



# Inception Report

Cambodia

## Implementation of the Action Plan for Gender Mainstreaming in the Agriculture Sector

TA 4459-CAM

GRM International Pty Ltd  
in association with  
CamConsult

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## Abbreviations

ADB	Asian Development Bank
AEA	Agro-Ecosystems Analysis
APIP	Agriculture Productivity Improvement Project
ASDP	Agriculture Sector Development Programme
AusAID	Australian Agency for International Development
CAAEP II	Cambodia - Australia Agriculture Extension Project, Second Phase
DAE	Department of Agriculture Extension
DAI	Department of Agro Industry
DAALI	Department of Agronomy and Agricultural Land Improvement
DPS	Department of Planning and Statistics
DPHR	Department of Personnel and Human Resources
DPSIC	Department of Planning, Statistics and International Cooperation (the department is divided into 2 departments: 1) Planning and Statistics and 2) International Co-operation)
DTL	Deputy Team Leader
GFP	Gender Focal Point
GO	Government Organisation
GU	Gender Unit
GWG	Gender Working Group of MAFF
H.E.	His/Her Excellency
LFA	Logical Framework Approach
MAFF	Ministry of Agriculture, forestry and fisheries
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MOWA	Ministry of Women's Affairs
NGO	Non government Organisation
PCU	Programme Coordination Unit
PDA	Provincial Department of Agriculture
PSU	Programme Support Unit
RGC	Royal Government of Cambodia
RUA	Royal University of Agriculture
SPIRAS	Supporting Policy and Institutional Reforms in the Agriculture Sector
TA	Technical Assistance
TL	Team Leader
TNA	Training Needs Assessment
ToR	Terms of Reference
TTF	Thematic Task Force
TWGG	Technical Working Group for Gender (in MOWA)

## SUMMARY

The MAFF drafted the Policy and Strategy for Gender Mainstreaming in the Agriculture Sector in mid-2005. Though still in draft form, it provides a basis for a gender mainstreaming framework and the integration of gender issues in the agriculture sector. The objectives of the policy and strategy are as follows:

- i) enhanced awareness of gender issues in agriculture sector;
- ii) gender analysis and sex disaggregated targets, budgets, data etc. in programme/project cycle;
- iii) enhanced capacity of MAFF to integrate gender issues; and
- iv) increased rural women's access to and control of agricultural resources in order to improve agricultural productivity and household incomes.

The draft policy and strategy for gender mainstreaming of MAFF stresses the intricate association between gender inequality and poverty. Poverty alleviation is the priority not only of the ADB (and many other international donors) but of the RGC, as underscored in the Rectangle Strategy. As such, a pro-poor strategy for the agriculture sector is needed to operate side by-side gender mainstreaming.

One of the recommendations of the policy is the establishment of the Gender Unit (GU) – the organ which is entrusted to implement the policy. The GU will face many challenges. The TA will support the Gender Unit in its undertakings. The TA provides high quality professional support to the Gender Unit, assisting them to drive its own process of gender mainstreaming based on the yet-to-be-approved policy and strategy of gender mainstreaming of MAFF. The TA consists of 6 months input from international consultants and 25 months from domestic consultants.

The components of the TA 4459 which fully concur with the objectives and principles of the draft policy are:

- Component 1: Creating an institutional framework for gender mainstreaming;
- Component 2: Building capacity for Gender and;
- Component 3: Enhancing women's access to agricultural extension services, information and technology.

The six members of the Gender Unit are detailed in Table 1 below.

**Table 1: Members of the Gender Unit**

H.E. Mr Ith Nody	Under Secretary of State
Mrs Ourng Heng	Deputy Director, Department of Administration; <b>Contact Person of GU</b>
Mr Chan Saruth	Deputy Director, Department of Personnel and Human Resource
Dr Kong Kroesna	Deputy Dean of Animal Science and Veterinary Medicine, Royal University of Agriculture
Mrs Pheng Sophada	Vice chief of Environmental Impact Assessment Office, Department of Planning
Mr Say Tom*	Chief of Human Resource Development Office, Department of Agriculture Extension

\* Mr Say Tom has recently started a Master education in the Asian Institute of Technology. Mr Khean Sovannara from the Department of Agriculture Extension has been nominated as the replacement.

Counterpart arrangements with the GU have been agreed upon based on the interest and comparative skills of the members. Table 2 outlines these arrangements;

**Table 2: Arrangements for Counterpart Staff**

Thematic Task Force	Alignment with Draft Policy	Counterparts	Consultants
Component 1: Creating an institutional framework for gender mainstreaming	Objectives 1, 2 and 3	H.E. Ith Nody Mr Chan Saruth Mrs Keo Phalla*	Dr Heang Knudsen Dr Arij Dekker Mrs So Rothavy
Component 2: Building capacity for Gender	Objectives 1 and 2	Mrs Ourng Heng Dr Kong Kroesna	Ms Prok Vanny Mrs So Rothavy
Component 3: Enhancing women's access to agricultural extension services, information and technology	Objective 4	Mrs Pheng Sophada Mr Khean Sovannara	Mrs Khim Kaing Micro-enterprise Spec. TBA Mrs So Rothavy Dr Heang Knudsen

\* Mrs Keo Phalla is assisting the GU.

## **1. INTRODUCTION**

### **1.1 Background of TA**

The Project – Implementation of the Action Plan for Gender Mainstreaming in the Agriculture Sector – provides 19 months support to the Ministry of Agriculture, Forestry and Fisheries. It officially began on 17<sup>th</sup> October 2005 with the arrival of the Team Leader (TL). The ToR of the Project prescribed a five-week inception period – from 17<sup>th</sup> October to 22<sup>nd</sup> November 2005 - during which an Inception Report would be drafted.

### **1.2 Organisation of the Inception Report**

The purpose of the inception report includes the following<sup>1</sup>:

- to discuss the main issues impacting on the project;
  - to report progress since mobilisation of the consultant team;
  - to make comments on the ToR and aspects of implementation; and
  - to present a work plan for the activities of the TA.

The inception report is organised into seven sections beginning with Section 1, the Introduction. Section 2 presents an update of gender mainstreaming. Section 3 describes the approach and methodology while Section 4 presents the key issues that are perceived to have impact on the project. Section 5 details the project description, Section 6 outlines the project's progress since mobilisation and, finally, Section 7 presents the Work Plan for the 18 months of TA.

