

KINGDOM OF CAMBODIA
NATION RELIGION KING



ក្រសួងកិច្ចការស្ត្រី
MINISTRY OF WOMEN'S AFFAIRS

NEARY RATTANAK VI

FIVE-YEAR STRATEGIC PLAN
FOR PROMOTING GENDER EQUALITY
AND EMPOWERING WOMEN AND GIRLS

2024-2028

NEARY RATTANAK VI

**FIVE-YEAR STRATEGIC PLAN
FOR PROMOTING GENDER EQUALITY
AND EMPOWERING WOMEN AND GIRLS
2024-2028**

Phnom Penh, March 2024

PREFACE

Over the past 25 years, since achieving full peace, national unity, and sovereignty through the **Win-Win Policy of Samdech Akka Moha Sena Padei Techo HUN SEN**, the Royal Government of Cambodia has made remarkable progress in all sectors, including politics, society and economy. The establishment of peace has created favorable conditions for the country's development and prosperity. This has enabled the Royal Government to expand its investments in social development, implement a gender-responsive political platform, and protect human rights, including women's rights, more widely. Throughout the four different phases of the **Rectangular Strategies**, women have been considered to be the backbone of the national economy and society, leading to increased promotion of gender equality and investment in promoting the rights, status, roles and socio-economic situation of women and families.

For the Royal Government of the 7th Legislature of the National Assembly, under the energetic and wise leadership of **Samdech Moha Borvor Thipadei HUN MANET, Prime Minister of the Kingdom of Cambodia**, gender equality and women's empowerment in all sectors and areas remains a priority in its **policy agenda and Pentagonal Strategy – Phase 1** for Growth, Employment, Equity, Efficiency and Sustainability in Building the Foundation Towards Realizing the Cambodia Vision 2050 through strengthening citizenship in a highly civilized, ethical, equitable and inclusive society in which "**women are at its core**". The Royal Government will continue to promote and increase investment in gender equality and women's empowerment in the economy, education, health, and public leadership, which will create an enabling environment for women to exercise their decision-making rights on family planning, reduce vulnerability to gender-based violence against women and girls, and promote intergenerational relations.

The Ministry of Women's Affairs (MoWA) is a supporting agency of the Royal Government of Cambodia that guides, coordinates, promotes and monitors the implementation of gender mainstreaming and the empowerment of women and girls. In line with this, MoWA has developed the Neary Rattanak Strategic Plan VI 2024-2028, building on progress made in the implementation of the previous Neary Rattanak Strategic Plans and recent developments in society. The plan is linked to the legal framework, policies, reform programs and sectoral policies to fulfill the commitments of the Royal Government, including adherence to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) principles and the agenda for sustainable development to ensure that "*no one is left behind.*"

Neary Rattanak VI aims to promote gender mainstreaming in development policies and programs at all levels and in every sector, using a gender-transformative approach. The Strategic Plan includes programs related to the economy, social welfare and well-being, legal protection, governance, climate change, and the promotion of social morality values of women and the family. Essential to

the implementation of the strategic plan, these priorities will be supported by institutional performance development and efficiency programs, as well as digital modernization.

Additionally, in 2024, MoWA will finalize and submit the National Policy on Gender Equality 2024-2034 to the Royal Government for review and approval. This policy is a key document to apply sector-based gender transformative approaches to promote accountability across government ministries and institutions, institutionalize gender, strengthen monitoring and evaluation systems, and change social attitudes and behaviors to promote gender equality.

I sincerely hope that relevant ministries, institutions and partners will continue to cooperate in the spirit of supporting the successful and effective implementation of Neary Rattanak Strategic Plan VI for gender equality and women's empowerment for the best interests of the whole nation and society.

