionate.
- One woman is dreaming of being elected to be commune chef so that she will be able to display more role model of women leadership for her community and women colleagues.
- Before being elected as CC members, the 5 women use to be unequally perceived by their husband in the context of publicity. Now, their husband give them more respect and willing to domestic work at home when those women are busy at CC works.

CAPACITY BUILDING:

- The 6 women were given training on women participation in politic since 1997 through program of women empowerment conducted by different NGOs, GAD, PLU?...all of them got also trainings on gender, livelihood improvement, life skills.

- Women network was established but not so active due to lacking of funding for follow-up. But those members of association at community level are performing significant roles like: animal husbandry, health support group, midwife, self-help group, kindergarten teacher, agricultural trainers...
- Political discrimination among women is not a problem of concerned, they only engage in political affiliation activities' during pre and post-election. There were 7 women were elected as members of CC in 2002; this figure increased up to 9 members in the current 5 communes.
- The officials from local government encourages gender mainstream up to 60% of women participation and engagement in the process of project life cycle.
- Women group still need more training to become trainers in the fields of event coordinator, project officer, life skills, microfinance, animal husbandry, agricultural works...etc.

Meeting with women CC members in Stoung district, Kampong Thom

Date: 5 February 2009

Participants

Mrs. San Heng, CC member

Mrs. Horn lem, CC member

Mrs. Yot Narng, second deputy CC chief

Mrs. Choeun Bum, CC member

Mrs. Khum Rounsour, first deputy CC chief

The participants are women focal person in their commune. They have attended many trainings. Some months they have two trainings.

GAD/C in collaboration with PWA dept and Codek worked in 5 commune of Stong district for 3 months (May-July) on training and forums. A training for 25 women from 5 commune of Stong district was conducted in May 2008 on gender. 5 trainees were selected from 3 or 4 political parties in each target commune. They become members of women network after this 3day training. Then, the network members work together in supporting organize 4 forums (1 at district and 3 at commune level). Woman members conducted outreach activities in their villages to distribute information on gender, domestic violence and election. They spent 2 hours in each village to talk with around 25 villagers (men and women) on these subjects. There is no follow up activities at village level after the visit. During these 3 months network members had monthly meeting. At the end, there was a meeting with all members and GAD/C staff at district office. Network has no action after project end.

Results

- Some women CC members have provided good model in performance their duties and reporting on their activities.
- Some men CC members and commune chiefs have started to acknowledge women CC members. They started to delegate some work and give more opportunities to women CC members.
- Reduce domestic violence
- Before women came to meeting and listen quietly. Now, some women dare to raise their needs (e.g. toilet) in the meeting on village development plan.
- Some women that have enough basic needs have send their daughter to school.
- More pregnant women visit health center and bring their children for vaccination.
- Women CC members are members of Commune Committee for Women and Children.

- Some woman network members (CC members) have involved in Adra (NGO) education activities on reproductive health, women and children trafficking, migration, HIV/AIDS, drug, nutrition, life skills, domestic violence and moral skills to youth from 14 to 24 years old (both boys and girls).
- Women CC members are model of women leaders in their communes. Their handle several roles in their commune, villages and families. *E.g. Mrs. Choeun Bum is 1) a CC member of Rong Roeung commune, 2) a permanent member of Commune Committee for Women and Children, 3) a Team Leader of small saving group with 30 members, 4) a Team Leader of large saving group of 60 members, 5) a focal teacher of ADRA-NGO, 6) a family small business leader, and 7) a good wife and good mother of 4 children.*

Difficulties

- Some trainees mentioned that they cannot catch-up with the training. It was too fast for them.
- The trainees have different level of background.
- Some village chiefs do not cooperate well with women network members.
- The 4 women network members in each target commune have low education and skills. They are not CC members.
- Difficult to forward skills and knowledge to others especially to old villagers.
- Some clever girls cannot go to school because their families are poor.

If the project is implemented again the following activities should be included:

- Women groups at village level should be established as part of woman network and as saving groups.
- Provide them (the network members) skills for income generation.
- Train them on leadership, management, reporting, facilitation and conflict resolution skills to strengthen the capacity of women network members.

Meeting with men CC members in Kampong Svay district, Kampong Thom Province

Date 5 February 2009

Participants

Mr. Loung Chum, CC member of Tbeng commune

Mr. Khat Sokhon, Deputy CC Chief of Chey commune

Women in CC:

Do not aware of activities of GAD/C on promote women in politics and decision making.

From 2006-2009, Chey commune has no woman member in CC and Tbeng commune has 2 woman members in CC. The 2 woman members in Tbeng commune are in middle class families, their husbands support them, they performance duties well, they attend CC monthly meeting regularly, they informed CC chief if they are absence.

Other players

In Chey commune: BfD, GTZ, COWS-pact project, Human Rights NGO.

In Tbeng commune: UNICEF, WfP-Pact project, Caritas.

These NGOs perform their work individually.

After commune election Provincial Facilitation Team conducted a three-day training to all elected CC members on commune management. The village chiefs, deputy chiefs and village assistants were also trained for 1 day.

Women's Affairs representatives have met with women village representatives 2 times per year at commune office.