The draft inception report was prepared by 22<sup>nd</sup> November 2005 in accordance to the ADB agreement. The ToR of the TA has been discussed with the GU to ensure that all are aware of each other's roles and responsibilities. The lead position of the GU in implementing the policy and strategy of gender mainstreaming in the Ministry was particularly stressed

## **2. GENDER MAINSTREAMING UPDATE**

### **2.1 Policy and Strategy for Gender Mainstreaming in Agriculture Sector**

The MAFF drafted the Policy and Strategy for Gender Mainstreaming in the Agriculture Sector in mid-2005. Though still in draft, it provides a basis for a gender mainstreaming framework and an integration of gender in the agriculture sector. The TA 4459 fully aligns with the principles of the draft policy.

The objectives of the policy and strategy are:

- enhanced awareness of gender issues in agriculture sector;
- gender analysis and sex disaggregated targets, budgets, data etc in programme/project planning cycle;
- enhanced capacity of MAFF to integrate gender issues; and
- increased rural women's access to and control of agricultural resources in order to improve agricultural productivity and household incomes.

The draft policy and strategy for gender mainstreaming of MAFF stresses the intricate association between gender inequality and poverty. Poverty alleviation is the priority not only of the ADB (and many other international donors) but of the RGC, as underscored in the Rectangle Strategy. As such, a pro-poor strategy for the agriculture sector is needed to operate side-by-side gender mainstreaming.

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<sup>1</sup> It is assumed that the reader is familiar with the original project description and the overall agriculture sector development programme.

One of the main recommendations of the draft policy is that a Gender Unit be established in MAFF to screen, oversee and monitor that all programmes/ projects are in compliance with these principles.

The draft policy has been presented to many stakeholders including all the departments of MAFF, PDAs, NGOs, MOWA and other Government organisations (GO). The feedback from these stakeholders has been invaluable and has contributed to the fine-tuning of the document. The TA 4459 has been assisting the GU to finalise the document for approval by the MAFF.

## 2.2 Gender Unit

The MAFF has set up a Gender Working Group (GWG) to gear up the MAFF-driven gender mainstreaming. The GWG was formed in May 2003 with 15 members nominated from different departments within MAFF. The establishment of the GWG highlights the importance the MAFF places on gender issues in the agriculture sector. The MAFF, like other ministries, has a Gender Focal Point who represents the Ministry in meetings, workshops etc. The appointment is in compliance with the Beijing Platform for Action. The GFP of MAFF has a pivotal role to champion gender equality but he is presently not a member of the Gender Unit<sup>2</sup>

Since its inception in 2003, and especially during the process of developing the policy for gender mainstreaming, some members of the GWG have gained more and more experience in grasping the details of gender issues and are gradually understanding 'mainstreaming' in contrast to gender-related projects. In addition, teamwork has been enhanced through many rounds of internal discussions, both with and without the assistance of external expertise.

In October 2005, six members of the GWG were nominated by the MAFF to be the main actors in implementing the policy. The 6 members make up the gender unit with an authoritative mandate and clear roles and responsibilities to become the watch dog/sentinel of MAFF in the implementation of gender mainstreaming. A ministerial decision in this regard is being drafted. They will be the main actors to drive the mainstreaming process, facilitating departments of MAFF as well as the Royal University of Agriculture (RUA) to integrate gender issues and data in their work. The Gender Unit reports and is accountable to the General Directorate.

The Gender Unit has developed a work plan for the period between 2005 and 2010. The work plan includes the objectives, outputs and activities to be implemented as well as a detailed budget. In addition, the annual work plan for 2006 has also been prepared and submitted to MAFF.

The six members of the Gender Unit are contained in Table 3 below:

**Table 3: Members of the Gender Unit**

H.E. Mr Ith Nody	Under Secretary of State
Mrs Ourng Heng	Deputy Director, Department of Administration; <b>Contact Person of GU</b>
Mr Chan Saruth	Deputy Director, Department of Personnel and Human Resource
Dr Kong Kroesna	Deputy Dean of Animal Science and Veterinary Medicine, Royal University of Agriculture
Mrs Pheng Sophada	Vice chief of Environmental Impact Assessment Office, Department of Planning
Mr Say Tom*	Chief of Human Resource Development Office, Department of Agriculture Extension

- Mr Say Tom has recently started a Master education in the Asian Institute of Technology. Mr Khean Sovannara from the Department of Agriculture Extension has been nominated as the replacement.

## 2.3 Progress of Gender Mainstreaming in MAFF

Most of MAFF's donors, such as World Bank, ADB, AusAID and EU have already incorporated gender issues within their programmes/projects. However, projects operating through government

<sup>2</sup> The Deputy Director, Department of Agriculture is the MAFF's GFP. He was one of the 15 members in the original GWG. The present makeup of GU approved by the Minister comprises 6 persons.

agencies are finding it more difficult to adhere to certain aspects of gender equality. They tended to isolate themselves from the rest of MAFF and operate in isolation, thus unable to sustain the achievements after the end of the projects. The practice of ‘projects come – projects go’ persists. Re-inventing the wheel continues.

It is recognised that gender mainstreaming will not be sustainable as a stand-alone process. Integrating the process into existing structures and work culture is necessary. It is therefore imperative that the members of GWG continue to inform their respective departments/agencies of the latest developments in gender mainstreaming in MAFF. Similarly, information and knowledge sharing among the different projects of MAFF and especially those under the Agricultural Sector Development programme will enhance one another’s efforts. In particular, linkage with TA4228 - Supporting Policy and Institutional Reforms in the Agricultural Sector, TA 4319 - Formulating a Master Plan for National Agricultural Research and TA 4428 -Strengthening National Programme Budgeting for the Agriculture Sector will be most important.

MAFF’s other projects, such as CAAEPIL, AQIP and API, amongst others, have integrated gender issues in the cycle of planning, implementation and monitoring. Their experiences too will be drawn upon.

Generally, NGOs are more prone to promote gender equality in their activities. The NGOs too have established a gender forum among themselves and with participation of GOs to share experiences and support one another. MAFF has always been invited to participate in the gender forum. The TA 4228 proactively encourages the then GWG to join in the discussions.

It is clear that re-inventing the wheel should be avoided and whatever knowledge and experience already in-house in MAFF will be harnessed. When the gender policy is approved and officially broadcasted throughout MAFF, there is an optimistic expectation that compliance by the departments/projects of MAFF will be taken more seriously.

## **2.4 Technical Working Group on Gender in MOWA**

The Ministry of Women’s Affairs (MOWA) has been the focal point ministry to bring together all the line ministries as well as relevant NGOs in the discussion and stocktaking of gender mainstreaming in the respective organisations. The Technical Working Group on Gender (TWGG) meets regularly and MAFF is represented by a Deputy Director, who is also the Ministry’s Gender Focal Point. The MOWA from time to time organised workshops which at least one representative from MAFF always attended.

