

ASIAN DEVELOPMENT BANK

TAR: CAM 38490

TECHNICAL ASSISTANCE

(Financed by the Gender and Development Cooperation Fund)

TO THE

KINGDOM OF CAMBODIA

FOR

IMPLEMENTATION OF THE ACTION PLAN FOR GENDER MAINSTREAMING

IN THE AGRICULTURE SECTOR

December 2004

CURRENCY EQUIVALENTS

(as of 21 October 2004)

Currency Unit	–	riel (KR)
KR1.00	=	\$0.0002597
\$1.00	=	KR3,850

ABBREVIATIONS

ADB	–	Asian Development Bank
ASDP	–	Agriculture Sector Development Program
GWG	–	Gender Working Group
MAFF	–	Ministry of Agriculture, Forestry, and Fisheries
MOWA	–	Ministry of Women's Affairs
NPRS	–	national poverty reduction strategy
PDAFF	–	provincial departments of agriculture, forestry, and fisheries
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Agriculture and natural resources
Subsector	–	Agriculture sector development
Theme	–	Gender and development
Subtheme	–	Gender equity in capabilities, gender equity in opportunities

NOTE

In this report, "\$" refers to US dollars.

This report was prepared by Y. Uehara.

I. INTRODUCTION

1. During the Appraisal Mission for the Agriculture Sector Development Program (ASDP) from April to May 2003,¹ the Government of Cambodia requested the Asian Development Bank (ADB) to provide advisory technical assistance (TA) to support implementation of the gender mainstreaming action plan developed under the ASDP.² The TA Fact-Finding Mission³ visited Cambodia 6–14 September 2004 and held discussions with the Government on the goal, purposes, scope, implementation arrangements, cost, financing arrangements, and terms of reference for consulting services. The Government confirmed the mission's *aide memoire* on 5 November 2004. Donors to the Gender and Development Cooperation Fund gave concept clearance for financing the TA in July 2004. The TA framework is in Appendix 1.

II. ISSUES⁴

2. Agriculture accounts for 39% of Cambodia's gross domestic product and is the primary source of employment for more than 70% of the labor force. Nearly 80% of these workers are primarily engaged in subsistence agriculture. Women account for 56% of the primary workforce in subsistence agriculture and 54% of the workforce in market-oriented agriculture. Most of these women are unpaid family workers. Women's limited educational attainment and customary practices that deny women land rights limit their productivity considerably. Women are a minority among the beneficiaries of services and resources directed at agriculture and rural livelihoods even though they make up the majority of farmers and informal sector workers. Estimates indicate that women account for only 10% of extension beneficiaries and that women agricultural extension workers account for only about 5% to 10% of the total. Furthermore, agricultural research and extension seldom focus on the activities of women farmers.

3. In addition, the limited capacity of the agriculture sector to absorb the growing workforce is pushing more young people to move to urban areas, where new employment opportunities remain limited. The social impact of urban migration is a growing concern, with important differences in the effects on young women and young men. More emphasis is needed on expanding employment opportunities in rural areas, where agro-processing and handicraft production are traditional female domains. Estimates suggest that women account for more than half the workforce in food processing and some 75% of that in handicrafts. Promoting linkages between producers, enterprises, and markets will facilitate the integration of agribusinesses and craft production into rapidly growing domestic and international markets. Women, the majority owners and operators of rural enterprises, must be able to benefit fully from emerging opportunities without being negatively affected.

4. The Government's Second Socioeconomic Development Plan: 2001–2005 stipulates that effective poverty reduction requires more concerted efforts than in the past. This implies a sustained focus on the rural poor, the development of the potential of agriculture, and an improved effort to reduce prevailing gender inequalities in the sector. Promoting gender equity is

¹ ADB. 2003. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Kingdom of Cambodia for the Agriculture Sector Development Program*. Manila. (Loan No. 2022 [program loan] and Loan No. 2023 [project loan], approved on 26 November 2003).