Obstacles for women involvement in leadership include:

- village women never see good model of woman leader in their villages
- livelihoods/poverty,
- tradition-women work at home to serve husband, take care children and rice field work,
- villagers critic women who go out to work with other men
- husbands do not support wives to work out side with other men.
- commune chiefs and other officers involved in candidate selection have no confidence on women candidates.
- women did not vote for women candidates during the elections for other committee members in their villages.
- Women have low education
- Domestic violence
- Men do not give chance to women to stand in number 1 or 2 of the candidate list.
- Some families, men go away to find work. Women work at home, work in rice field and take care children.

FGD with 5 Commune Council Members (men) in Stoung District, Kampong Thom Province

Date: 5 February 2009

Participants:

1. Mr. Hou Kimsam, CC member
2. Mr. Kim Nam, CC member
3. Mr. Say Soy, CC member
4. Mr. Nom Sut, CC Chief
5. Mr. You Prin, CC member

Situation

- d training program to raise the awareness of women roles in social development and public engagement, made by Commune Council's officials, donors representative NGOs like PACT Cambodia/LAAOR program , CODEC...etc.
- Women Media Radio FM102Mhz and Stung Sen Radio Station-Kampong Thom based station, have also been collaboratively providing air times and talk show for raising awareness on women roles in family and at social context, in addition to building the profile of women participation social and political works.
- Within the 5 communes that the 5 men from, there are 5 women were elected in Commune Council Election 2007 to take part as Commune Council members and they from diversified political parties, namely: 3 CPP, 1 SRP, and 1NRP.
- The 5 men agreed upon the essential roles that women in their community are playing in the programs of birth-space control, controlling domestic violence, livelihood improvement at community, HIV/AIDS prevention...
- It is inevitable for women participation in project formulation level downward to evaluation stage as women could manage to identify more indicators and get more data from the field as those women could speak to each household better than men do.
- The practical issue for domestic violence's containment can be done. There have been number of efforts to provide outreach activities an
- much smoother if women would be playing role of counselling and mediation within the conflicted parties.

Challenges of women at community:

- Women are too shy of making mistake, due to lacking knowledge in general education in the field of political arena, social impact and their aging, thus, need mentor and role model as women.
- There are issues of commune chief and clerk colluded some fees gained from land sale or other source of income with the knowledge of women working within CC, and those women are rarely given credit.
- Women working in CC and those engaging in women work and community level have to work harder than usual routine as they have to make sure that all house works are done at home at early morning before getting women works for community/ and or at commune start; otherwise, their family members would be starved or create home trouble within trouble at work. Most women who join social and CC works are dedicated and thoughtful though their educational knowledge lower than men, but they are punctual and productive.

Changes

- The people in community are now considered women are no longer regarded as weak creature and they want to see their wives, daughters or sisters getting such prestigious role at CC and community as whole.
- Domestic violence is getting fewer in their community caused by more informing of women rights and women association network's advocacy.
- Neither women in any political background and interest be discriminated.
- Women as CC members are more active than men and dare to ask direct advice from men without hesitation.

Suggestions

- Need more civic education and campaign for all breadwinners to realize the important of having their children access proper and higher education, especially girls and women. School, teachers, teaching and reading materials should be accessible at site closer to residential areas.
- If possible, need helpline to be established for counselling of women in crisis condition in order to build safe mental health as women are the first in family to bear any consequences caused domestic violence, social and economical threat...etc.
- Need more regular projects provided by NGOs and women affairs related activities be extending to community level in order to keep those women well connected and informed the development.
- More trainings be delivering to community women in the field of women rights, social and political rights, life skills, micro finance self-help....so that the livelihood of women's family be improving and women would be having more freedom to participate more activities.

Meeting with MOWA-Mrs. Nhean Sochetra, Director of Gender Equity Department

Date: 6 February 2009

She was late for 40 minutes. She was very busy for the whole week included today-meetings for the whole day.

2007-2008, MOWA subcontracted to GAD/C and WfP to conduct trainings for women activists and forums on promoting women in decision making, in some provinces. (detailed reports are with WfP and GAD/C).

MOWA worked with CPWP on lobbying NEC and political parties (5 political parties: CPP, Sam Rainsy, FUNCINPEC, Ranariddh and Human Rights) to put women on the top part of their candidates lists.

In 2008, MOWA in collaboration with MoI and WfP conducted the needs assessment for women CC members.

Plan

Will train women CC members to strengthen their capacity.

Will mainstream gender in sub-national councils (provincial and district) according to organic law.

MOWA work closely with MoI and provincial department of Women's Affairs on this issue.

The project document was developed by CPWP members.

The target areas are 3 communes of 3 districts for 2007 and 5 communes of 1 district for 2008, in Kampong Cham province.

COMFREL carried out 3 activities: trainings, forum and advocacy. These activities were implemented by 3 staff in PP and Comfrel staff in province/district/commune level. Comfrel has 2 staff in Kampong Cham provincial town, 1 staff in each district and 1 staff each commune.

Advocacy was conducted in group of 7 CP members in PP and provinces.

Results

- Increase the knowledge of women in the target areas.
- Women use their new skills in work.
- Women change their thinking.

Difficulties

Staffs of secretariat are new and have low experience. They work slowly. They are responsible to provide posters to CP members for distribution during forum and training. But the posters reach CP member offices after they are back from field work.

