

**ASIAN DEVELOPMENT BANK**

**TAR:CAM 35276**

**TECHNICAL ASSISTANCE**  
(Financed by the Poverty Reduction Cooperation Fund)

**TO THE**

**KINGDOM OF CAMBODIA**

**FOR**

**SUSTAINABLE EMPLOYMENT PROMOTION FOR POOR WOMEN**

**October 2002**

## CURRENCY EQUIVALENTS

(as of 14 October 2002)

Currency Unit	–	Riel/s (KR)
KR1.00	=	\$0.0002607
\$1.00	=	KR3,835.00

## ABBREVIATIONS

ADB	–	Asian Development Bank
CSP	–	country strategy and program
EEOW	–	Expansion of Employment Opportunities for Women
GAD	–	gender and development
ILO	–	International Labor Organization
MOEYS	–	Ministry of Education Youth and Sports
MOSALVY	–	Ministry of Social Affairs, Labor, Vocational Training and Youth Rehabilitation
MOWVA	–	Ministry of Women's and Veterans' Affairs
NGO	–	nongovernment organization
PDWVA	–	provincial department of women's and veterans' affairs
TA	–	technical assistance
UNDP	–	United Nations Development Programme

## NOTE

- (i) The fiscal year (FY) of the Government ends on 31 December.
- (ii) In this report, "\$" refers to US dollars.

This Report was prepared by a team consisting of P. Chang, Principal Education Specialist, MKSS (Team Leader); Y. Uehara, Senior Social Development Specialist, MKOC; A. Bauer, Senior Economist (Poverty Reduction), RSPR; C. Ouch, Program Officer (Social Sectors), CARM; and K. Emzita, Counsel, OGC.

## I. INTRODUCTION

1. In support of gender and development (GAD) in Cambodia, the Asian Development Bank (ADB) provided technical assistance<sup>1</sup> (TA) to help formulate the National Policy for Women (issued in 1996) and establish the Ministry of Women's Affairs (in 1998, the ministry was expanded to include veterans' affairs and was renamed the Ministry of Women's and Veterans' Affairs [MOWVA] in 1999). MOWVA plays a catalytic role within the Royal Government of Cambodia (the Government) to mainstream gender in the mandates, policies, and programs of line ministries, local governments, public institutions, civil society, and private sector. MOWVA also collaborates with nongovernment organizations (NGOs) through the Women's Forum and coordinates all external assistance for GAD.

2. A second TA<sup>2</sup> provided capacity-building support to enable MOWVA to influence and guide the line ministries and lower level administration units to mainstream gender concerns. Implementation of the TA commenced in May 2000 and was completed in October 2001. The TA completion report rates the activity successful. The Government requested a follow-up TA to bring the newly acquired expertise to the grassroots level in the rural areas and initiate activities for the economic empowerment of women. The current TA is included in ADB's country strategy and program (CSP) for 2002. It supports poverty reduction interventions for disadvantaged women, one of the priorities for cooperation between the Government and ADB as formalized in the poverty reduction partnership agreement signed on 29 July 2002. A TA fact-finding mission visited Cambodia in March 2002 and reached an understanding with the Government on the objectives, scope, cost estimates, implementation arrangements, and consulting services for the TA.<sup>3</sup> The logical framework for the TA is in Appendix 1.

## II. ISSUES

3. Cambodia's gross domestic product per capita is estimated at only 257 (US) dollars in 2000, among the lowest in the region. The incidence of poverty is high, with 36.1% of households living below the poverty line. Cambodia has one of the highest female labor force participation rates in the region, at 73.5% of women over the age of 15 years. Women comprise 54% of skilled workers in agriculture, 75% of the primary labor force in wholesale and retail, and 67% of the labor force in manufacturing. The adult literacy rate is 61% (vs. 83% for males), and only 12% of women over 25 years have more than a primary school education. The total fertility rate at 4.1 and maternal mortality ratio at 473 per 100,000 live births (2000) are the highest in the region. Cambodia has become a sending, receiving, and transit country for trafficking of women and children. The Second Socioeconomic Development Plan, 2001-2005, estimates that 88,000 Cambodian women are in Thailand, with 40–60% of sex workers saying they were forced or tricked into the business. As of 2000, 31% of commercial sex workers and 2.3% of women attending antenatal clinics were infected with HIV/AIDS.<sup>4</sup> Poverty, social upheaval, underdeveloped legal infrastructure, and weak law enforcement contribute to the exploitation of women.