² The TA first appeared in the *ADB Business Opportunities* (Internet edition) on 12 July 2004.

³ Comprising Y. Uehara, senior social development specialist, Operations Coordination Division, Mekong Department.

⁴ This section relies heavily on the United Nations Development Fund for Women, the World Bank, Asian Development Bank, United Nations Development Programme, and the Department for International Development of the United Kingdom. 2004. *A Fair Share for Women: Cambodia Gender Assessment*. Phnom Penh.

also one of the major thrusts of the national poverty reduction strategy (NPRS) for 2003–2005. The NPRS acknowledges women’s contribution to agricultural production and calls for gender mainstreaming in the sector through collaborative efforts between the Ministry of Agriculture, Forestry, and Fisheries (MAFF) and the Ministry of Women’s Affairs (MOWA).

5. In line with the Second Socioeconomic Development Plan and the NPRS, the aim of the ASDP is to promote sustainable growth of the market-based agriculture sector, and thereby contribute to overall economic growth and poverty reduction. The ASDP facilitates agricultural commercialization and diversification and ensures that the poor and women participate increasingly in agricultural production, marketing, and postproduction. A draft action plan for gender mainstreaming was prepared in conjunction with the ASDP to systematically address and reduce gender disparities in the sector. In May 2003, MAFF set up the Gender Working Group (GWG), which consists of representatives from key departments and agencies.⁵ The objective of the GWG is to study and analyze gender issues and develop a gender policy and strategy for the agriculture sector as a whole. The GWG commenced work in September 2003. Currently it is conducting a series of participatory stakeholder consultations in selected provinces and developing a framework for a gender policy and strategy in the agriculture sector. The scope of the TA is in line with the activities of the GWG and its outputs to date.

III. THE TECHNICAL ASSISTANCE

A. Purpose and Output

6. In accordance with the gender action plan under the ASDP, the purpose of the TA is to increase women’s productivity in agriculture so as to reduce poverty and promote growth. The specific objectives of the TA are to (i) build gender-responsive institutions and systems at MAFF, (ii) ensure gender-equal access to agricultural support services, and (iii) promote women’s participation in market-based and diversified agricultural production. The objectives of the TA are in conformity with the Second Socioeconomic Development Plan and the NPRS.

7. The expected outputs of the TA will be (i) the establishment of the institutional setup, systems, procedures, and medium-term framework for capacity building to effectively integrate and monitor gender mainstreaming at MAFF; (ii) an increase in gender awareness and the gender mainstreaming capacity of key personnel in the agriculture sector; (iii) an improvement in women’s access to agricultural extension services, information, and technology; and (iv) an expansion of opportunities for women to build up and better manage agro-enterprises.

B. Methodology and Key Activities

8. Many factors limit women’s productivity in agricultural production. The constraints are interrelated and need to be addressed systematically. Thus, in accordance with the gender action plan, the TA will focus on three major constraints in the sector, namely: (i) institutional and procedural factors, such as the lack of appropriate systems and of clarity in relation to functions, roles, and responsibilities for gender mainstreaming; (ii) human resource and capacity factors, including the lack of awareness, knowledge, and skills on the part of staff in MAFF and in provincial departments of agriculture, forestry, and fisheries (PD AFF) in relation to gender issues in general and in the agriculture sector in particular; and (iii) access and control factors,

⁵ Department of Accounting and Finance; Department of Agricultural Extension; Department of Agro-Industry; Department of Agronomy; Administration Department; Fisheries Department; Department of Forestry; Personnel and Human Resources Department; Department of Planning, Statistics, and International Cooperation; and the Royal University of Agriculture.

such as the absence of gender-responsive support services and service delivery. By addressing these three factors concomitantly, the TA will develop an effective and sustainable structure and environment to enhance the role of women in the agriculture sector and empower them so as to reduce poverty and inequality.