Work plan was changed by the chair of CPWP secretariat without inform to CPWP members. It caused many difficulties for CPWP members in activity implementation. Example, an agreed action plan was implemented. Then, CPWP secretariat asked for more results that are not in the agreement.

The lack of financial policy for CPWP has caused many difficulties in the project implementation. The financial officer of SILAKA has and the financial officers of other CPWP members have different work procedures and they never get together to discuss for solution. It has taken long time to clear budget for each activity.

No staff policy for CPWP. There is discrimination on incentive providing to staff of CP members i.e. Directors involved in large event received incentive. In case staff that represent director the incentive for she/he goes to the organization.

No format for report so it takes many times to revise report.

Plan for 2009

CP members will develop their strategic plan in late Feb. They will reduce activities and focus more on organizational development.

Interview Notes: Ms Pok Nanda, WfP Director
Date: 27 January 2009, 11:30am-12:30pm

Project planning, implementation

- Women for Prosperity (WfP) as an organization was running training programmes since 1995 for candidates and the political process from the national to local levels. In recent years, it has sought to widen its services for more women to join and be involved
- In planning the PWDDC project, the challenges to the CPWP member organizations related to the project design, the overall plan and geographical areas to be covered, especially because of the lack of staff who can carry out the work effectively
- Activities undertaken have included
 - Trainings for women candidates in the three target provinces and other provinces
 - The celebration of newly elected women at the Parliament
 - Network building
 - Advocacy work which included holding meetings with leaders and political parties, round table discussions which were aired on TV and radio
- CPWP holds regular meetings and communicates through emails and meetings

Outcomes of the activities/ project effectiveness

- Opportunities to gather women to share experiences and to build network
- Capacity building at the local levels, including the staff of PDoWA, Provincial Department of Rural Development (PDRD) to work with local women and promote women's recommendations
- Women network members are able to work with local government officials such as the Provincial Governor, District Chief/ Governor who are now aware of the importance of women participation in decision making
- Women councillors are able to put pressure on their party to appoint women in key positions at district and provincial levels, especially in the context of implementing the Organic Law

Constraints

- Coordination, including getting the decisions from the Director of the CPWP member organization; staff not able to report after attending the meetings at CPWP and miscommunications happen
- Staffing – requires staff who are experienced in advocacy and are able to train others; the four (4) Secretariat staff, for example, are young, inexperienced or have limited experience
- Financial reporting procedures not clear, including the absence of proper receipts when liquidating field expenses
- Management of CPWP supposed to be on rotation basis but this may not work
- Among women being targeted by CPWP, related challenges are: (i) decision makers are still mostly men since they are the stereotyped decision makers; (ii) capacity of women still limited in terms of lack of formal education, lack of experience especially in understanding the dynamics of political parties; and, (iii) jealousy among the women

If project were to be implemented again, some modifications could be:

- Staff needs have to be responded to
- Staff of Secretariat should be of better composition: have both women and men, qualified and having credibility especially for key officials at the national level
- Need to influence women to change men's thinking on women's participation
- Maintain the strategies but provide more time to implement and monitor

Interview Notes: NICFEC – Mr Jony Ne, Art Education Programme Coordinator (in lieu of Dr Hang Puthea, Director, who was sick at time of appointment)

Date: 27 January 2009

Project planning, implementation

- NICFEC is an election monitoring organization that works in Tram Kak District of Takeo for the project on “Promoting Women in Democratic Decision Making” of CPWP. The activities that it has conducted, especially in 2008⁸, included the following:
 - Training/ capacity building for the women’s network with 4 political parties (i.e., CPP, SRP, NRP and FUNCINPEC) in attendance. At the end of the 2nd training which was a follow up on the first, one-hour explanations were made on the meaning of the posters to be used during the outreach activities
 - Public forums (day and night). The women’s network takes responsibility for inviting the local population to attend the public forums. Night forums was organized to be a fun event through a concert, video showing, and a quiz contest that tested people’s knowledge of women’s participation in politics
 - Outreach activities during which the CPWP poster booklet was used by the women network to educate the villagers
- Chief of the political party selects the women who will participate in the trainings based on the request of CPWP. On this, CPP always has the human resource and are able to identify women with high capacity, while the other parties tend to have women with low capacity. All selected women has reached some level of schooling
- In establishing the status of the project in the target provinces and to update one another, CPWP member organizations hold a staff meeting, while the Directors of these organizations also conduct their own meetings to discuss the problems being met and to make decisions.
- Some problems observed: (i) lack of timely information – for example, implementing staff are not informed of the sudden changes in the field schedule; (ii) Need for more meetings for purposes of cross-monitoring of work – apparently, there is no budget for this and no time for preparation

Outcomes of the activities/ project effectiveness

- Women’s networks (with total of 25 women) formed at district level with representation from the four political parties and who have interest in learning how to campaign, conduct outreach activities, how to prepare for meetings.
- 90% voter turnout of the parties’ constituents during the 2008 elections
- Forum enabled the involvement of many women
- More women voting
- Opportunities for many people to ask their questions during the question and answer sessions of the public forum

Constraints to women’s participation

- Time – women councillor lack the time or do not have time to join political campaigns
- They may have their own commitments (e.g., jobs), aside from being a housewife, and will need money to run for office

⁸ Mr Jony Ne of NICFEC started to participate in the PWDDC project only in 2008.