Phnom Penh, 08 March, 2024

Minister, Ministry of Women's Affairs



ING KANTHA PHAVI

TABLE OF CONTENTS

Abbreviations

| | |
|--|------------|
| Introduction..... | 1 |
| Part I. Key Progress, Challenges, and Opportunities..... | 3 |
| Part II. Vision and Mission..... | 16 |
| Part III. Objective | 17 |
| Part IV. Strategic Framework | 18 |
| <i>Core Strategy. Gender Mainstreaming Framework.....</i> | <i>19</i> |
| <i>Strategy I. Women’s Economic Empowerment.....</i> | <i>19</i> |
| <i>Strategy II. Promoting Social, Women and Family Values</i> | <i>20</i> |
| <i>Strategy III. Promoting Well-Being of Women and Girls.....</i> | <i>21</i> |
| <i>Strategy IV. Legal Protection for Women and Girls.....</i> | <i>22</i> |
| <i>Strategy V. Women in Leadership and Governance.....</i> | <i>23</i> |
| <i>Strategy VI. Women and Climate Change.....</i> | <i>23</i> |
| <i>Support Strategy. Institutional Performance Development and Efficiency.....</i> | <i>24</i> |
| Part V. Action Plan (2024-2028)..... | 26 |
| Part VI. Implementation, Monitoring and Evaluation Mechanisms | 91 |
| Key Monitoring and Evaluation Indicators 2024-2028 | 93 |
| Diagram of “Neary Rattanak VI Strategic Plan” 2024-2028..... | 100 |
| Glossary..... | 101 |

ABBREVIATIONS

| | |
|--------|--|
| CCWC | Commune/Sangkat Committee for Women and Children |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CNCW | Cambodia National Council for Women |
| COM | Council of Ministers |
| COMMIT | Coordinated Mekong Ministerial Initiative against Trafficking |
| CSDGS | Cambodian Sustainable Development Goals |
| CSES | Cambodia Socio Economic Survey |
| CSO | Civil Society Organisation |
| CWCC | Commune Women and Children Committee |
| D&D | De-concentration and Decentralisation |
| DPs | Development Partners |
| FMIS | Financial Management Information System |
| GBV | Gender-Based Violence |
| GMAG | Gender Mainstreaming Action Group in the line ministries |
| GMAP | Gender Mainstreaming Action Plan |
| GRB | Gender Responsive Budgeting |
| IEC | Information, Education and Communication |
| LM | Line Ministry |
| LMs | Line Ministries/Institutions of the Government |
| MAFF | Ministry of Agriculture, Forestry and Fisheries |
| MCFA | Ministry of Culture and Fine Art |
| MCS | Ministry of Civil Service |
| MEF | Ministry of Economy and Finance |
| MISTI | Ministry of Industry, Science, Technology & Innovation |
| MLTV | Ministry of Labour and Vocational Training |
| MOC | Ministry of Commerce |
| MOE | Ministry of Environment |
| MOEYS | Ministry of Education, Youth and Sport |
| MoH | Ministry of Health |
| MoInfo | Ministry of Information |
| MOWA | Ministry of Women's Affairs |
| M&E | Monitoring and Evaluation |

| | |
|----------|---|
| NAPVAW | National Action Plan to Prevent Violence Against Women |
| NASLA | National School of Local Administration |
| NBC | National Bank of Cambodia |
| NCCT | National Committee for Counter Trafficking |
| NCDD | National Committee for sub-national Democratic Development |
| NCDM | National Committee for Disaster Management |
| NCSWK | National Committee for the Promotion of Social Morality, Women and Khmer Family Values |
| NIS | National Institute of Statistics |
| NRVI | Neary Rattanak VI - Five Year Strategic Plan (2024-2028) |
| NSDP | National Strategic Development Plan |
| OSSU | One Stop Service Unit |
| PAR | Public Administration Reform |
| PDOWA | Provincial Department of Women's Affairs |
| PFM | Public Financial Management |
| PSI | RGC's Pentagonal Strategy Phase I |
| R&D | Research and Development |
| RGC | Royal Government of Cambodia |
| RSA | Royal School of Administration |
| SARMIS | State Asset Registration Management Information System |
| SMES | Small and Medium-Sized Enterprises |
| SNA | Sub-National Administration. |
| SOP | Standard Operating Procedure |
| SNA | Sub-National Administration |
| STEAM | Science, Technology, Engineering, Art, and Math |
| TWG-G | Technical Working Group on Gender |
| TWGG-GBV | TWGG on Gender-Based Violence |
| TWGG-WEE | TWGG on Women's Economic Empowerment |
| TWGG-WLG | TWGG on Women in Leadership and Governance |
| WCCC | Women and Children Consultative Committee at District, Khan, Municipality, Capital, and Provincial Levels |
| WDC | Women's Development Center - MOWA |
| WEDC | Women's Entrepreneurship Development Center - MOWA |
| WPS | Women, Peace and Security |