4. While MOWVA has improved its technical and managerial capacity considerably over recent years, much is still to be desired to fortify its role as advocate, catalyst, and facilitator of gender mainstreaming and awareness of gender concerns. Staff in MOWVA's central offices have been upgraded, but staff at the provincial, district, and commune levels, who number over 1,000 and comprise the bulk of the ministry's human resources, have gone largely untrained.

---

<sup>1</sup> ADB. 1994. *Technical Assistance to Cambodia for Women in Development*, Manila.

<sup>2</sup> ADB. 1999. *Technical Assistance to Cambodia for Capacity Building for the Ministry of Women's and Veterans' Affairs*, Manila.

<sup>3</sup> The TA first appeared in the *ADB Business Opportunities* in March 2002.

<sup>4</sup> Human immunodeficiency virus/acquired immunodeficiency syndrome.

MOWVA's middle management is inadequate. MOWVA does not have adequate resources to support gender focal points in the line ministries, and coordination is still unsatisfactory and ineffective. Findings in many impact evaluation studies of ADB's Operations Evaluation Department show that to ensure sustained development, a series of overlapping projects with consistent core objectives, aiming over a decade or more, is needed to make an impact on key indicators while strengthening government management capacity.

5. The participating line ministries need strengthened capacity to (i) gather information and analyze gender concerns in employment directed at influencing policy formulation and integration of gender concerns, especially as they affect the poor into sector policies and programs; (ii) identify and respond to gender concerns in their areas of responsibility; and (iii) establish systems and procedures within the ministry for sectorwide management of women's economic empowerment activities. The participating line ministries are the Ministry of Agriculture, Fisheries and Forestry; Ministry of Commerce; Ministry of Education, Youth and Sports (MOEYS); Ministry of Industry, Mines and Energy; Ministry of Rural Development; and Ministry of Social Affairs, Labor, Vocational Training and Youth Rehabilitation (MOSALVY). All are directly involved in employment generation. A memorandum of understanding will be drawn up between MOWVA and these line ministries for the TA.

6. Close cooperation and coordination among aid agencies and executing agencies of projects and programs will be critical. Several capacity building projects with MOWVA are ongoing. Notable among these are the International Labor Organization (ILO) and Japan Asian Regional Project, the Expansion of Employment Opportunities for Women (EEOW); the Partnership for Gender Equity (formerly Partnership for Building Together) financed by the United Nations Development Programme (UNDP) and the Government of the Netherlands; SEILA<sup>5</sup> financed by UNDP, Department for International Development (United Kingdom), and Swedish International Development Cooperating Agency; and the Integrated Economic Empowerment, Entrepreneurship and Employment for Women (NEEEW) in Cambodia assisted by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). The TA will build on the achievements of these projects and complement the gender training being conducted for MOWVA with training for staff in the participating line ministries.

7. The Government has well-defined policy and strategic plans in (i) the National Policy for Women (1996); Neary Rattanak, "Women are Precious Gems" (1999), and in the Second Socio-Economic Development Plan (2001–2005). Capacity building must be considered within MOWVA and line ministries must be initiated into mainstreaming gender and women empowerment into their activities. The TA is the first phase of a recommended program to address the economic empowerment of women in Cambodia. The second phase will be the application of the knowledge built in the line ministries to actual programs for employment promotion among women on a pilot scheme.