- In relation to the political party they belong to, women can feel shy and may be weak candidates compared to the men

If project were to be implemented again, directors of the CPWP member organizations should be involved in the meetings of the implementing staff.

Interview Notes: Mr Aamir Arain, Project Manager-Strengthening Democracy & Electoral Processes in Cambodia⁹

Date: 29 January 2009, 11am-12noon

UNDP provided 10 months support to CPWP in the context of its Supporting Democracy in the Electoral Process Project particularly in light of the July 2008 national elections. It provided support to CPWP for it to implement the PWDDC project strategies in six (6) other provinces, namely: Kampong Chhnang, Kandal, Stung Treng, Monduliri, Kratie and Prey Veng. Support to CWCP worked out with a proposal developed with Ms Elaine Tan (formerly the UNIFEM Country Director) and support was also to provide monitoring for the work of CPWP. Funding was coursed through UNIFEM.

Management

- CPWP as a network is a solid group of organizations because the member organizations are established NGOs. However, CPWP covered the target areas well.
- Some weaknesses observed in CPWP are as follows:
 - Staff are thinly spread
 - Planning capacity is lacking
 - Reporting surfaces as coming out of a “template mentality”
 - CPWP strategies (including SILAKA) appear to be appeasing the government a lot
 - In terms of the administrative aspects, refrain from going abroad

Constraints to attainment of project objectives

- Government responds by means of cosmetic measures
- Education remains the biggest challenge
- Lack of support from strong women as opportunities are not there
- Lack of leadership programmes/ courses as well as grassroots training together with the Ministry of Interior, National Election Committee, women activists, police, etc – CPWP member organizations could look into this to build capacities of women leaders
- Need for policy level related messages and how to bring these down to local cadres

⁹ Interviewee tended to discuss more about its gender mainstreaming work in relation to sister agencies in the UN despite efforts of interviewer to redirect the discussion

Interview Notes: Ms Chandy Chea, UNFPA

Date: 30 January 2009, 11am-12noon

UNFPA mainly supports Women for Prosperity (WfP) and has not given support to CPWP directly because it charges a lot for overhead and the Secretariat's expenses. UNFPA recognizes, however, that having CPWP is more sustainable due to the member organizations' shared responsibilities and ability to help one another in the implementation of projects.

After the election in 2008, UNFPA continued to support WfP for its capacity building work among elected women councillors and focal persons with MoWA as the project holder and which will be continued until 2010.

Results of the training

- ToT provided opportunities for the PDoWA to become trainers as well and provide capacity building at the district levels
- While trainings were held within the NGO facilities, capacities were left at the provincial levels but will require refresher courses
- Women participants can now talk during community meetings

Opportunities for CPWP

- DOLA of the Ministry of Interior is developing a 10-year programme and has hired a gender consultant who will help them develop this gender sensitive programme
- While advocacy may not achieve its objectives all the time, strategies could be resourceful and employ "champions"
- Presence of NGOs in the target provinces can make for sustainability

Constraints facing CPWP

- Policy to support process – can be a barrier. For example, the Organic Law is not useful because of the concerns of the politicians that this can change the structure. This law still has a lot of issues to deal with
- On the part of the political parties: resource is an issue rather than willingness; "bribery" occurs in order to compete with the men
- Continuing lack of capacity of women at individual levels
- Persistent traditional views of women – this needs to be changed through awareness raising and can build on advocacy materials developed by GTZ on "Power to Change"
- Knowledge, time availability of women and family income generation also limit women's participation in development
- Female youth not considered and should be – when young women cannot find a job, they are forced to marry although they can still serve their communities even as they are married

Interview Notes: Ms Prok Vanny, UNIFEM-CEDAW

Date: 30 January 2009, 2:30-3:30pm

Discussions on the establishment of CPWP started in 2005; a group of 8 organizations which included LICADHO (and which later withdrew) was initially formed. GTZ first provided the support through GAD/C; UNIFEM support was initially with SILAKA, which met with political party representatives for lobbying purposes, particularly for taking on a “sandwich approach” in the party list. Through its CEDAW project, UNIFEM provided support to the Results-Based Management (RBM) training. It also invited CPWP to submit a proposal to be sent to UNDEF. The group later received funds from the French Embassy and UNDP (for the WOW project), the latter coursed through UNIFEM.

Observations

- WfP, GAD/C and SILAKA meet more than the others
- Women’s status seems to be based still on “quota”.
- CPWP should have a venue for women in politics to be closer to civil society; to document and publish lessons being learned such as a newsletter at district and provincial levels to disseminate information on the situation of women leaders
- In terms of impact, some women who participated in the trainings tried to apply their learnings, but some could not due to limited knowledge. There is understanding but actual use of knowledge is difficult for example, in report writing.
- In regards to management, concerns at NICFEC were the frequent staff changes; in COMFREL, work was delegated to one staff only

Factors facilitating/ hindering achievement of CPWP objectives

- Gender bias within political parties still strong; also, seniority in the party continues to be the basis for nominations in the party list more than education. Additionally, management in political parties is still bureaucratic; nobody pays for women’s position and when someone gets into position, they protect said position
- Corruption – need to have money to support candidate; if women can’t find the resources, they can’t move ahead
- Political party vision and mission not clear about how women can be more involved; female deputy governor also do not have experience in being such a political leader and will perhaps need to be exposed to other countries.
- Relevant government policy is good but enforcement is difficult; there is need for a grounding on civil society organizations – CPWP should find the right strategy for this