1. Creating an Institutional Framework for Gender Mainstreaming

9. Under this component, the current roles and responsibilities of selected MAFF departments and PDAFF will be examined with regard to gender mainstreaming. The review will be conducted in conjunction with the rationalization of MAFF's departments under the ASDP. In particular, the review will focus on how to integrate gender perspectives into MAFF's overall planning cycle as guided by a medium-term expenditure framework and how to track the link between plans and expenditures. The TA will help MAFF fully incorporate gender perspectives into its policy formulation, planning, and budgeting.

10. At the provincial level, job descriptions, annual individual work plans, and annual written performance evaluations will be clearly defined for agricultural extension staff. Emphasis will be placed on increasing the number of women agricultural extension workers. To upgrade district-level staff, the TA will recommend a system whereby all new graduates of the Royal University of Agriculture and other similar institutions will spend their first 3 years after graduating working at the district level. Special incentive schemes, e.g., in relation to housing and transportation, will be provided to female graduates.

11. Effective planning will require accurate and updated information on gender relations and gender disparities. Gender-disaggregated data have been collected under a number of projects implemented by MAFF;⁶ however, whether the data are actually used to reveal gender disparities and are integrated into the planning process is not clear. The TA will consolidate the outputs and achievements of completed and ongoing projects and support the establishment of a system at the Statistics Office of MAFF's Department of Planning, Statistics, and International Cooperation.

12. According to the NPRS, the exclusion of women from participation in government decisionmaking means that their needs are not considered and addressed and that sectoral policies and programs are incomplete. Good governance depends on more women being represented at all levels of government. The small number of women in MAFF (currently 20% of the total, mostly concentrated at non-decision making levels) and PDAFF works against gender equity in employment and decisionmaking. The TA will examine the current situation and make recommendations to reduce gender disparities in recruitment, transfers, promotions, and career development. Implementation of the recommendations will be carried out on a pilot basis under the TA.

2. Building Capacity for Gender Mainstreaming

13. The roles and responsibilities of the departments under the previous component will form the basis for the activities under this component. The TA will compile and consolidate materials prepared under the auspices of MAFF projects and develop training modules. The modules will be a series of standardized units that can be modified to serve specific needs

⁶ Such as the Agriculture Productivity Improvement Project supported by the World Bank, the Agriculture Quality Improvement Project supported by Australia, and the Cambodia-Australia Agricultural Extension Project supported by Australia.

across MAFF. MAFF senior staff will be trained in gender awareness in the agriculture sector. Specific and technical training will be tailored and conducted in accordance with the mandate of each department and PDAFF. Linkages between departmental objectives and functions and staff job requirements will be clear and logical, with explicit and quantifiable performance indicators. The training activities will be coordinated by MAFF's Department of Personnel and Human Resources.

14. Recently, the Government and development partner agencies set up 17 sectoral and thematic technical working groups to explore possible areas of collaboration and harmonization. MAFF will chair and lead the groups on agriculture, forestry, and fisheries. The TA will support the MAFF thematic working group members by deepening their understanding of gender issues in the agriculture sector and by facilitating coordination with the Technical Working Group on Gender chaired by MOWA.

3. Enhancing Women's Access to Agricultural Extension Services, Information, and Technology

15. This component will review extension materials available at MAFF and develop agricultural extension service modules that can be modified to meet the needs of target beneficiaries. Extension services will focus on tasks performed mostly by women, such as seed selection, seed germination, harvesting, postharvest processing, livestock production, vegetable gardening, and community-based forestry. Alternative methods of service delivery that can effectively address gender bias will be identified and assessed based on their comparative effectiveness. Extension service materials developed under the TA will be used to train members of farmer groups under the ASDP Project, 50% of whom will be women.