8. The TA is consistent with ADB's CSP update (2003-2005). The TA is necessary and timely and will contribute to the overall goal of reducing poverty through the economic empowerment of women, especially the poor, widows, single parents, migrants, working women and those at risk.

9. In the design of the TA, a number of issues has been considered: (i) sociocultural constraints that continue to subordinate women, manifested in their limited occupational choices and in the gender gap in literacy and levels of educational attainment; (ii) very low levels of literacy in rural areas, so that programs directed at expanding employment opportunities for women should include training in functional literacy; (iii) growing pressures on agriculture that

---

<sup>5</sup> *Seila* is the khmer word for "foundation stone".

are increasing pressure on poor rural families to seek alternative sources of livelihood, pointing to the need for more emphasis on developing and strengthening alternative livelihood opportunities in rural areas to absorb the rapidly growing labor force; (iv) the need for strengthening opportunities in secondary occupations for the rural work force; (v) retail trade, the most important industry for women outside of agriculture, requires addressing gender concerns in the market place; and (vi) increased mobility that is changing the nature of the family unit and contributing to high-risk behavior and increased vulnerability to exploitation.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Output

10. In support of the Government's goal of reducing poverty, the goal of the TA is to contribute to the economic empowerment of disadvantaged women in the rural areas, especially the poor, widows, single parents, working women, and migrants. The TA will strengthen the capacity of MOWVA to manage its mandate of gender mainstreaming at the provincial and commune levels (through the provincial departments of women's and veterans' affairs [PDWVA]). It will also strengthen the capacity of the six participating line ministries to generally manage gender mainstreaming and activities in their sectors, and specifically to implement employment generation schemes under the TA. It will build on the achievements of the previous TA and align capacity-building efforts along the decentralized system<sup>6</sup> being implemented. It will cover to the extent possible, organizations and agencies that are involved in such work, e.g., the Cambodian Union Federation, Employers' Federation, Cambodian National Council for Women, and NGOs.

11. Key outputs will include (i) a situation analysis of the existing management system and capacity to mainstream gender at the provincial offices of MOWVA and at the six line ministries; (ii) action plans for supporting strategic planning, monitoring, and evaluation; (iii) a labor market information database; (iv) training materials on entrepreneurship development and microenterprise development; (v) market research methodologies and tools; (vi) strategic framework for micro and small enterprise development and support; and (vii) ministry strategies in support of economic empowerment of women.

#### B. Methodology and Key Activities

12. The TA will cover geographical areas and activities in 8 provinces not already covered by projects of other aid agencies. Activities will be centered in the line ministries (central and provincial/commune levels) with oversight by MOWVA and the consultants. The TA will have three major components: (i) strengthening capacity in advocacy for employment promotion in MOWVA and the six line ministries through training; (ii) development of approaches and materials for strengthening women's employment opportunities (labor market information, entrepreneurship development and microenterprise management, training programs, and product marketing); and, (iii) strengthening capacity in policy formulation and networking (micro and small enterprise development, models and best practices, and networking).

13. **Advocacy for Economic Empowerment of Women.** Activities will include (i) information and data gathering about and analyses of gender concerns in employment, directed at influencing policy formulation and integration of gender concerns into national and sectoral policies and programs; (ii) identification of gender-specific concerns in employment promotion for women through the PDWVAs and local governments in the selected provinces;

---

<sup>6</sup> A project in support of the Government's decentralization, the *Commune Council Development Project* (formerly the *Decentralization Support Program*), in the amount of \$17 million, is in the Cambodia CSPU (2003-2005).

and (iii) strengthening of systems and procedures within MOWVA for sectorwide management of women's economic empowerment activities, such as aid coordination, external aid sourcing, and interministerial networking; work planning, monitoring, evaluation, and feedback; and improving communication (English), management, and computing skills.