Introduction

The Royal Government of Cambodia (RGC) the 7th legislature of the National Assembly, under the wise leadership of **Samdech Moha Borvor Thipadei HUN MANET, Prime Minister of the Kingdom of Cambodia**, has continued to prioritise the promotion of gender equality and the empowerment of women and girls in all sectors in the policy agenda and the Pentagonal Strategy-Phase 1 for growth, employment, equity, efficiency and sustainability, building the foundation towards realising the Cambodia Vision 2050 by strengthening citizenship in a highly civilised society with morality, equity and inclusion, in which 'Women are at its Core'. In this sense, the Royal Government continues to promote gender equality by increasing investment in gender-related agendas, and empowering women and girls in the fields of economy, education and health and public leadership to take advantage of gender dividends, create favourable conditions for women to exercise their rights in family planning, reduce the vulnerability of women and girls against gender-based violence (GBV), and promote inter-generational relationships. The RGC will continue to: strengthen and expand the scope of reproductive and sexual health services for young people, especially women and girls; implement social protection programs for pregnant women and children in poor families; and promote nutrition for pregnant women and children.

The formulation of the Neary Rattanak VI is based on the achievements the past Neary Rattanak Strategic Plans, including lessons learned from the implementation, and in response to recent developments in society, as well as in line with the national policy framework and commitment of the RGC defined in the Cambodian Sustainable Development Goals, the International Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the UN Security Council Resolution on Women, Peace and Security, Beijing Declaration and Platform for Action Plan, and Commitments made at the 25th International Conference on Population and Development (ICPD+25) in Nairobi.

The strategic plan is the result of two rounds of consultations with line ministries, development partners (DPs), the private sector, civil society organisations (CSOs) and representatives from the sub-national levels. It was also discussed during the Ministry of Women's Affairs (MoWA) Congress held 10-11 January 2024, with 510 participants (357 women) from MoWA senior management, line ministries, DPs, CSOs and sub-national representatives.

NRVI is a key strategy and a five-year priority package for MoWA with 41 key interventions to boost and promote gender equality in the political agenda and in programs at all levels and in all sectors. In 2024, MoWA will finalise and submit the draft National Policy on Gender Equality to the Government for review and approval. This policy is the first-ever document of its kind in Cambodia and is a basic document for the application of a gender transformative approach in sectors in order to promote accountability, develop pathways for the institutionalisation of gender in ministries/institutions, including gender responsive budget (GRB) programs, monitoring and evaluation (M&E) systems, and the transformation of social mindsets, attitudes and behaviours.

Based on the Pentagonal Strategy and Vision in the national policy, and the priority package in Neary Rattanak VI, MoWA will also review and revise its mission, including the restructuring of human and financial resources to align with, and respond to, the emerging developments of society.

PART I

KEY PROGRESS, CHALLENGES AND OPPORTUNITIES

The implementation of the Neary Rattanak V Strategic Plan 2019-2023 has contributed to gender mainstreaming and women's empowerment in the formulation, implementation and monitoring processes of the Royal Government's policies, strategic plans and reform programs, as well as key priority areas.