The technical working group for gender (TWGG) is chaired by the Ministry of Women’s Affairs and provides the linkage with other government and non-government partners when dealing with gender equality. This further strengthens the knowledge base of MAFF. The MAFF’s Gender Focal Point (GFP) is the regular member of the TWGG.

## **3. APPROACH AND METHODOLOGY**

### **3.1 Approach of the MAFF**

It is becoming apparent that the more appropriate way to spearhead systematic and sustainable gender mainstreaming will be to anchor the mandate above departmental level. A comprehensive commitment from all departments will not be possible unless the approach provides the staff responsible with a strategic mandate. This is recognised by the MAFF.

The administration and management of the ASDP follows an established protocol. In the evolving process of policy and institutional reforms to strengthen the capacity of MAFF to address poverty

alleviation, economic growth and good governance, innovative initiatives are being implemented. The working groups are one of these innovations.

Each working group is responsible for a particular broad issue, gender mainstreaming being one of them. Consequently, the working group approach is being followed. The working group reports to the Programme Support Unit (PSU), which coordinates and provides support to all groups.

The GWG is one of the thirteen working groups. With the establishment of the Gender Unit the GWG ceases to exist. The Gender Unit reports and is accountable to the General Directorate.

### 3.2 Approach by the TA Team

The TA provides high quality professional support to the Gender Unit, assisting them to drive its own process of gender mainstreaming based on the yet-to-be-approved policy and strategy of gender mainstreaming of MAFF.

A process of building awareness of the GU (then functioning as the GWG) and its functions was started during the TA 4228 period. Numerous workshops at both local and national levels were held primarily to brainstorm, discuss and collate information to achieve a consensus for the development of the policy, and secondarily, to proliferate the significant steps MAFF has taken to integrate gender issues in the agriculture sector.

The approach of TA will be aligned with the working group approach.

The GU members will voluntarily assign themselves to specific cluster of tasks/activities leading to the outputs and objectives of their work plan in order to develop pride in participation, commitment and accountability.

### 3.3 Methodology

The terms of reference for each consultant and the overall TA reflects the comparative edge for the individual consultant who is tagged with at least two members of the GU for specific cluster of tasks. This will optimise the synergy of expertise of both the members of the GU and the consultants. The thematic task force method of work will also enhance the sharing of responsibilities of the work plan so that all members are given the opportunity to learn and mature in the process. The project ToR coincides with the work plan and the objective of the draft policy on gender mainstreaming. The thematic task forces are grouped according to the member's choice, interest and professional experience, as documented in Table 4 below

**Table 4: Grouping of Thematic Task Forces**

Thematic Task Force	Alignment with Draft Policy	Counterparts	Consultants
Component 1: Creating an institutional framework for gender mainstreaming	Objectives 1, 2 and 3	H.E. Ith Nody Mr. Chan Saruth Mrs Keo Phalla*	Dr Heang Knudsen Dr Arij Dekker Mrs So Rothavy
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\* Assisting the GU. A suitable replacement for Mr Say Tom will be necessary otherwise the Gender Unit is under-staffed.

The activities which do not require extensive fieldwork, interviews and utilisation of resources will be initiated whenever the GU has the time to take the lead. The TA will collect secondary data and arrange meetings whenever the informants agree to meet. The TA will 'push' the GU to be the driver

for gender mainstreaming. The TA will motivate, provide incentives, if necessary, and be active in a coaching role. There are, however, certain activities where the GU themselves have to be pro-active. Activities such as getting approval from the Minister and ensuring that the group members are shouldering the responsibilities assigned to them, should be the responsibility of the Chief of the group.

A method the TA will use to support the GU is re-introducing to them the basic cycle of: i) collect and review, ii) analyse and conclude, iii) recommend, and iv) take action. Checklists and simple guidelines will be developed<sup>3</sup> to help the GU to perform better and transparently. If realistic, the GU will pilot selected recommendations.

One of the main responsibilities of the GU is to screen programmes and projects. A draft 'simplistic' checklist<sup>4</sup> has been developed by TA 4228 which needs to be tested. At this point in time, there is a margin of opportunity for the GU to start the screening process. The twelve working groups of ASDP are developing their work plans. The opportunity for the GU to test what screening is all about and to better understand screening is for them to advise and collaborate with the working groups. The TA will assist them in this process.

## **4. KEY ISSUES**

### **4.1 The challenge of policy implementation**

The draft policy points to the need to make fundamental changes in the present day practice in the agriculture sector. Measures to translate policy principles into actions are imperative. The change relates to legislation, administration, institutions, financing and a make-over in mindset. However, changes in the government system and procedures are generally slow. It is unrealistic to expect changes overnight. At best, changes will be gradual and at times painstakingly slow.

Creating an institutional framework for gender mainstreaming is essential for gender equality to become the norm in the MAFF. The project-oriented approach to raising awareness of gender issues has proven to be short-lived and invariably dependent on external resources. When the policy and a well-functioning organ to be the watchdog of gender equality are in place, there will be a fresh optimism for gender mainstreaming to work.

### **4.2 Transformation of GWG into Gender Unit**

At this point in time, the Gender Unit is in principle established. It is anchored at the General Directorate. A Gender Unit anchored above departmental level with both mandate and resources on the one hand, and commitment and skills on the other hand, will go a long way in making gender mainstreaming a success - resulting in a work culture that responds to gender concerns.

A draft terms of reference and staffing for the Gender Unit has been developed. This needs to be approved. The TA has started to facilitate the GU in implementing gender mainstreaming. There are no conflicts between the TA's ToR and the work plan of the GU.

It is imperative to stress that the members need to internalise the mainstreaming process i.e. that it affects all departments. Mainstreaming should not be implemented as a project or as an island itself but as a comprehensive process changing the practice of gender blindness to gender responsiveness in the planning, implementation and monitoring process.

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<sup>3</sup> Some projects in MAFF have developed manuals, guidelines etc which are relevant and simple to use. And which the GU could 'borrow' and make them as a part of their working tools.

<sup>4</sup> Synthesis of gender checklists developed by World Bank, ADB, and other projects. The checklist is, therefore, not a new invention.

The modus operandi of the Gender Unit is not yet clear, particularly in regard to the balance of time members spend between their regular work and gender mainstreaming. It has been made known to the TA that the members could not spare more time for the GU than permitted by the demand from their regular work in their respective departments. A ministerial decision is being drafted in this regard.

#### **4.3 Pragmatic approach and ambition level**

The GU does not have the resources and leverage to bring changes on all fronts. To achieve success, the GU will need to concentrate on attainable targets, and to build up professional credibility. In attempts to change the existing practice of MAFF in addressing gender issues and poverty alleviation into a dynamic facilitator and monitor for gender mainstreaming, resources could be directed towards building up the capacity of local government, seeking support for formalising necessary changes to systems and procedures.