14. **Development of Approaches and Materials.** Activities include (i) establishment of a database for labor market information in collaboration with the National Institute of Statistics, with particular emphasis on the informal sector: data are to be segregated by gender, age, educational qualification, rural-urban setting, and province; (ii) development of methodologies and tools for identifying local products with market potential, and analyzing opportunities and constraints to developing these products from a gender perspective; (iii) development and field-testing of teaching and learning materials on women entrepreneurship development and microenterprise management in collaboration with relevant line ministries and aid agencies; and (iv) support for development and testing of microenterprise and entrepreneurial training, training of trainers, employment services, and job counseling (in cooperation with MOEYS, MOSALVY, and women in development centers).

15. **Policy Formulation and Networking.** Activities include (i) formulating the micro and small enterprise development<sup>7</sup> framework for MOWVA's strategic plan; (ii) supporting the establishment of a framework and identifying models and best practices to support the implementation of the National Policy for Women across the line ministries; (iii) assisting line ministries to formulate their strategies to support the economic empowerment of women; and (iv) developing networks with other ministries, aid agencies, NGOs, and other projects, among provinces and with other countries.

16. The anticipated outcomes from the TA will include (i) strengthened MOWVA's capacity as advocate, catalyst, and facilitator of gender mainstreaming and awareness of gender concerns among the line ministries, including planning, implementation, monitoring, evaluation, and feedback; (ii) improved MOWVA aid coordination, external aid sourcing, and interministerial networking; (iii) strengthened interdepartmental coordination mechanisms between MOWVA and PDWVAs; (iv) strengthened capacity of the line ministries to formulate policy and integrate gender concerns into their sector policies and programs; and (v) improved capability of MOWVA and line ministries at provincial, district, commune, and institutional levels for program planning, monitoring, and reporting, including technical and financial aspects.

17. For the TA, MOWVA must manage (i) a multiplicity of government implementing agencies (PDWVAs), other ministries and their provincial departments; and (ii) complex coordinating requirements between central and local governments, and with NGOs, projects/programs of aid agencies. ADB experience shows that such complex management requirements have resulted in problems in the sequencing and synchronizing activities and have strained interoffice relations. Thus, close supervision and monitoring of activities will be required. There is also a risk that adequate social capital may not be built. Key stakeholders, and their interests and power, needs and demands, and willingness to participate must be identified. The local organizational capacity must be built through participatory processes to enhance people's ability to work together, trust each other, mobilize resources, resolve conflicts, and network. Stakeholders must be provided with opportunities to make choices and options on the type of projects they want and given the authority to manage such projects.

### C. Cost and Financing

18. The total cost of the TA is estimated at \$470,000 equivalent, comprising \$300,000 in

---

<sup>7</sup> Linkages will be made with the proposed *SME Sector Development Project* (in the CSPU for a loan of \$15 million in 2004), a project preparatory TA for \$500,000 in 2003, and an advisory TA for \$500,000 in 2004.

foreign exchange and \$170,000 equivalent in local currency. The Government has requested ADB to finance \$400,000 equivalent, covering the entire foreign exchange cost, and \$100,000 equivalent of the local currency cost. The TA will be financed on a grant basis, from the Poverty Reduction Cooperation Fund. The Government will finance the balance of the local currency cost, equivalent to \$70,000, through the provision of counterpart staff and training, workshops, administrative and support services, and office accommodation. The Government assured ADB of the availability of counterpart services, facilities, and funds. The detailed cost estimates and proposed financing arrangements are in Appendix 2.