Interview Notes: HE Chou Bun Eng, Mol Secretary of State and CPP Member

Date: 2 February 2009, 9:30-10:30am

Factors facilitating/ hindering women's empowerment

- A hindering factor is a good understanding of politics. For ordinary women, if accessing legal protection or any development work, they are already engaged in politics. Women are not aware of their power – e.g., in terms of voting, which policy they would like to apply, what part of politics that people need to participate in (i.e. NGO or governmental), which development intervention to take part in (e.g., decentralization). In such instances, community can lead in planning and monitoring by themselves, have representation in all sectors – women's groups, orphans, poorest groups, etc

Obstacles

- If commune/ village leaders and NGOs do not understand women's involvement in politics, women can become confused; being able to choose what involvements to have is already participation but this has to be explained well
- Ability to apply sub-national decentralization – fear of loss of power by those already in position, not realizing that people power can support them
- Lack of capacity and low education of women, but mindset of leaders are changing – the conduct of leadership training on the issues of women and the governance reform process can strengthen this changing mindset and this training could be patterned after the one for HIV/AIDS which brought together stakeholders from all levels.

Other observations

- For the 17 May 2009 elections, there is need to include at least one woman as deputy in all councils (provincial, district, commune) as starting point in having a presence of women at all levels; to aim at more women's involvement in decision making and representation

Perspective of CPP on gender and women's empowerment

- CPP is the leading party now and governmental focus on gender is reflective of the CPP stance on this issue
- For the one (1) female Deputy Prime Minister, the proposal considered 5 women from the different departments against their qualifications (e.g., capacity to represent women at society and with administrative position), then had voting. Women can be candidates in the Council of Ministers through elections
- For women to participate in politics, women have to abide by the party policies.

Interview Notes: PDoWA in Tram Kak District, Takeo Province (with Mrs Neang Kamal, Director; 2 other PDoWA Officers)

Date: 3 February 2009, 8:30-9:20am

Observations

- WfP has worked to help strengthen women's capacity and in organizing forums, as part of its work under CPWP
- Because of the support received from CPWP and from other NGOs in the district, PDoWA representatives have become better individually and as district officials – for example, knowing how to write a report
- Other NGOs present in the area and which has supported PDoWA are: (i) Oxfam-Australia which helped set up a gender focal persons in each village; helped establish savings group for women, and helped identify PDoWA staff to align work with others', and (ii) Chamreun Chiet Khmer (CCK) Organization which also worked on the issue of women, particularly health, and identified a focal area in Treang District. The NGOs in the area are also involved in organizing the celebration of Women's Day.
- Not aware of what is happening after the project ends – PdoWA has not been informed if any follow up activities will be conducted since the project ended.

Interview Notes: FGD interview with men CC members, Tram Kak District

Date: 3 February 2009, 10am

Participants

1. Mr. Dok Hun, CC Chief
2. Mr. Nhem Chon, CC member
3. Mr. Hor San, CC Second Deputy Chief
4. Mr. Chea Nim, CC First Deputy Chief
5. Mr. Am Choub, CC member
6. Mr. Ouch Thon, CC member
7. Mr. Long Sokha, CC member
8. Mr. Mout Horn, CC member
9. Mr. Hing San, CC member

Women's Involvements

- In the second mandate of CC, women are more active, know how to perform their works and have more confidence in expressing their opinions
- Women CC members are responsible for some issues: women, children, orphans, health, HIV/AIDS, STD and women, education and children trafficking
- The annual commune budget varies from 46-75M Riel depending on the commune population. In the 2009 budget, each commune has allocated US\$200 for CC women members to use for the logistics in their work responsibility

Difficulties for women

- More women attended village development plan but only few women dare to speak their ideas.

- The women representing poor families do not dare to speak out in the meeting.
- Women refuse to stand on top list of CC candidates as they have no confidence on their capability and they think that it is too heavy for them to carry CC works, house works and family businesses

Other NGOs

There are many active NGOs in Tram Kak district. These include PRASAC, KMK, KVA, ACLEDA, Thuneakea Poum, Sthapana Kasekor, Amret, CEDAC, PACT, Forestry Community, NICFEC, Rachana, Skay, IRI, Spean-Holan, human rights NGOs, etc.

These NGOs work individually in their respective areas.

Interview Notes: FGD interview with 10 women CC members, Tram Kak District

Date: 3 February 2009, 2pm

Project Activities

- From June 2008, NICFEC implemented activities in the district
- June and September 2008 – two 3-day training activities held covering gender (particularly how to negotiate, how to be a candidate) and on decentralization. The trainings were good but discussions were too fast and tended to be top-down
- July 2008 – one half-day public forum held
- After the training, the women network members received funds for the dissemination of information that people should vote and provide explanations for women to help each other; in each village, the women took two hours per visit held
- Involved in all these activities were 4 political parties: CPP, SRP, FUNCINPEC and NRP