The United Nations Development Program (UNDP) 2024 Regional Human Resource Development Report states that Cambodia has made significant progress in promoting gender equality in terms of: the percentage of women who are parliamentary representatives; in education; and in the labour force. Headway has also been achieved in reducing the maternal mortality rate, with the overall gender gap dropping from 0.679 in 1990 to 0.461 in 2023. This ranks Cambodia at 116th out of 170 countries in the 2023 Gender Inequality Index.

Progress and key achievements are as follows:

1. GENDER MAINSTREAMING FRAMEWORK

1.1. National policies and sectoral strategies introduced and implemented are gender-responsive and protect the rights of women in Cambodia. These include the National Strategic Development Plan (NSDP), the National Population Policy, the three-year rolling Public Investment Program (PIP), the Statistics Development Plan, the Cambodian Sustainable Development Goals (CSDGs), the National Policy Framework on the Digital Economy and Society, the Digital Government Policy, the National Social Protection Policy Framework, the National Action Plan on the Prevention of Violence against Women, the Strategic Plan for Increasing the Number of Women in Management Positions in Administration at Sub-National level, the Policy on the Promotion of Gender Equality for Sub-national Democratic Development, the National Strategic Plan on Disability - including national programs and regulations for public administrative reform - the legal and judicial reform program and the public financial management reform program, the decentralisation and de-concentration program and the Cambodian official development funds data management system.

1.2. The draft National Policy on Gender Equality was formulated after consultations with representatives of relevant ministries and partners.

1.3. National and sub-national mechanisms include the Cambodian National Council for Women (CNCW), the Ministry of Women's Affairs (MoWA), the National Committee for Promoting Social Morality, Cambodian Women's and Family's Values, the Technical Working Group on Gender (TWG-G), the Sectoral Gender Mainstreaming Action Group (GMAG), the Technical Working Group on the Prevention of Violence against Women (TWG-GBV), the Provincial Departments of Women's Affairs (PDoWAs), the Provincial and District Women and Children Consultative Committee (WCCC), and the Commune Women and Children Committee (CWCC), have been working actively to promote gender responsiveness, women's rights and the prevention of violence against women at all levels.

1.4. Seventeen ministries have updated their gender mainstreaming action groups, 19 ministries-institutions have updated their gender mainstreaming action plans, and 11 ministries-institutions have implemented sectoral capacity development programs on gender mainstreaming.

1.5. MoWA has initiated research and documentation of lessons learned from the implementation of policy measures that respond to unpaid care work and the care economy, and engaged in consultation and capacity development with relevant ministries-institutions to develop a sectoral response action plan framework, as well as the production of public awareness materials and campaign programs.

1.6. A roadmap, training manuals and capacity development on gender-responsive planning and budgeting have been conducted for 35 expert officials from line ministries. Forty-five national and sub-national trainers in gender-responsive budgeting in the three-year rolling commune investment program have developed capacity. MoWA has developed the capacity of a total of 680 trainers from PDoWAs, giving them skills in promoting gender, social inclusion and equity, advocacy and leadership.

Challenges and Opportunities:

- Commitment and expertise in gender mainstreaming and the implementation of gender-sensitive policies, guidelines and procedures at relevant ministries and authorities are limited.
- There are needs to accelerate changes or the transformation of society's attitude and mindsets in support of the promotion of gender equality. There is a special need for support from families to share responsibilities for domestic work and care for family members and children.
- There is a need to consider conducting an in-depth analysis of sectoral gender issues in order to show the way in taking responsive actions, increasing investments in sectoral gender equality, and in establishing monitoring and evaluation systems.
- Sectoral Gender Mainstreaming Action Groups (GMAGs) in ministries have changed in the new Royal Government, requiring a review of organisation and implementation. This would respond to the latest developments in the sectors and society, especially gender analysis, and would mainstream capacity and methods in their respective sectors.
- Public awareness campaigning on social media and digital platforms to promote gender equality is limited and not appealing.