#### **4.4 Departmental and inter-working group coordination**

The TA has a dual function of firstly facilitating the GU to become a functioning, independent yet integrated structure in MAFF and secondly, implementing its own ToR which transcends beyond the GU to the Programme Support Unit (PSU), Programme Coordination Unit (PCU), and the numerous projects of ASDP as well as regular department work, along with the Ministry of Women's Affairs (MOWA).

Besides working with departments and the RUA, it will also need to work with the working groups of MAFF e.g. the working groups set up under the Agricultural Sector Development Programme.<sup>5</sup> Again the GU requires a comprehensive mandate for such collaboration.

The historical background of gender mainstreaming has its roots in a project mode. The need for effective implementation of gender mainstreaming in the MAFF is potentially at odds with the persisting project and a compartmentalised / departmentalised approach.

The GU in its present form will be able to transcend above the traditional approach as it is anchored at a level within MAFF allowing it to cross departmental boundaries.

#### **4.5 Sector approach**

The ADB has shifted from projects to a programme approach that takes a holistic view of the sector. The RGC's approval of the concept reflects its recognition of the approach, and the gender policy will be part of the framework guiding all projects in the future.

The fine-tuning of Cambodia's millennium development goals (CMDGs) has provided additional understanding of and guidance to the gender equality in the agriculture sector. The gender mainstreaming process in MAFF is totally in line with the CMDGs.

Some donors, however, continue to support agriculture development without serious consideration of gender issues. It is anticipated that the policy will be able to bring them in alignment and ensuring their contribution to the fulfilment of the objectives of gender mainstreaming.

The continuing process of strengthening the capacity of the commune councils will provide a further value-for-money element in gender mainstreaming. The governance and democratisation processes presently supported by several donors at that level will hopefully provide an opportunity for gender mainstreaming to make a smooth entry at the lowest level of elected government.

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<sup>5</sup> There are also other working groups in MAFF supported by different donors.

## **4.6 Restructuring in MAFF**

There is an on-going nation-wide discussion on structuring in the public administration. MAFF is included in the process. The recommendations of the Gender Unit in regard to enhanced involvement of women in MAFF will have a significant contribution to the Ministry's future organisation including roles and responsibilities. At this point in time, the GU is still grappling with its identity and may not see its noteworthy role in the restructuring process.

## **5. PROJECT DESCRIPTION**

### **5.1 Component 1 - Creating an institutional framework for gender mainstreaming**

The institutionalisation of gender issues requires that MAFF take the lead in championing the integration of gender issues within its planning process and amongst its staff. Thus the mainstreaming of gender issues requires a comprehensive framework that ensures gender issues are a routine component of policy and strategic planning, project and programme procedures, departmental budgeting, and ministry-wide human resource development.

A key role for the TA will be in helping translate the policy into practice by assisting the GU to become the watchdog of gender mainstreaming. The TA will commence with a strategic workshop, hosted and led by the GU, aimed to raise awareness and confirm the mandate and focus of the GU. Specifically it will discuss the objectives and outputs of the TA components with all MAFF departments. The workshop will help to develop partnership between the GU and the departments, and establish the GU as the driving force for the mainstreaming process.

In order to use human resources efficiently, capacity must be developed among the MAFF staff to design initiatives and innovations. This requires targeting training needs for central and local MAFF staff and organising training programmes on issues related to more women's participation in all aspects of agricultural planning, implementation and evaluation.

There is an abundance of procedures set up by different projects in MAFF. One of the first steps is to review the existing documents to minimise repetition. The existing systems and procedures at both national and local levels of MAFF to integrate gender issues in all stages of project/programme cycles in identifying the main gender issues in the agriculture sector and designing appropriate gender sensitive strategies, components an indicator to respond to gender issues are very gradually evolving. In most case, they are still in a hit-and-run phase.

A focus on gender issues produces benefits that go beyond good project performance. Direct involvement of women through active participation in project planning, design, implementation and evaluation gives them a stronger sense of commitment (ownership) and a more pronounced stake in project success. A checklist for all MAFF staff to use will be a very useful instrument to remind the relevant issues for consideration. A checklist was drafted by TA4228 which could be further improved for this purpose.

A gender policy cannot be implemented without reference to the statistical facts. For gender mainstreaming at MAFF the following information is of particular importance, both as concerns its current status and its development over time:

- structure of the economically-active population in farming, forestry and fisheries (eg. gender, age, education etc.);
- gender composition of the staff of the Ministry, in particular those in policy-making positions and in agricultural extension programmes;
- characteristics of the segment of the farming population reached by extension activities;

- gender-related indicators in Cambodian society at large; and
- applicable gender statistics in neighbouring countries (for comparison purposes).

It is obvious that presently gender-related information is quite limited, especially as regards MAFF and its various activities. However, there are sources in several departments and projects that can be exploited. Outside the MAFF, cooperation with the Ministry of Planning (National Institute of Statistics) and MOWA (Planning and Statistics Department) will bear fruit. In terms of international statistics, many useful facts can be retrieved from databases maintained by international organizations.

As a first step, an inventory of sources of available information – and obvious gaps – will be compiled in a Directory. Such useful information as can be identified will be stored in a simple computerized database, in cooperation with the MAFF Planning and Statistics Department. Successive Quarterly Project reports will inform about the evolution of the Directory and progress in establishing the database. It is intended that both will exist in basic form upon the completion of the assignment of the international consultant in gender-specific statistics. Expanding and improving the information base will be an ongoing activity.

The outputs of the component are:

- assist in finalising the draft policy and strategy for gender mainstreaming;
- assist the finalisation of the work plan and annual plan of the GU;
- support to GU and development of improved ToR for GU;
- preparation of gender checklist for screening programmes/projects etc.;
- proposal for gender responsive job descriptions (with another working group);
- engendered medium term expenditure framework (with TA 4428);
- proposal for gender responsive recruitment/ promotion procedures (with another working group and departments);
- proposal for incentives for women staff at field levels;
- directory of sources of data for engendered planning, targeting and monitoring systems;
- computerised database to support the gender mainstreaming activities; and
- overall capacity strengthening of the Gender Unit.

A series of activities including collecting and collating existing experience, reviewing, analysing and making recommendations will be the main cycle of facilitating gender mainstreaming. The Gender Unit will take the lead with the full support of the TA. A substantial part of the component will collaborate with other departments. Recommendations may include improved systems, procedures and checklists, where relevant. The work plan of the Gender Unit is congruent with the TA ToR.

Implementation of the recommendations through piloting will only be carried out by the TA where realistic, taking into consideration time constraints and bureaucratic formalities. The Gender Unit will be in a better position to initiate piloting the recommendations as part of their work plan. The TA will assist the Gender Unit in preparing the pilot initiative.