Achievements

- Network building between parties and creating solidarity
- Women got more courage in talking; they learned more about gender and human rights, planning, better communication skills, and have knowledge about the law. They also dared to ask questions when they have questions. Women villagers are able to express themselves, and dare to go to vote for the party they like
- Elected women have applied these knowledge they gained and can forward the message at the village level
- Women who have been active since 2002 have sustained their participation in promoting women
- Women FGD participants who also received training from GRET (an NGO) gained confidence in talking in the public
- When working in the village, they ask the village chief to gather the women and ask the men to stay at home and take care of the children. Networking continued in the village, led by the focal person for women and children who was identified in a UNICEF project
- Asked on how to encourage girls and young women to become leaders like them, responses of the FGD participants were as follows:
 - Follow up on the quality of education (e.g., homework); encourage them to attend higher education

- Encourage parents to send their daughters/ children to school and promote the rights of the daughters to attend school especially up to grade 7 (let them know that their daughter could be a prime minister too)
- Enlarge knowledge of society – capacity building in terms of more knowledge about domestic violence, fund raising, knowing community needs, and communication
- Maintaining/ practicing good health through vaccination, boiling drinking water, eating healthy food
- Established the women’s network and was able to conduct the forum; strengthened internal solidarity
- Commune Council delegated work to women CC members, particularly monitoring children’s education (e.g., # of children going to school) and health, and asking the women CC members to write monthly reports on women and children

Other observations

- Women leaders can’t still answer some questions when they are asked by the villagers – for this reason, FGD participants feel that the women leaders’ capacity is still low

Interview Notes: Ms Thida Khus, SILAKA (Phnom Penh)

Date: 4 February 2009, 8am

CPWP’s Strengths, Achievements

- Organization of women that advocates for women’s one voice, expressing one message to empower women; responded to the question that people had about the image of women – of whether they are professional enough or capable enough to protect their constituency
- To counter conventional view of women, CPWP employed media advocacy, round table discussions, events (e.g., night forums which had concerns, movies, dancing, etc to make it fun)
- Coordinated action and promotion of image of women which is an effective way of how women work
- Project opened the doors for women’s greater participation in politics. For example, after the 2007 Commune Council elections, about 300 women councilors were gathered in an event called “Women Taking Steps Forward” to form a common vision and to identify issues that they can jointly advocate. During this event, CPP did not let any of their women councilors to attend.
- Generally, citizens see the government as not responding to their needs – the project educated the citizens and political leaders of the real meaning of political accountability and responsibility to constituents; project gave a fresh look at politics

Project Design, Management, Plans

- Project responded to an existing need, particularly in terms of the political, cultural, social and administrative issues. The project had to build on the context and success has been more than expected because it evoked cultural roots, history and women leaders in political history, affirming what is already there and evolved with the Commune Council elections and subsequently the National elections. Political party used the women to form network and pushed support to organize events. Political party recognized the power of the women

- Brought in grassroots, national and legislative to come and celebrate – if not for the project, the network would not be where it is now
- Media supported the work of CPWP
- Quality and objectivity of project activities ensured through the Monitoring Consultants who observed project activities and gave feedback. Also, cross-monitoring was undertaken – i.e., encouraged other member organizations to visit provinces that they were not working in; sent out Secretariat staff to undertake random visits to activities and immediately formulated response where problems were observed. Three levels of feedback were observed:
 - At the level of the implementing partners
 - Organizing workshops with the stakeholders
 - Conducting an evaluation workshop at national level with donors and other stakeholders
- In 2009, planning to be held for the next 5 years, on how to strengthen women leaders which needs to be more strategic as CPWP wants this to be the start of a social movement. Such strengthening to be made possible through better coordination of CPWP members; defining the direction for the next 5 years; moving towards more participatory action research that will help in the implementation and advocacy work; and bridging communications between the grassroots to national

Risks

- How to be neutral
 - responded to through policy implementation; members have access to political parties, no hidden agenda as the concern is more women in decision making, more women to be considered in higher positions, and with people having direct access and being influential to political parties.
 - In training and other activities, equal representation across levels is ensured from each of the 4 political parties that CPWP is working with. In ensuring equal representation, 3 members from each political party invited to participate instead of according to percentage (%) represented in the National Assembly. However, breaking the barriers of partisanship is more difficult at the national level than at local level.

Concerns

- Need for transparency with the donors
- Addressing the issue of being spread thinly
- Partners not ready, not enough time; project had to end before the May 2009 elections
- Secretariat and implementing agencies too busy such that there were weaknesses in communication among themselves
- Had to enforce SILAKA's financial management procedures (for lack of one for CPWP) though a separate one should have been done. Thus, member organization staff were not clear on some things; system did not function properly to fit all 6 organizations and surfacing the need to develop a cross institutional policy on reporting and financial management
- Project money did not come until April, and because of all the expenditures, CPWP had to shoulder the expenses

If project were to be implemented again

- Maintain strategies that had been tested (e.g., day and night forums although these tended to be too tiring because these are done within the same day. More evening forums can be held so be able to bring more people

- Use of local resources to minimize cost, particularly in terms of people from Phnom Penh having to go to the provinces
- More time should be allocated for implementation
- Organizing women at national levels have to be done with MoWA or Ministry of Interior so that the project is less threatening and there would be greater access to influential people
- Rethinking number of CPWP member organizations – benefits outweigh the challenges

Interview Notes: Ms NIL Vanna, World Bank (Phnom Penh)

Date: 4 February 2009, 11am-12 noon

World Bank supported the project as it promoted gender equality and because of the related Cambodian Millennium Development Goal on the need for inclusion of women in decision making since women's voices are missing in policies. To help make this happen, funded CPWP activities such as the campaigns for women candidates in the Commune Council elections; capacity building for women candidates to enable women to stand up and have a voice; advocacy work to have women nominated in political parties.