#### **D. Implementation Arrangements**

19. MOWVA will be the Executing Agency and will coordinate activities closely with the six line ministries, agencies, and NGOs. The undersecretary of state will be the TA director and will have overall responsibility for the TA. Quarterly and annual reports summarizing the outcome of TA activities will be prepared. The TA will be implemented during 18 months in close coordination and collaboration with ILO (EOW), NEEEW, UNDP's Partnership for Gender Equity and SEILA, and GAD projects of other aid agencies. The TA will work in collaboration with the project steering committee already set up for EOW. The steering committee is comprised of 11 full members and 11 back-up members representing (i) MOWVA; (ii) MOSALVY; (iii) MOEYS; (iv) Ministries of Industry, Mining and Energy; (v) Ministry of Rural Development; (vi) Ministry of Commerce; (vii) Ministry of Agriculture, Forestry and Fishery; (viii) the Cambodian Union Federation; and (ix) the Employers' Federation. The committee will establish guidelines for the training and seminar programs and will meet every 6 months to review progress and resolve issues.

20. The TA will require a total of 30 person-months of consulting services, including 12 person-months for an international consultant (institution development and management expert), and 18 person-months for a domestic consultant (human resource development and training expert). The services will be spread over the project implementation period of 18 months starting in November 2002 and ending in April 2004. The two experts will be engaged on an individual basis by ADB in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for the engagement of domestic consultants. Office equipment will be procured in accordance with ADB's *Guidelines for Procurement*. The outline terms of reference for the consultants are in Appendix 3.

21. The Government will provide a suitably qualified counterpart team of six staff to work with the consultants, as well as office accommodation for the project management team. Under the supervision of MOWVA, the team will implement the planned activities and outputs. The consultants will facilitate the functioning of the team, and provide intensive, on-the-job capacity building support. The consultants will also help develop training programs and conduct training workshops to be organized in accordance with arrangements satisfactory to ADB.

#### **IV. THE PRESIDENT'S DECISION**

22. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$400,000 to the Government of Cambodia to be financed on a grant basis by the Poverty Reduction Cooperation Fund for the purpose of Sustainable Employment Promotion for Poor Women, and hereby reports this action to the Board.

## TECHNICAL ASSISTANCE FRAMEWORK

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p><b>Goal</b></p> <p>1. Poverty reduction</p>	<p><b>By 2010: Compared to 2002 baseline,</b></p> <p>1.1 Average daily wage of women in the six sectors assisted in the technical assistance (TA) significantly increased.</p> <p>1.2 Percentage of households in the targeted population group below the absolute poverty level reduced.</p>	<ul style="list-style-type: none"> <li>• Government line ministry statistical reports submitted to Ministry of Women's and Veterans' Affairs (MOWVA).</li> <li>• Annual surveys as part of the Cambodia socioeconomic survey.</li> <li>• ADB Annual Development Reports</li> <li>• World Bank Development Report</li> </ul>	
<p><b>Purposes</b></p> <p>1. Efficient management by MOWVA and 6 line ministries in employment promotion at provincial and commune levels</p> <p>2. Effective promotion of employment opportunities for poor and disadvantaged women in rural areas by MOWVA and 6 line ministries</p>	<p><b>By 2005: Compared to 2002 baseline,</b></p> <p>1.2 Significant improvement in administrative efficiency in terms of new program development focusing on employment of women, administration and progress reporting</p> <p>2.1 Number of women employed in economic activities in the six sectors assisted by the TA significantly increased.</p> <p>2.2 Employment rate (i.e. ratio) of women : men in the six sectors significantly increased.</p>	<ul style="list-style-type: none"> <li>• ADB Mission reviews</li> <li>• Special evaluation study of MOWVA and 6 other ministries' regulations, staffing, operations and business processes</li> <li>• Opinion survey of target population and employers, nongovernment organizations (NGOs), MOWVA and ministry employees, and target women beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Continued commitment of senior officials in participating ministries to improve the status of women.</li> <li>• Continued cooperation between local government and community groups.</li> <li>• Sustained commitment to policy reforms by ministries and local governments.</li> </ul>
<p><b>Outputs</b></p> <p>1. Situation analysis of management capacity and forward planning in each ministry completed</p> <p>2. Action plan for strategic planning support (including aid coordination, external aid sourcing, and interministerial networking completed.</p>	<p>1. Workplan approved by MOWVA senior officials by November 2002</p> <p>2. Plan endorsed by MOWVA and line ministries by December 2002.</p>	<p>TA Consultants:</p> <ul style="list-style-type: none"> <li>• Interim progress report</li> <li>• TA quarterly reports</li> <li>• TA review missions</li> <li>• Special studies reports</li> <li>• TA completion report</li> <li>• Joint reviews by MOWVA, line ministries, NGOs and aid agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Openness to innovation of MOWVA and other ministry and local government officials.</li> <li>• Appropriate MOWVA staff delegated to specific planning and monitoring tasks.</li> <li>• Effective coordination and working relationships among central and local government staff.</li> </ul>