2. WOMEN'S ECONOMIC EMPOWERMENT

2.1. The 2021 Cambodia Socio-Economic Survey (CSES) shows that the labour force participation rate of women aged 15-64 is 79%, and 69% of women represent 'economic entities'.

2.2. The Women's Entrepreneurship Development Center (WEDC), in partnership with the private sector, has provided support services for business development, the creation and expansion of market opportunities and the promotion of digital and financial literacy for women entrepreneurs from micro and small enterprises (678 people). At the same time, it has provided technical support for the establishment and operation of the Cambodian Women Entrepreneurs Network (CamWEN), which represents women in business in the ASEAN platform, and, so far, 59 Cambodian women entrepreneurs have received the ASEAN Outstanding Women Entrepreneur Award.

2.3. Provincial Women's Development Centers (WDCs) and PDoWAs have diversified their functions and trained 18,700 women (including widows, women in need, prisoners, women who have dropped out of society, and women from indigenous peoples' groups) on ancestral vocational skills, business start-up and development skills, entrepreneurship, digital literacy and occupational development. At the same time, handicraft production and community savings groups, with a total of 125 members, have been formed and operated.

2.4. MoWA has supported and expanded an enabling environment to promote a series of women entrepreneurships by organising public events and consultative forums between representatives from the public sector and trade unions, along with other stakeholders, as well as providing opportunities to discuss challenges and needs, and raising awareness about policy measures that support women working in the formal and informal economy. The World Bank Report in 2022 on Business and Law suggests that Cambodia ranks the highest among countries in the world where women are free to launch start-up businesses.

2.5. Partnership between MoWA and the National Bank of Cambodia (NBC), supported by Visa Inc, improved financial inclusion for women from 2020 to 2022 through knowledge and capacity training programs on management and the use of digital financial services, with the aim of developing businesses for 1,431 women in four target provinces.

2.6. A Women's Economic Empowerment Project was implemented in five provinces to provide skills and techniques for raising chickens, growing vegetables, making handicrafts, delivering tourism services and other activities to improve the household economies of 473 people (254 women).

2.7. MoWA has led the implementation of the Mekong-Lanchang Regional Project on Women's Economic Empowerment in the Digital Age 2022-2023 with Vietnam and Thailand, conducting research and implementing initiatives to enhance women's economic potential in the digital age in the three countries (Cambodia, Vietnam and Thailand).

Challenges and Opportunities:

- Women represent 69% of the total economic entities in Cambodia, with most are in the entities with 1 to 10 people employed (68%) and not registered or in the informal economy.
- In the aftermath of the Covid-19 crisis, there has been a new trend in organising the care economy in countries as a way to reduce the vulnerability of women in economic activities

and to support new opportunities to create jobs that can help to promote economic growth and sustainable social development.

- The gender gap in skills acquisition and employment continues, especially in respect of the number of women in all types of employment and occupations related to science, technology and digitalisation, including the green economy.
- As society swiftly evolves, rural women and girls need increased access to digital and financial literacy, as well as entrepreneurial development.
- In the context of the digital economy, there is a need to increase programs for more women entrepreneurs and to review re-skilling and upskilling programs for women in the digital sector.

3. PROMOTION OF WOMEN'S AND GIRLS' EDUCATION

3.1. The National Committee for the Promotion of Social Morality, Women and Khmer Family Values has focused on promoting social value and has provided interventions and contributions to the promotion of respect for human rights, including those of women, children, people with disabilities and other vulnerable groups in society. They have, for example, produced standard operating procedures (SOPs) on responses by ministries-institutions to promote social values in online space in order to reduce risks and the negative effects on social and women values that arise from social media and technology. This is particularly in relation to inappropriate, immoral acts that require immediate interventions from relevant institutions.