The practice of the GU's mandate could start in various entry points. One of strategic actions to be taken by the GU is the public announcement of its existence and mandate to all departments and institutions of MAFF. This could be an inception introduction hosted and presented by the GU. Another opportunity is collaborating with the working groups of ASDP, which are presently in the process of preparing and implementing their work plans. A further entry point is participating proactively in the MAFF's annual planning conference held in March/April every year. All departments and provincial departments participate in the conference.

Piloting in close collaboration with selected departments and some interested faculties at RUA will also be undertaken. As its terms of reference is still new, the members of the GU can only strengthen their own confidence and skills as gender sentinels in a gradual process of building blocks.

There will be a need for the GU to develop teamwork skills whereby individual members' strengths are optimised through synergy of sharing, consulting and mutual assistance, resulting in concrete and robust outputs in accordance to their work plan.

## **5.2 Component 2 - Building capacity for gender mainstreaming**

Numerous training systems developed by different projects in MAFF have yet to result in a consolidated system for MAFF to sustain. Project training modules tend to be 'forgotten' and new modules developed along with new projects. There is an abundance of training materials in MAFF which will be reviewed before any new materials are developed.

Similarly, there are also attempts by different projects to undertake training needs assessments. They too will be reviewed before another TNA is considered.

The strategy of capacity building focuses on:

- all relevant departments at national and provincial levels;
- different sub-sectors; and
- curriculum development in RUA and agricultural colleges.

Thus the role of the GU requires an authoritative mandate in order to cross borders vertically and horizontally.

The outputs of the component include:

- consolidated TNA;
- five year capacity building strategy;
- two year training programme on gender in MAFF;
- gender issues in RUA etc curriculum, lectures;
- support to Technical Group on agriculture, forestry and fisheries; and
- facilitate MAFF's participation in TWGG.

A series of activities including collecting and collating existing experience, reviewing, analysing and making recommendations will be the main cycle of implementing gender mainstreaming. The Gender Unit will take the lead with the full support of the TA. A substantial part of the component will be to collaborate with other departments. Recommendations may include improved systems, procedures and checklists, where relevant. The work plan of the Gender Unit is congruent with the TA ToR.

Small inroads have already started with a dialogue among the tripartite – GU, RUA and TA particularly concerning a gender responsive Master course in Agriculture and Rural Development at the Graduate School. Another interesting initiative in the early development is the willingness of the Faculty of Agricultural Technology and Management to improve its lecture contents to include gender issues. Another Faculty for GU to work with could be the Faculty of Agricultural Economy and Rural Development. The GU together with the TA will contact the Faculty concerned.

Lack of proficiency in English has been brought up as one of the basic constraints faced by junior and middle level staff in accessing opportunities for overseas training, promotion and participation in workshops/seminars. Other skills constraints noted include management related areas such negotiation skills, assertive communication etc. Together with the GU, the TA responsible for capacity building of MAFF staff, especially women, will attempt to address these shortcomings.

## **5.3 Component 3 - Enhancing women's access to agricultural extension services, information and technology**

It cannot be overstated that one of the keys to successful long-term increases in agricultural productivity is the security of land title. Women should have the entitlement to have both their own

names and their spouse's names registered in land titles. Joint ownership provides security to both parties. The TA4228 only has limited association with policies relating to land security and tenure. The GU will need to link to the relevant committees within MAFF which handle land issues.

The access to innovative agricultural technology is another element for improved production and diversification. Agricultural extension will need to target both women and men farmers as well as the poorly resourced farming household in order that a variety of technology is available. Seed quality, credit, irrigation, marketing options and so forth are among the most important elements for improving the ability of both female and male farmers to raise production and increase diversification.

There are social and gender issues associated with an enabling environment for marketing. Though Cambodian women are known for their marketing ability, they continue to face discrimination - resulting in low profits and biased competition. Research, extension and agribusiness are inextricably entwined and must be integrated through careful institutional linkages. The specific requirements to promote the establishment of more women agricultural entrepreneurs will be addressed through strengthening the capacity of DAI to understand gender issues.

MAFF offers radio broadcasts providing technical and market information. Radio coverage is a low cost and comprehensive means of reaching rural communities. It is noted that the ASDP supporting documentation acknowledges that many farmers do receive price information via MAFF's radio service but are unable to fully capitalise on this information due to other significant constraints on the marketing of farm surpluses.

The outputs of the component are:

- women targeted in extension services programme;
- women targeted in mass media broadcasting;
- women targeted in developments of agro enterprises; and
- collaboration with MOWA.

A series of activities including collecting and collating existing experience, reviewing, analysing and making recommendations will be the main cycle of implementing gender mainstreaming. The Gender Unit will take the lead with the full support of the TA. A substantial part of the component will collaborate with other departments. Recommendations may include improved systems, procedures and checklists, where relevant. The work plan of the Gender Unit is congruent with the TA ToR.

The TA will facilitate the GU to make an entry into agriculture extension especially the agro-ecosystem analysis (AEA), where gender issues are already taken into consideration. A robust gender integration could be strengthened in this regard. The mass media aspect of extension will also be relevant for GU to collaborate with.

## **6. PROGRESS SINCE MOBILISATION**

### **6.1 Mobilisation of Consultants**

The TL commenced duties on 17<sup>th</sup> October. The TL's previous experience in Cambodia and especially with the gender mainstreaming processes in the MAFF offers an opportunity to initiate work with the GU<sup>6</sup> without any vacillation. The scheduled start of the international specialist/Statistician remains as planned. The local consultants are also scheduled as planned but pending on further discussion with the GU and mutual consensus, their inputs could be revised in order to optimise the TA support to the group (see Consultant Schedule).

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<sup>6</sup> At time of writing the Inception Report, the GU is in principle approved. It is anticipated that the MAFF will officially approve the GU soon.

The local consultants provide their inputs according to the optimal facilitation between the individual consultant and the GU.

## **6.2 Office facilities and transport**

The TA office is established in a building located within the central MAFF compound, Norodom Blvd, Phnom Penh. This building was constructed by AusAID in 1995 and was previously occupied by the Department of Planning, Statistics and International Cooperation. The office also accommodates the Programme Support Unit (PSU), the TA 4228 - Supporting Policy and Institutional Reforms in the Agricultural Sector and TA 4319 - Formulating a Master Plan for National Agricultural Research. The location provides a valuable synergy of communication and collaboration. The project is also able to avail the administrative services of TA4228 including those of the office manager.

A car with driver was hired from 21<sup>st</sup> October until end of November 2005. The arrangement for local and out-of-Phnom Penh transport will be determined according to work requirements and necessity.