Project achievements, outcomes

- Greater promotion of women by the government
- CPWP has a good relationship with policy makers (at the level of Ministers and at the Parliament)

Other observations

- Mission of CPWP should not be a one-stop programme; CPWP should back up technical assistance being provided by the donors. Mission should also focus on confidence building, making action plans in areas where women are weak
- There is need to conduct needs assessment for recently elected women and to design a training course (e.g., leadership) and a mode of disseminating reports that would cut across governmental organizations (e.g., parliamentarians, women in ministries) to fit needs relating to governance. This way, leaders in different positions in government can interact and establish a network, receiving and giving support and crediting women at the local levels.
- Explore the possibility of building relationships through a working group made up of (i) MoWA through the Cambodian National Council of Women; (ii) Ministry of Interior and (iii) the female Deputy Prime Minister

Interview Notes: HE Mme Mu Sochua, Elected Member of the Parliament (SRP)

Date: 4 February 2009, 2pm

In general, the project was a very good programme that called the attention of women who were willing to take action in conjunction with CEDAW and towards achieving gender parity. The women running the project are extremely aware and supportive of the needs of women politicians at the local level; strategies are on the right track. Project also seeks the advice of elected women Parliamentarians on how to put together a caucus at all levels to ease political tensions which spreads at the commune levels.

Challenges to the project

- Training for potential candidates and elected women councillors need to continue; there should be more concentration on advocacy; to put an agenda that dares beyond being in office and political lines and sticks to CEDAW, Beijing Platform for Action and Beijing Plus Ten, and that goes beyond preaching
- A challenge to the project in order to contribute to structural changes would also involve:
 - women constituents taking action and making this happen by translating these into votes
 - women creating more pressure on the men
 - developing parallel programmes to sensitize and to pave for networking, especially among the new members and senior level parliamentarians who should be able to lead
- In terms of advocacy, there is need to identify key women and train them in advocacy skills and strategies in the areas to be addressed
- Standing together as one on the key issues such as the recent evictions; numbers are not enough, substance not enough
- Gender accountability – there is need for this to be monitored, particularly how they vote or engage in debates in the Parliament; how to make the government accountable to women as well as to their elected representatives
- At the local levels, the issues are more felt: on rape, road to justice needs attention

Interview Notes: Ms Ruth Streicher, Acting Country Director, Heinrich Boll Foundation (Phnom Penh)

Date: 4 February 2009, 4pm

HBF has provided support to CPWP on the workshop on Organic Law, together with GTZ. It has also funded Secretariat Coordinator's attendance to a conference in Madrid, but was not really able to follow up on how learnings were applied. HBF supported CPWP's work on indigenous women's participation in politics and can fund specific activities but cannot provide support for the bigger project. HBF can provide additional funding for 2009 but this is for GAD/C on its study about land.

Advantages of working with CPWP

- Political neutrality, regardless of political affiliations of individual members
- Need for a functioning group that is working on the same issue and having the same model
- Facilitates connection with the government institutions and getting a view on strategies about how to proceed

Concerns

- CPWP keeps functioning as a network, with SILAKA mainly doing it
- Areas needing strengthening are coordination, how to share information, reporting system and structures

Constraints

- General political atmosphere in Cambodia
- Discourse on women's roles, understanding of gender, development is narrow and stays on the safe side; same recipes being forwarded rather than a discussion of power and discrimination

Interview Notes: Ms Katarina Huebner, GTZ (Phnom Penh)

Date: 5 February 2009, 11am

- GTZ funded CPWP because of GTZ's focus on governance and CPWP's work on promoting women's empowerment in politics is directly relevant. GTZ was looking for strategic needs and how to proceed in terms of specific activities – CPWP had clear ideas on what needs to be done.
- Areas on which support was extended by GTZ: development of the communication strategy; organizational development exercise in 2007 (together with Heinrich Boll Foundation)
- Direct support was also given to individual member organizations of CPWP such as (i) GAD/C who was contracted to support the Ministry of Interior in developing a gender mainstreaming strategy and a manual; (ii) WfP which facilitated the women councillor forums in 9 provinces during which they can raise issues and find solutions. Member-specific support enables balanced relationship between the organizations that are part of the CPWP network.
- Monitoring is not made on funds given to CPWP, invoices are received from CPWP.
- GTZ can provide continued support for current programme running up to 2011 on decentralization and public administrative reforms. It sees the need of public engagement and women involvement in the political process – thus, works with NGOs to get closer to the government but always within the fit of the GTZ mandate and that of the government. GTZ has commitment for the next couple of years for the same strategy
- A lot of promises made on the empowerment of women can be attributed to CPWP
- Re CPWP's hope for continued support as expressed during the 3 February 2009 meeting with donors: depends on what the network wants to do (e.g., focus on or research on indigenous women) and within the agenda of GTZ

Interview Notes: Ms Thon Vimealea, CDRI Research Associate for Governance Programme, with Ms Ly Tem, CDRI Research Assistant (Phnom Penh)