16. Women will fully be integrated into support services for the agro-enterprise component under the ASDP Project. Agro-enterprise resource services will integrate gender perspectives, and women entrepreneurs will participate in the training programs. MOWA's women in development centers (located in Kampong Cham, Kampong Speu, and Kampot provinces) may be used as training venues, and qualified staff of women in development centers may be engaged as resource persons and trainers, along with other service providers, such as local nongovernment organizations and local private sector enterprises. MOWA's institutional experience and ongoing endeavors in the field of micro-enterprise development will be utilized for the agro-enterprise resource service. Training modules and services will be developed in consultation with MOWA, women in development centers, and provincial departments of women's affairs to fully reflect gender-specific needs and demands in agro-enterprise development.

C. Cost and Financing

17. The total cost of the TA is estimated at \$398,000 equivalent, of which \$143,000 is the foreign exchange cost and \$255,000 equivalent is the local currency cost. The Government has asked ADB to finance \$300,000 equivalent, covering the entire foreign exchange cost and \$157,000 equivalent of the local currency cost. The TA will be financed on a grant basis by the Gender and Development Cooperation Fund. The Government will finance the balance of the local currency cost, equivalent to \$98,000, in kind through the provision of counterpart and support staff, office accommodation, and other related services and facilities. ADB will administer the TA fund. Cost estimates and the financing plan are presented in Appendix 2.

D. Implementation Arrangements

18. MAFF will be the executing agency for the TA and the head of the ASDP's Program Support Unit will be the TA director. The TA director will liaise between the Program Support Unit, the ASDP's Project Coordination Unit, the GWG, and the TA consultants. The chair of the GWG will provide overall guidance and oversee the implementation of all TA activities. The TA consultants will closely coordinate their work with the consultants for the Supporting Policy and Institutional Reforms in the Agriculture Sector⁷ and the project implementation consultants under the forthcoming ASDP Project. The TA consultants will also coordinate with relevant projects implemented at MOWA, especially those relating to the development of micro-enterprises in rural areas.

19. The TA will be implemented intermittently over 18 months from May 2005 to October 2006 and will require 31 person-months of consulting services: 6 person-months of international consulting services in institutional development and planning and statistics and 25 person-months of domestic consulting services in project management and coordination, gender training, agricultural extension services, and microenterprise development. Appendix 3 provides the outline terms of reference for the consultants. The consultants will submit inception, interim, final and quarterly progress reports to ADB. ADB will select and engage the consultants in accordance with the *Guidelines on the Use of Consultants by the Asian Development Bank and Its Borrowers* and other arrangements satisfactory to ADB for the engagement of domestic consultants. ADB's standard quality- and cost-based selection method will be used, and technical proposals invited from short-listed consulting firms will be in ADB's simplified formats. Equipment for the consultant will be financed by ADB under the TA in accordance with ADB's *Guidelines for Procurement*. Equipment procured under the TA will become the property of the Government upon completion of the TA.

20. The outputs of the TA will be presented and shared at MAFF through meetings and seminars that will be organized by the GWG. The outcome and lessons learned will also be posted on ADB's web site.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$300,000 to the Government of Cambodia to be financed on a grant basis by the Gender and Development Cooperation Fund for Implementation of the Action Plan for Gender Mainstreaming in the Agriculture Sector, and hereby reports this action to the Board.

⁷ ADB. 2003. *Technical Assistance to the Kingdom of Cambodia for Supporting Policy and Institutional Reforms in the Agriculture Sector*. Manila (TA No. 4228 CAM approved in conjunction with Loans 2022 and 2023 CAM [ADB. 2003. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Kingdom of Cambodia for the Agriculture Sector Development Program*. Manila] on 26 November 2003).

TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Goal Increase women's productivity in agriculture to reduce poverty and promote growth</p>	<p>Reduction in rural poverty, currently estimated at 40% of the rural population</p> <p>Reduction of the ratio of rural women classified as unpaid family workers, currently 46%</p>	<p>National accounts National agricultural statistics Poverty assessment Gender assessment</p>	
<p>Purpose To introduce gender-responsive and gender-integrated institutions and systems</p> <p>To provide gender-sensitive agricultural support services</p>	<p>Institutional setup and systems effective for gender mainstreaming are in place</p> <p>Regular extension programs integrate gender concerns</p> <p>The number of agricultural extension beneficiaries who are women increases beyond the current 10%</p>	<p>BTOR of review missions ASDP monitoring mechanism TA consultants' reports</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Continued commitment to gender mainstreaming • Effective coordination with ASDP and TA 4228^a
<p>Outputs Institutional setup, including systems and procedures to integrate and monitor gender mainstreaming, established at MAFF</p> <p>Key personnel in the agriculture sector gain knowledge on basic gender concepts and apply them in their specific areas of work</p> <p>Women's access to productive resources, agricultural services, extension, and information improved</p>	<p>Gender is fully integrated in MAFF's planning cycle (handbook on gender analysis and planning in the agriculture sector) by October 2006</p> <p>High degree of understanding of gender issues</p> <p>Gender analysis is routinely done by October 2006</p> <p>Gender integrated extension support provided for about 56,000 farmers in 280 communes in 4 provinces, of which 28,000 will be women</p>	<p>MAFF planning documents TA consultants' reports ASDP monitoring mechanism</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Rationalization of MAFF's departments being done under the ASDP • Awareness exists about the need for gender mainstreaming in MAFF operations • MAFF key staff receive training and implement training • Close coordination with the Ministry of Women's Affairs

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions and Risks
Opportunities for women to build up and better manage agro-enterprises expanded	Women receive support services on an equal footing with men		
<p>Activities</p> <p>1. Institutional Strengthening</p> <p>Assess the current roles and responsibilities of MAFF departments, including the gender responsiveness of their mandate and institutional setup</p> <p>Identify specific measures for a gender-responsive operational framework</p> <p>Establish and integrate gender mainstreaming measures in agricultural policy planning, program budgeting, and monitoring and evaluation.</p> <p>Prepare job descriptions and work plans for extension workers</p> <p>Establish a gender-disaggregated data system</p> <p>Develop measures for gender equality in decisionmaking and empower women</p> <p>2. Capacity Building for Gender Mainstreaming</p> <p>Assess the gap in capacity and training needs</p> <p>Develop a medium-term capacity building framework up to 2010</p>	<p>Start: May 2005 Complete: June 2005</p> <p>Start: June 2005 Complete: July 2005</p> <p>Start: July 2005 Complete: August 2005 (draft project cycle analysis system), May 2006 (final)</p> <p>Start: July 2005 Complete: August 2005 (draft), June 2006 (final)</p> <p>Start: July 2005 Complete: August 2005, June 2006 (operational)</p> <p>Start: July 2005 Complete: August 2005 (draft), June 2006(final)</p> <p>Start: October 2005 Complete: November 2005</p> <p>Start: November 2005 Complete: December 2005</p>	<p>TA consultants' reports BTOR of the review missions ASDP program performance mechanism</p> <p>MAFF publications</p> <p>MAFF publication</p> <p>MAFF decision</p> <p>MAFF publication</p> <p>TA consultants' reports Project monitoring mechanism BTOR of the review missions</p>	<p>Assumption</p> <ul style="list-style-type: none"> Close coordination with the ASDP Project, TA 4228,^a and project implementation consultants <p>Risks</p> <ul style="list-style-type: none"> Delay in implementation of the ASDP Women's household tasks may prevent them from fully participating in TA activities <p>Assumption</p> <ul style="list-style-type: none"> Close coordination with the ASDP Project, TA 4228,^a and project implementation consultants <p>Risk</p> <ul style="list-style-type: none"> Delay in implementing the ASDP