## **6.3 Meeting with Gender Unit**

Introductory dialogues with the individual GU members were initiated upon the arrival of the TL and subsequent work relations between the TA and the GU were established. During the first weeks, the TA collective met with the GU to discuss the content, process and expectation of the TA support. The TA individually also will continue to work with the concerned GU members on the specific outputs/activities of the project, which coincide with the overall work plan of the GU. On 26<sup>th</sup> October, the TA and GU agreed on the different thematic task forces to lead the three components of the project.

One of the main outputs was to finalise the policy and strategy for gender mainstreaming and the work plan 2006-2010 of the Gender Unit especially between 31<sup>st</sup> October and 4<sup>th</sup> November 2005. The finalisation took longer time than expected due to the broad accommodation of comments and structural revision of the documents. The TA held numerous discussions to achieve the outputs.

The TA and GU met with Mr M. Otsuka, ADB on 28<sup>th</sup> October and Ms Yuriko Uehara, ADB 23<sup>rd</sup> - 24<sup>th</sup> November 2005.

## 7. WORK PLAN AND CONSULTANT SCHEDULE

### 7.1 Consultant schedule

**Table 5: Consultant Schedule (TBA)**

Consultant	Responsibility	Commencement Date
Dr Heang Knudsen	Institutional dev. & planning	16 October 2004
Dr Arij Dekker	Sex disaggregated data	30 October 2005
Mrs So Rothavy	Project Management and Coordination Specialist	Expected 7 December 2005
Ms Vanny Prok	Gender Training Specialist	31 October 2005
Mrs Khim Kaing	Agricultural Extension Services Specialist	25 October 2005
	Microenterprise Development Specialist	TBA

The detailed consultant schedule is contained in Annexes 1 and 2.

### 7.2 Work Process

The work plan for the TA is shown in Annex 2 with a matrix based on each major component and related activities. The key dates for reporting are also shown in the work plan. There will be an inception report, five quarterly reports and a final report.

**Table 6: Key Reporting Dates**

Document	Submission Date
Inception Report	22 <sup>nd</sup> November 2005
Quarterly Report 1	31 <sup>st</sup> December 2005
Quarterly Report 2	31 <sup>st</sup> March 2006
Quarterly Report 3	30 <sup>th</sup> June 2006
Midterm Report	31 July 2006
Quarterly Report 4	30 <sup>th</sup> September 2006
Quarterly Report 5	31 <sup>st</sup> December 2006
Draft Final Report	26 <sup>th</sup> January 2007
Final Report	31 <sup>st</sup> March 2007

Annex 1

## Consultant Schedule

Consultant	Positions	2005			2006												2007			
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
Dr C. Heang Knudsen	Inst. Dev. Specialist/TL	x	xx								xx			x	x			x		
Dr Arij Dekker	Statistician		xx			xx														
Mrs So Rothavy	Project Man. & Coord. /DTL			x	xx	xx	xx	x	xx	xx	xx		xx			xx	xx		xx	xx
Ms Prok Vanny*	Training Specialist		xx	x	x		x			x	x	x						x	x	
Mrs Kaing Khim	Ag. Ext. Services Specialist	x	xx	xx		x	x		x					x				x	x	
TBA	Micro-enterprise Specialist			x	xx	x								x						

\*The training Specialist has 4 months plus 1 month transferred from TA 4228 SPIRAS

Annex 2

# Work Plan

Activity	TA	GU	Dept.	2005			2006												2007			
				O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
Review of ToR and Relevant documents	TA	GU		x	x																	
Work plan in alignment with GU	TA	GU			x																	
Inception Report	TA				x																	
Inception workshop	TA	GU				x																
Quarterly Reports	TA	GU				x			x			x			x			x				
Interim Report		GU											x									
Draft Final Report	TA	GU																		x		
Final Report	TA	GU																				x
<b>Component 1 Creating an institutional framework for gender mainstreaming</b>																						
Facilitation on finalisation of Policy and GU WP					x																	
Support to GU	CHK, SR	IN, CS, KP	GU	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Preparation of gender checklist	CHK	Ditto	ditto		X																	
Proposal for engendered job descriptions	CHK, SR	Ditto	All		x	x						X				x						
Engendered medium term framework	CHK, SR	Ditto	DAF		x	x						x										
Proposal for engendered recruit./prom. procedures	CHK, SR	Ditto	DPHRD		x	x						X				x						
Pop. for incentives for women staff at field levels	CHK, SR	Ditto	DPHRD		x	x						X				x						
Directory of sources for engendered planning, targeting & monitoring system	AD	Ditto, PS	DPS etc		x			x	X													
Computerised database o support the gender mainstreaming activities	AD	Ditto, PS	DPS					x	X													
<b>Component 2 Building capacity for gender mainstreaming</b>																						
Consolidated TNA	PV	KK ,OH	All		x	x	X															
Five year capacity building strategy	PV	Ditto	DPHRD				x		x			x	x	X								
Two year training programme on gender in MAFF	PV	Ditto	DPHRD				x		x			x	x	X						x	x	
Gender in RUA etc curriculum	PV	KK	RUA etc				x		x			x	X							x	x	
Support to TWG on agriculture, forestry & fisheries	PV	Ditto	All			x			x			x								x	x	
Facilitation to MAFF in TWGG	PV	Ditto	All, MOWA			x			x			x		x						x	x	
<b>Component 3 Enhancing women's access to agricultural extension services, information and technology</b>																						
Women targeted in extension services programme	KK, CHK	PS	DAE, DAAL I	x	x	x		x	x		X					x	x			x	x	
Women targeted in mass media broadcasting	KK	Ditto	DAE		x			x		x	X					x	x					
Targeting women in the dev. of agro enterprises	TBA	Ditto	DAI, DAE			x	x	x	x							X						
Collaboration with MOWA	TBA, KK	Ditto	DAL, MOWA		x	x		x	x		x					x	x			x	x	

X first draft proposal prepared Initials ID: Ith Nody; CS: Chan Saruth; KK: Kong Kroesna; OH: Ourmg Heng; PS: Pheng Sophada; KP: Keo Phalla; CHK: Heang Knudsen; AD: Arij Dekker; SR: So Rothavy; PV: Prok Vanny; KK: Khim Kaing; TBA: Micro-enterprise Specialist to be appointed.