Date: 5 February 2009, 2pm

- Both were involved only in the last two months; previously, Ms Eng Netra, CDRI Research Fellow for the Governance Programme, was the staff actively involved. Ms Eng Netra is currently seconded to the Ministry of Interior (MoI) and is unable to take an active part in CPWP's work
- CDRI is not an active member of CPWP – i.e., it does not have an active role in the project's implementation and monitoring, but regularly attending meetings.
- CDRI provides information re the Institute's related research when this is actively sought by CPWP
- Receives regular updates from CPWP through reports
- During workshops, CDRI serves as note-takers

Interview Notes: Ms Chan Kunthea, CPWP Coordinator (Phnom Penh)

Date: 5 February 2009, 4pm

- CPWP was founded in 2005, based on the member organizations' common strategy of advocacy, research, etc and received support from GTZ and UNIFEM
- In 2006, prepared for the 2007 Commune Council elections and CPWP support was provided directly to the member organizations
- In 2007, UNIFEM and UNDEF provided support; when the member organization had no funding, CPWP provided the funds to support project activities. From the funds received from UNDEF/ UNIFEM, 3% goes to SILAKA for the administrative costs, while 12% has been shared to the implementing agencies (member organizations) except CDRI. Each implementing agency designated 2 staff members to carry out the project activities in their respective target provinces. CDRI expected to assist with the research aspects of the project; in national level activities, representatives are always included. CPWP can use resources at CDRI.
- Secretariat currently has 4 staff: Coordinator, Communication Officer, Network Officer and Admin Staff. CPWP is a resource in terms of statistics and other data
- Strategic Planning for CPWP taking place on 21-24 February 2009

Project planning, implementation

- Planning involved the Executive Directors of the member organizations/ partners. Monthly half-day meetings are held with the implementing staff, and if necessary, frequency could be 2 to 3 times a month. Management meetings, on the other hand, held quarterly. If CPWP is writing/ preparing proposals, additional meetings are held
- Commune Councillor training
 - Some provinces could have less trainings than the other provinces, as this depends on the budget
 - COMFREL was to undertake only trainings in Kampong Cham per its decision

- Linkages with other NGOs – constrained by staff capacity in terms of communication abilities; for example, person in charge in a member organization may have difficulty in relating with local authorities hence need for capacity building
- On thoughts re issues affecting women (e.g., access to land): Heinrich Boll Foundation has funds for work relating to access to land. The question is who CPWP wants to promote this work with the government. Cooperation with the government has to be maintained and there is need to find diplomatic ways to do this so that it becomes a constructive engagement with the government

Impact

- Together, CPWP created a 'big' voice, hence an impact in terms of the number of women elected in office due mainly to advocacy work
- CPWP is the first movement working together for the cause of women
- Some real support received from local authority, but this is less than 50%; some only make appearance due to lack of appreciation on gender. During project implementation, local authority can say they support, but biases still exist

Weaknesses

- Implementing staff have a lot of work
- CPWP needs to strengthen the management and cooperation and relationships; need for clear structures, roles and responsibilities. There is need to create consistency in the policy and application of the policy especially at the local levels
- Project needs links at local and national levels for policy changes to take place (e.g., health – information dissemination on midwives' salary as announced at the national level and should be enforced at local levels; testing in health centers)
- Need for capacity building for the Secretariat staff, especially on: advocacy training, project design; social accountability and paving for gender responsive governance; office management; personnel management. In terms of capacity building received, staff concerned can apply learnings and there is space to do so by working with the government (e.g., MoWA). However, training received on budget monitoring could not be applied because information on funds of the government is not available.

Challenges Faced

- Can't have the members, especially the Executive Directors, attending the meetings. Consequently, decision making delayed
- Systems and procedures – CPWP does not have its own set of systems and procedures
- For implementing staff, capacity is high for some, low for some and guidelines are needed. The half-day monthly meetings could devote one hour for capacity building and this is being thought of for 2009
- Formats needed for reports being submitted because sometimes there are no explanations in the reports being turned in and this is important since SILAKA consolidates the reports and reports vary depending on the donors. With UNDEF, reporting is quarterly although semestral reports are also sufficient

- Policies need to be clarified, including role of the members particularly in light of national advocacy and strengthening of CPWP in 2009. The two years of the project (2007-2008) may be seen as the “learning phase” of the project
- CPWP needs to expand and include other organizations such as the Women’s Media Center – but the number of organizations should not be more than 10

Interview Notes: Ms Patty Curran, former CPWP Monitoring Consultant (Phnom Penh)

Date: 8 February 2009, 3:30pm

Main Observations

- Very impressed with the CPWP Secretariat; staff knows what they are doing and especially Thida’s ability to hold the team together
- After the reporting format was introduced, CPWP field staff did very well on their reporting, but this was not maintained
- There was decrease in goodwill when the Secretariat was formed
- CPWP – through the strategies that it took – greatly contributed to the increased number of women who stood for elections and the number of those elected into office

Areas needing attention

- Staff of CPWP members being spread thinly
- Secretariat capacity: only two are really capable (Kunthea and Samphors – other two will need to be stronger so they can take on equally heavy responsibilities, especially with Kunthea pregnant with her second child)
- Clear format for documentation, reporting
- Need for more mutual accountability