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<p>3. Action plan to strengthen English language, and computer skills (including use of internet) completed.</p> <p>4. Action plan for systems development of program planning, monitoring, evaluation, and feedback completed.</p> <p>5. Systems and procedures for sectorwide management, provincial, and commune planning, monitoring and feedback developed.</p> <p>6. Labor market information data base developed.</p> <p>7. Training materials on entrepreneurship development and microenterprise management developed.</p> <p>8. Methodologies and tools for market research for identifying local products developed.</p> <p>9. Strategic framework for micro and small enterprise development and support, including identification of models / best practices developed.</p> <p>10. Strategies for the support of economic empowerment of women in each of the ministries developed.</p> <p>11. Networks among ministries, aid agencies, NGOs, projects/ programs among provinces and other developing member countries developed.</p>	<p>3. Plan endorsed by MOWVA and line ministries by December 2002.</p> <p>4. Action plan approved by various authorities by March 2003.</p> <p>5. Systems operational by April 2003.</p> <p>6. System operational by June 2003.</p> <p>7. First batch of materials completed by June 2003.</p> <p>8. Completed by July 2003.</p> <p>9. Completed by August 2003.</p> <p>10. Completed by November 2003.</p> <p>11. Systems operational by September 2003.</p>		

Design Summary	Performance Indicators/Targets	Monitoring Mechanisms	Assumptions and Risks
<b>Inputs</b> 1. Consultants  2. Training, workshops and seminars.  3. Administrative and logistical support.	\$350,000 12 person months, International 18 person months, Domestic  \$52,000  \$68,000	ADB project disbursement reports	<ul style="list-style-type: none"> <li>• Qualified international and domestic consultants are available and willing to work on the TA</li> <li>• Effective TA management system</li> </ul>

## COST ESTIMATES AND FINANCING PLAN

(\$)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank Financing<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	248,000	0	248,000
ii. Domestic Consultants	0	46,000	46,000
b. International and Local Travel	15,000	10,000	25,000
c. Reports, Dissemination, and Communications	0	4,000	4,000
2. Equipment <sup>b</sup>	10,000	2,000	12,000
3. Training, Seminars, and Workshops	0	25,000	25,000
4. Administration and Support Costs	0	4,000	4,000
5. Contingencies	27,000	9,000	36,000
<b>Subtotal (A)</b>	<b>300,000</b>	<b>100,000</b>	<b>400,000</b>
<b>B. Government Financing</b>			
1. Remuneration, Per Diem, and Travel of Counterpart Staff and Task Forces	0	20,000	20,000
2. Workshops and Counterpart Training <sup>c</sup>	0	22,000	22,000
3. Administrative and Support Services <sup>d</sup>	0	16,000	16,000
4. Office Accommodation and Utilities (for consultants)	0	12,000	12,000
<b>Subtotal (B)</b>	<b>0</b>	<b>70,000</b>	<b>70,000</b>
<b>Total</b>	<b>300,000</b>	<b>170,000</b>	<b>470,000</b>

<sup>a</sup> Financed by the Poverty Reduction Cooperation Fund.

<sup>b</sup> Includes computers and standard accessories and software, copiers, printers, and miscellaneous office equipment.

<sup>c</sup> Cost of travel, accommodation and per diem of government workshop participants and counterpart staff.