## Work plan for Capacity Building for Gender Mainstreaming

Working day of the month																																																														
Capacity Building for Gender Mainstreaming	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																															
Consolidated TNA	◆																														◆			Nov-05	30days																											
Five Year Capacity Building strategy	◆			◆													◆														◆			Dec-05	17days																											
Two Year Training Program on gender in MAFF	◆													◆																				Jan-06	13 days																											
Gender in RUA etc																																		Feb-06	None																											
																◆																◆		Mar-06	15 Days																											
																																		Apr-06	none																											
																																		May-06	none																											
																◆															◆			Jun-05	15 days																											
Support to TWG on agriculture, forestry & fisheries	◆														◆																			Jul-05	15days																											
Facilitation to MAFF in TWGG																◆																◆		Aug-05	15days																											
																																		Sep-05	None																											
																																		Oct-05	none																											
																																		Nov-05	none																											
																																		Dec-05	none																											
																																		Jan-07	none																											
															◆																												Feb-07	15 Days																		
	◆														◆																																	Mar-07	15days													
Total days of works																																																														150days

Workplan for Gender and Agriculture Extension Services Specialist (6-person-months), ADB TA 4459

	Activities\Time (week)	2005												2006												2007												Total of working days																								
		Oct.				Nov.				Dec.				J	Feb				Mar				A	May				Jun-Sep:				Oct				N	D		J	F				Mar																		
		4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd		3rd	4th																						
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.	25-31 Oct. to 01-13 Nov.				19-30 Nov.				03-25 Dec.				01-19 Feb.																																																
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. Women targeted in extension services program, in mass media broadcasting	↔				↔				↔				11-26 Mar.																																																
iii	Develop extension modules and innovative delivery systems													↔				↔				06-28 May																↔																								
iv	Facilitate piloting, testing and consulting with women farmers to measure the relevance and effectiveness of extension modules																									↔				↔				07-29 Oct.																↔												
v	Facilitate in the training for 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																																					↔																01-28 Feb.				03-18 Mar.				
vii	Collaboration with MOWA													↔				↔				↔				↔																↔																				
	No. of working days	7		25						23				0		19				16			0		23		0			23		0	0	0		28			16		180																					

Annex 3

## Terms of Reference for each Consultant

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

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<sup>8</sup>; 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:

- Provide overall planning, coordination, and management for the TA and help the Program Support Unit facilitate gender mainstreaming in the agriculture sector and provide.
- Guide the activities of the consultants and provide administrative and budget management.
- Formulate an overall TA work plan and monitor and report periodically on the progress of activities.
- 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.
- 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.
- Incorporate gender perspectives into the rationalized roles and responsibilities of MAFF departments and reflect them in the sub decree to be approved prior to the second tranche of the loan in consultation with the TA 422812 agriculture policy planning specialist.
- 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.
- Design a system for MAFF's policy formulation and planning cycle that will fully integrate gender perspectives.
- Develop incentive schemes to encourage young, female graduates to work in the province.
- 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.
- Prepare inception, midterm, final, and quarterly progress reports.

<sup>8</sup> 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)

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:

- 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.
- Help the Gender Working Group's members prepare and implement departmental action plans.
- Liaise with PDAFF in four provinces in relation to introducing and pilot testing gender-sensitive planning, implementation, monitoring, and evaluation.
- Prepare manuals and guidelines for implementing and monitoring gender mainstreaming actions taken by MAFF's key departments and PDAFF.
- 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.
- 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.
- 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)

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:

- Assess the current status of gender-disaggregated data collection systems at MAFF and PDAFF.
- Review the gender-disaggregated data collected by various projects to date and assess the systems.
- Review the gender-disaggregated data collected and monitored by the National Institute of Statistics.
- 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.
- Train staff in data collection and analysis.
- Pilot test and finalize the system.
- 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)

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:

- 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.
- Review, compile, and consolidate the training materials on gender and gender mainstreaming available at MAFF.
- Design and develop a training framework, curricula, modules, materials, and delivery mechanisms for different groups.
- Liaise and coordinate with the training specialists under other projects at MAFF to increase complementarity and avoid duplication.
- Develop an overall training plan and identify suitable resource persons and trainers as needed.
- Conduct training of trainers as needed.
- Oversee the training of MAFF and PDAFF staff.
- 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)

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:

- Assess the current status of extension services (content and delivery systems) and their effectiveness to respond to the needs and demands of women farmers.
- 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.
- Develop extension modules and innovative delivery systems.
- Pilot test and consult with women farmers to measure the relevance and effectiveness of extension modules.
- Train PDAFF and extension staff.
- Develop a gender mainstreaming extension service plan that will be integrated into the system.
- 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)

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:

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

Annex 4

## Terms of Reference for Gender Unit

**Terms of Reference for Gender Unit**  
**Ministry of Agriculture, Forestry and Fisheries**

In late 2005, the Ministry of Agriculture, Forestry and Fisheries (MAFF) established a Gender Unit with six (6) members nominated from different departments within MAFF. The rationale behind the establishment is the importance the MAFF places on gender issues in the agriculture sector. Gender Focal Points (GFP) have been appointed in all ministries including MAFF in compliance with the Beijing Conference Platform for Action, 1995. The MAFF requires however a more broad-based support from the departments to work towards a genuine social development<sup>7</sup> framework for agriculture and rural development in general and gender equality in particular. The Gender Unit is the promoter, champion and sentinel for gender mainstreaming. It has the official mandate to oversee the implementation of the gender policy and strategy framework.

The Gender Unit is anchored at the General Directorate.

**Specific tasks**

1. To advise the MAFF on gender issues in agriculture.
2. To monitor and report the implementation of the gender policy and strategy.
3. To screen all programmes and projects ensuring that social development and gender equality issues are considered (checklist prepared); and to report suggestions / recommendations of screened projects to the Director General and the relevant offices of MAFF.
4. To develop procedures, guidelines, criteria, indicators for social development and gender equality for incorporation into all programmes and projects of MAFF.
5. To develop detailed action plan for gender mainstreaming in compliance to the abovementioned gender strategy for agriculture.
6. To assist in development of training programme for gender mainstreaming for agriculture<sup>8</sup>.
7. To facilitate training/workshops on gender mainstreaming in relation to specific agricultural activities.
8. To actively participate in the Technical Working Group on Gender (TWGG) chaired by the Ministry of Women's Affairs (MOWA) and other gender-related coordination.
9. To facilitate the introduction of gender mainstreaming to newly recruited MAFF staff<sup>9</sup>.
10. To assist MAFF in strengthening its institutional framework in gender mainstreaming including gender sensitive and responsive planning and monitoring processes.
11. To identify innovative ideas for piloting through programmes and projects that trigger gender equality and women-specific activities.
12. To act as a repository (databank) of documents, information etc on gender issues and activities on behalf of MAFF.
13. To be champion for gender issues in her/his department.
14. To meet according to needs and requirement of programme/project planning process.

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<sup>7</sup> Social development issues include among others poverty reduction, gender mainstreaming and participatory processes.

<sup>8</sup> Training modules from other Ministries and NGOs are available. Where possible, modification of the training materials is encouraged instead of starting from ground zero.