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Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions and Risks
<p>Develop the training framework up to 2007.</p> <p>Develop training modules by compiling existing materials</p> <p>Train trainers</p> <p>Provide basic gender awareness and gender in agriculture training</p> <p>Provide technical training on gender analysis and gender mainstreaming</p> <p>Train members of technical working groups</p> <p>3. Enhancing Women's Access to Agricultural Extension Services, Information, and Technology</p> <p>Review and assess current extension services</p> <p>Develop extension modules with delivery mechanism</p> <p>Train staff of provincial departments of agriculture, forestry, and fisheries</p> <p>Assess support services to micro and small enterprises</p> <p>Facilitate interaction between and collaboration among key stakeholders</p> <p>Train trainers</p> <p>Establish support mechanisms for micro-enterprises</p>	<p>Start: December 2005 Complete: January 2006</p> <p>Start: November 2005 Complete: January 2006</p> <p>February 2006</p> <p>Start: February 2006 Complete: June 2006</p> <p>Start: February 2006 Complete: October 2006</p> <p>Start: February 2006 Complete: October 2006</p> <p>Start: October 2005 Complete: December 2005</p> <p>Start: November 2005 Complete: February 2006</p> <p>Start: March 2006 Complete: May 2006</p> <p>Start: October 2005 Complete: December 2005</p> <p>Start: December 2005 Complete: September 2006</p> <p>Start: October 2005 Complete: December 2005</p> <p>Start: March 2006 Complete: July 2006</p>	<p>TA consultants' reports Project monitoring mechanism BTOR of the review missions</p>	

Design Summary	Performance Indicators and Targets	Monitoring Mechanisms	Assumptions and Risks
Inputs Financial inputs Consulting Services International Consulting Services Domestic Consulting Services Training, Workshops, and Seminars Equipment Other Financing Counterpart Financing Total	\$300,000 6 person-months 25 person-months \$ 17,000 \$ 3,000 \$ 42,000 \$ 98,000 \$398,000		

ASDP = Agriculture Sector Development Program, BTOR = back-to-office report, MAFF = Ministry of Agriculture, Forestry, and Fisheries, TA = technical assistance.

^a ADB. 2003. *Technical Assistance to the Kingdom of Cambodia for Supporting Policy and Institutional Reforms in the Agriculture Sector*. Manila (TA No. 4228 CAM approved in conjunction with Loans 2022 and 2023 CAM [ADB. 2003. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Kingdom of Cambodia for the Agriculture Sector Development Program*. Manila] on 26 November 2003).

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Gender and Development Cooperation Fund			
Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	108	0	108
ii. Domestic Consultants	0	100	100
b. International and Local Travel	15	10	25
c. Reports and Communications	0	5	5
2. Equipment	3	0	3
3. Training, Seminars, and Conferences			
a. Facilitators	0	2	2
b. Training Program	0	15	15
4. Surveys	0	2	2
5. Miscellaneous Administration and Support Costs	0	12	12
6. Representative for Contract Negotiations	2	0	2
7. Contingencies	15	11	26
Subtotal (A)	143	157	300
B. Government of Cambodia Financing			
1. Office Accommodation and Transport	0	12	12
2. Remuneration and Per Diem of Counterpart Staff	0	50	50
3. Other	0	36	36
Subtotal (B)	0	98	98
Total	143	255	398

^a Administered by the Asian Development Bank.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Institutional Development and Planning Specialist/Team Leader (international, 4 person-months)

1. An institutional development and planning specialist will act as the team leader for the team of consultants engaged under the technical assistance (TA). The team leader will assume responsibilities for overall coordination with the Program Support Unit; the Project Coordination Unit; the Gender Working Group; the TA 4228 team;⁸ the consultant team for the ASDP project implementation TA; the ongoing projects at the Ministry of Agriculture, Forestry, and Fisheries (MAFF); and the Ministry of Women's Affairs (MOWA) and its projects. The consultant's tasks will include the following:

- (i) Provide overall planning, coordination, and management for the TA and help the Program Support Unit facilitate gender mainstreaming in the agriculture sector and provide.
- (ii) Guide the activities of the consultants and provide administrative and budget management.
- (iii) Formulate an overall TA work plan and monitor and report periodically on the progress of activities.
- (iv) Review and assess the mandate, organizational structure, and capacity of MAFF and provincial departments of agriculture, forestry, and fisheries (PDAFF), in particular, the Department of Planning, Statistics, and International Cooperation; the Department of Agricultural Extension; the Department of Personnel and Human Resources; and the Department of Agro-Industry, with regard to integrating gender perspectives into their operations.
- (v) Assess the job descriptions of MAFF and PDAFF staff, assess their effectiveness for implementing the necessary actions for mainstreaming gender, and introduce a performance evaluation system.
- (vi) Incorporate gender perspectives into the rationalized roles and responsibilities of MAFF departments and reflect them in the subdecree to be approved prior to the second tranche of the loan in consultation with the TA 4228¹² agriculture policy planning specialist.
- (vii) Help MAFF introduce gender-sensitive monitoring, planning, and budgeting systems into a program-based, medium-term expenditure framework for the agriculture sector in cooperation with the TA 4228¹² public expenditure specialist.
- (viii) Design a system for MAFF's policy formulation and planning cycle that will fully integrate gender perspectives.
- (ix) Develop incentive schemes to encourage young, female graduates to work in the province.
- (x) Help the Department of Personnel and Human Resources to formulate an affirmative action plan for the recruitment, transfer, career development, training, and promotion (with specific targets) of MAFF women staff.
- (xi) Prepare inception, midterm, final, and quarterly progress reports.

⁸ ADB. 2003. *Technical Assistance to the Kingdom of Cambodia for Supporting Policy and Institutional Reforms in the Agriculture Sector*. Manila (TA No. 4228 CAM approved in conjunction with Loans 2022 and 2023 CAM [ADB. 2003. *Report and Recommendation of the President to the Board of Directors on Proposed Loans and Technical Assistance Grant to the Kingdom of Cambodia for the Agriculture Sector Development Program*. Manila] on 26 November 2003).

B. Project Management and Coordination Specialist/Deputy Team Leader (domestic, 12 person-months)

2. A project management and coordination specialist will act as the deputy team leader and help the Program Support Unit to effectively manage, coordinate, and monitor the TA activities. The consultant's tasks will include the following:

- (i) Liaise with the Gender Working Group's members and support and monitor the implementation of the specific activities in each department as identified in the overall TA work plan.
- (ii) Help the Gender Working Group's members prepare and implement departmental action plans.
- (iii) Liaise with PDAFF in four provinces in relation to introducing and pilot testing gender-sensitive planning, implementation, monitoring, and evaluation.
- (iv) Prepare manuals and guidelines for implementing and monitoring gender mainstreaming actions taken by MAFF's key departments and PDAFF.
- (v) Assist with and monitor the implementation of the human resource development plan for MAFF women staff and of affirmative action by the Department of Personnel and Human Resources.
- (vi) Liaise with MOWA and multilateral and bilateral aid agencies involved in similar activities and coordinate with the experts, consultants, and advisers working with other gender mainstreaming projects.
- (vii) Prepare reports on the activities undertaken to be included in the inception, midterm, final, and quarterly progress reports.

C. Specialist on Gender-Disaggregated Data/Statistician (international, 2 person-months)

3. A specialist on gender-disaggregated data/statistician will closely work with the Statistics Office of the Department of Planning, Statistics, and International Cooperation to establish a system for gender-disaggregated data collection and analysis at the central and provincial levels. The specialist's tasks will include the following:

- (i) Assess the current status of gender-disaggregated data collection systems at MAFF and PDAFF.
- (ii) Review the gender-disaggregated data collected by various projects to date and assess the systems.
- (iii) Review the gender-disaggregated data collected and monitored by the National Institute of Statistics.
- (iv) Develop the data collection and analysis system with specific indicators and design the computerized program to be installed at the Statistics Office with a view to using the data for the gender mainstreaming planning system.
- (v) Train staff in data collection and analysis.
- (vi) Pilot test and finalize the system.
- (vii) Prepare a report on the process of system development, outputs, and results and summaries to be included in the inception, midterm, final, and quarterly progress reports.