<sup>d</sup> Function and meeting rooms, utilities, computer, photocopying, and communications.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. International Consultant: Institution Development and Management Expert, Team Leader (12 person-months)

1. Under the guidance of the technical assistance (TA) director, senior officials of Ministry of Women's and Veterans' Affairs (MOWVA), Asian Development Bank (ADB) staff, and in consultation with senior officials of the six line ministries, the consultant will:

- (i) formulate an overall work plan and programs for the TA program;
- (ii) provide overall direction, coordination, and management for the TA project;
- (iii) be responsible for planning and coordinating the activities of the consultants and counterpart staff;
- (iv) provide administrative management (oversight of logistic support expenses) of the domestic consultant and project management team, including remuneration, data collection and processing, procurement of office supplies, workshop and seminar requirements, financing, and accounting;
- (v) ensure collaboration with the International Labor Organization (ILO) project team and the complementarity of all aspects of the TA with that of the Expansion of Employment Opportunities for Women (EEOW) and other similar projects;
- (vi) review technical and financial sectorwide management processes of MOWVA and the relationship with other line ministries and provinces, and help design action plans for strengthening these processes;
- (vii) review sector policies in general and subsector policies in detail in terms of gender mainstreaming and economic empowerment of women, and analyze progress, achievements, and deficiencies to date using key indicators;
- (viii) design a framework for performance and program monitoring indicators and associated data collection, provide timely feedback, and ensure that all activities are carried out in accordance with the work plan;
- (ix) review the mandate, work plans, and individual job descriptions of MOWVA staff responsible for economic empowerment initiatives in light of the decentralization process;
- (x) assess institutional capabilities of the central and provincial line ministry units in planning, management, and administration;
- (xi) review and analyze MOWVA's personal and financial management systems, operational procedures, marketing strategies, and human resources;
- (xii) identify key sector and subsector issues and challenges, and develop an advocacy and strategic framework outline for development plans addressing (a) supply and demand of skills, (b) product marketing, (c) finance, (d) private sector initiatives, and (e) decentralization;

- (xiii) develop tailor-made management training programs and training materials for senior staff of the six line ministries, and carry out management training;
- (xiv) monitor and evaluate the effectiveness of the systems and procedures developed, and the marketing effectiveness; and incorporate changes into the training programs;
- (xv) design and organize the TA midterm review among participating ministries, local governments, and interested aid agencies and NGOs;
- (xvi) liaise with multilateral and bilateral aid agencies involved in similar activities; coordinate with the experts, consultants, and advisers working under other capacity building support for MOWVA; and facilitate interministerial coordination; and
- (xvii) prepare an initial inception report, quarterly progress reports, and a TA final report containing issues and strategies in each sector, realistic plan targets, recommendations for institutional and financial arrangements, and a feasibility study for a follow-up project that will address the most urgent and critical areas in the sectors covered by the TA.

**B. Domestic Consultant: Human Resource Development and Training Specialist (18 person-months)**

2. Under the guidance of the TA director and the direction of the international consultant,
  - (i) collaborate closely with the team leader and provide the link to local officials and other contacts;
  - (ii) facilitate interaction, visits, and consultations; identify and source local documents on the subject; and assist the international consultant in analyzing the findings;
  - (iii) identify policy issues that affect the effectiveness and efficiency of the line ministries; linkage between training institutions (supply) and industry and other employers (demand); cooperation with the private sector; and coordination among government agencies, NGOs, and aid agencies;
  - (iv) help develop training need assessments for staff of MOWVA and the six line ministries in gender and development (GAD) advocacy and mainstreaming;
  - (v) review technical and financial sectorwide management processes at the central and provincial levels, and design appropriate training programs in GAD advocacy and mainstreaming;
  - (vi) help prepare sector action plans;
  - (vii) prepare and write a report incorporating findings and issues identified in the field, recommendations and a plan of action, and submit all materials to the international consultant for consolidation.