<sup>9</sup> Approximately 150 new recruits annually.

15. The Gender Unit will prepare at least a supervision and assessment report every 6 months for distribution to all concerned departments to act upon.
16. The Gender Unit will undertake its duties in accordance with professional good practices

This ToR is approved by MAFF. Where necessary to the betterment of performance, the ToR may be revised accordingly.

### **Members of the Gender Unit**

All members of the Gender Unit will hold a high-level position in her/his Department. Nomination will be based on their commitment to gender equality and professional merit. Being a member of the Gender Unit is a privilege and holds as long as performance of each and every member is active and on the mark. Membership will be reviewed annually and changes made. Besides being members of the GU, they are also their departmental gender focal points. The 6 members will be nominated from at least the following Departments:

- Department of Planning and Statistics;
- Department of Agriculture Extension;
- Royal Agriculture University; and
- Department of Personnel and Human Resources Development.

The Gender Unit will be headed by a chief from amongst the members. It is expected that the chief will preferably be a senior female officer with dynamic and committed professional traits. The secretary of the Gender Unit will act as the secretariat. The MAFF will allocate to the Gender Unit an adequate budget to undertake its responsibilities and to be accountable for its utilisation.

To ensure that the members of the Gender Unit are conversant and confident in their mandate, it is planned that for those who are not yet very confident of their gender skills, they will have at least basic gender training.

Annex 5

## Gender Checklist

## GENDER AND POVERTY CHECKLIST

The checklist is designed to assist the Ministry of Agriculture, Forestry and Fisheries (MAFF) to screen programmes and projects ensuring that poverty reduction and gender equality issues<sup>10</sup> are considered and included for implementation. This is a desk exercise to provide initial assessment. Use the checklist according to relevance and degree of ambition.<sup>11</sup> To be improved when required.

<b>Name of Project:</b>
<b>Sub-sectors</b> <ul style="list-style-type: none"> <li>• Fisheries</li> <li>• Nature-based eco-tourism</li> <li>• Forestry and watershed management</li> <li>• Coastal zone management</li> <li>• Integrated rural development</li> <li>• Micro-finance</li> <li>• Cash crops and agro-industry</li> <li>• Livestock</li> <li>• Resettlement and social land concession, etc</li> </ul>
<b>Sex disaggregated data in all human related targets/outputs including:</b> <ul style="list-style-type: none"> <li>• Farmers</li> <li>• Trainees</li> <li>• Trainers</li> <li>• Staff</li> <li>• Workers</li> <li>• Participants</li> <li>• Members</li> <li>• Beneficiaries</li> <li>• Students</li> <li>• Workers</li> <li>• Targets</li> <li>• Vulnerable/disadvantaged groups</li> </ul>
<b>Suggestion for improvement:</b>
<b>Ethnic minorities, boat people etc</b> <ul style="list-style-type: none"> <li>• Ensure that they are not negatively affected</li> <li>• Will it erode traditional good practices?</li> </ul>
<b>Suggestion for improvement:</b>
<b>Identify target population</b> <ul style="list-style-type: none"> <li>• Percentage or number of beneficiaries</li> <li>• Poor or rich beneficiaries</li> <li>• Ethnic minorities</li> <li>• Women</li> <li>• Men</li> <li>• Female-headed households</li> <li>• Girl/boy child</li> </ul>
<b>Suggestion for improvement:</b>
<b>Identify/highlight which interventions in the project benefit women particularly</b> <ul style="list-style-type: none"> <li>• General activities</li> <li>• Women-specific activities</li> <li>• During designing and planning stage, how women in relation to men are involved</li> <li>• During implementation phase, how women in relation to men are involved</li> </ul>

<sup>10</sup> Can be collectively termed social development

<sup>11</sup> Several projects have prepared their own checklist including CAAEP, APIP etc

<b>Name of Project:</b>
<ul style="list-style-type: none"> <li>During identification of benefits/disbenefits, how women in relation to men are affected</li> </ul>
<b>Suggestions for improvement:</b>
<b>Impact assessment of intervention on women and men</b>
<ul style="list-style-type: none"> <li>What positive impact on different groups of beneficiaries (rich/poor, men/women, ethnic minority, agro-ecological zones etc in terms of:             <ul style="list-style-type: none"> <li>Increased production</li> <li>Increase income</li> <li>Improved coping opportunities to vulnerability of livelihoods</li> <li>Relevant training received</li> <li>Preferred technology transfer and dissemination</li> <li>Participation in meetings, selection of choices</li> <li>Access to project resources – funds for implementation, fieldwork, testing of innovative initiatives,</li> <li>Institutional support and safety net /social protection ( laws/regulations that protect any oversights)</li> <li>Entitlements and rights assured ( to avoid expropriation)</li> </ul> </li> <li>What negative impact on different groups of beneficiaries (same as above)</li> </ul>
<b>Suggestion for improvement:</b>
<b>Mitigating Measures</b>
<ul style="list-style-type: none"> <li>Ensure that disbenefits, costs to affected persons/communities are minimised</li> <li>Principle that ‘nobody should be worse off’ as a result of intervention</li> </ul>
<b>Percentage of project resources allotted to gender equality activities</b>
<ul style="list-style-type: none"> <li>General</li> <li>Women-specific activities</li> <li>Budgetary targets for gender specific activities</li> <li>Women responsive technology, IEC</li> </ul>
<b>Suggestion for improvement:</b>
<b>Capacity of executing agency to ensure gender mainstreaming</b>
<ul style="list-style-type: none"> <li>Women staff involved –province, district, commune</li> <li>Trained in and responsive to gender mainstreaming</li> <li>Training (formal, informal, mentoring and coaching, hands-on, workshops etc)</li> </ul>
<b>Suggestion for improvement:</b>
<b>Stakeholders’ consultation and analysis</b>
<ul style="list-style-type: none"> <li>Data collection</li> <li>Information/dissemination/feedback to the stakeholders</li> <li>Use simple SWOT analysis</li> <li>Transparent process (governance)</li> </ul>
<b>Suggestion for improvement:</b>
<b>M&amp;E includes gender and poverty indicators</b>
<ul style="list-style-type: none"> <li>Relevant and SMART indicators</li> <li>Process monitoring (quality assurance)</li> <li>Sex-disaggregated data</li> </ul>
<b>Suggestion for improvement:</b>
<b>Partnership/collaboration with GO/NGOs etc to enhance GM</b>
<ul style="list-style-type: none"> <li>Comparative advantage in mobilisation, micro-finance etc</li> <li>Sharing of good practices</li> </ul>
<b>Suggestion for improvement:</b>
<b>Report to concerned agency after screening</b>