D. Gender Training Specialists (domestic, 4 person-months)

4. Gender training specialists will be engaged after a gender-integrated system for MAFF's policy formulation and planning cycle has been designed and departmental actions have been fully identified. The main thrust of training will be to fill the gap between the current human resource capacity and expected roles, responsibilities, and outputs. The tasks will include the following:

- (i) Identify the capacity gap between current human resources at key MAFF departments, PDAFF, and MAFF thematic working groups and the tasks required for gender mainstreaming and assess training needs of key staff in accordance with the institutional assessment conducted under the TA.
- (ii) Review, compile, and consolidate the training materials on gender and gender mainstreaming available at MAFF.
- (iii) Design and develop a training framework, curricula, modules, materials, and delivery mechanisms for different groups.
- (iv) Liaise and coordinate with the training specialists under other projects at MAFF to increase complementarity and avoid duplication.
- (v) Develop an overall training plan and identify suitable resource persons and trainers as needed.
- (vi) Conduct training of trainers as needed.
- (vii) Oversee the training of MAFF and PDAFF staff.
- (viii) Prepare a report incorporating findings and recommendations for further human resource development activities and summaries to be included in the inception, midterm, quarterly, and final reports.

E. Gender and Agricultural Extension Services Specialist (domestic, 6 person-months)

5. A gender and agricultural extension services specialist will work at the Department of Agricultural Extension and closely coordinate with the provincial extension specialists under the ASDP project implementation TA. Specific tasks will include the following:

- (i) Assess the current status of extension services (content and delivery systems) and their effectiveness to respond to the needs and demands of women farmers.
- (ii) Identify areas that require strengthening in terms of resources, services, and other inputs based on the institutional assessment conducted under the institutional framework for gender mainstreaming component.
- (iii) Develop extension modules and innovative delivery systems.
- (iv) Pilot test and consult with women farmers to measure the relevance and effectiveness of extension modules.
- (v) Train PDAFF and extension staff.
- (vi) Develop a gender mainstreaming extension service plan that will be integrated into the system.
- (vii) Prepare a report summarizing the extension modules, delivery mechanism, and feedback from farmers and summaries to be included in the inception, midterm, quarterly, and final reports.

F. Microenterprise Development Specialist (domestic, 3 person-months)

6. A microenterprise development specialist will work at the Agro-Industry Department and coordinate with PDAFF, provincial department of women's affairs, and the extension project

adviser and provincial extension specialists under the ASDP project implementation TA. Responsibilities will include the following:

- (i) Assess current support services for agro-based micro-enterprises and identify gender-specific needs with regard to raw materials, capital, markets, management capacity, etc.
- (ii) Facilitate interaction between and collaboration among PDAFF staff, provincial department of women's affairs staff, private sector organizations, and local community-based organizations and nongovernment organizations to develop gender-inclusive micro-enterprise support services.
- (iii) Ensure that terms of reference and procedures for support services and contracting out are gender-sensitive and encompass the needs of women micro-entrepreneurs.
- (iv) Conduct training of trainers using and/or modifying training modules and materials developed by MOWA.
- (v) Establish a mechanism to provide support services to microenterprises through women in development centers/provincial department of women's affairs in four provinces in the agro-enterprise resource service framework introduced under the ASDP.
- (vi) Pilot test and finalize the system.
- (vii) Prepare a report summarizing the process and findings for agro-based micro-enterprise development and summaries to be included in the inception, midterm, final, and quarterly progress reports.