3.2. The National Education Strategic Plan has responded to gender, and gender gaps in the education sector have been significantly reduced, especially at primary, lower secondary and upper secondary levels. In the 2022-2023 academic year, 57.37% of female students passed the high school examinations compared with the total number of students who passed the exams (of whom 56.60% were female students passing with Grade A). Furthermore, the percentage of female students in higher education increased to 49.7%.

3.3. Cambodian women have been actively involved in all kinds of sports and have participated in the international arena and won medals for their nation.

3.4. MoWA led and coordinated relevant ministries-institutions in developing and implementing the Action Plan to Reduce, and Respond to, Violence against Children in Cambodia 2017-2021.

3.5. Positive Parenting Strategy and toolkits have been implemented in 12 provinces (Phnom Penh, Kandal, Sihanoukville, Siem Reap, Battambang, Ratanakkiri, Kratie, Prey Veng, Kampot, Koh Kong, Kampong Chhnang, and Tbong Khmum) to change mindsets and attitudes towards positive parenting and a non-violent culture, to promote social morality, and to develop the capacity of 20,549 parents, guardians and caregivers (17,367 females).

3.6. Based on lessons learnt and experiences in establishing and operating crèches to support civil servants of MoWA, guidelines on crèche operation have been developed for sharing and encouraging public ministries-institutions to set up crèches for their staff.

Challenges and Opportunities:

- Family and social attitudes to encourage women and girls to acquire skills and employment opportunities that meet the needs of the market, the digital economy and digital society are not widespread. This creates a gender gap. Hence, further consideration should be given to promote women's and girls' access to higher education and education in science, technology, engineering, creative arts and mathematics (STEAM) to keep up with societal evolution.
- In the past several years, the net enrolment rate of girls in primary school has been higher than that of boys. In the 2022-2023 school year, the primary school completion rate for female students was 94.3%, while the completion rate for male students was only 89.2%.
- Although Positive Parenting Strategy has been introduced for implementation, the inclusion of this strategy in sub-national plans is not yet comprehensive, making it a priority task that needs further attention.
- The implementation of crèche and breastfeeding programs in the workplace, in public and private establishments, positive parenting programs, and parental education programs is limited. Consequently, these programs must be strengthened and expanded.

4. PROMOTION OF WOMEN'S AND GIRLS' HEALTH

4.1. The maternal mortality rate dropped from 170 in 2014 to 154 per 100,000 live births in 2022. Mortality of children under 5-years-of-age per 1,000 live births decreased from 35 in 2014 to 16 in 2022, and infant mortality declined from 28 in 2014 to 12 per 1,000 live births in 2022.

4.2. MoWA and the PDoWAs participated in raising the awareness of officials from the national and sub-national administration, the District Office of Social Affairs and Social Welfare, CWCCs, village authorities, and citizens about reproductive and sexual health, eye health, cervical cancer, breast cancer, nutrition and financial literacy, personal hygiene and care for adults. The total beneficiaries of these programs were 12,375 (6,973 women) from the gender and eye health program, 10,298 people (8,185 women) from cervical cancer, breast cancer, nutrition and financial literacy awareness-raising programs, and 2,411 people (1,739 women) from the reproductive health, nutrition, communicable and non-communicable diseases, adult personal care and hygiene programs.

4.3. Fifteen video spots and educational messages on gender and health (cervical cancer, breast cancer, nutrition, eye health, etc.) were generated and 50,000 information, education and communication (IEC) materials were distributed to communities. In addition, six spoken theatre stories were played on radio (1. Youth and Rights to Sexual Health, and Reproductive Health, 2.

The Golden Opportunity of the First 1,000 Days of Life, 3. How to Give Extra Nutrition to Babies aged over Six Months, 4. Mental Health, HIV, drug and alcohol abuse, 5. Prevention of Cervical Cancer, and 6. Self-breast touching and examination for the early detection of breast cancer).

4.4. Through the implementation of measures and programs under the National Social Protection Policy framework, women have continuously received benefits, especially pregnant women.

Challenges and Opportunities:

- Women and girls have limited access to information and knowledge in exercising their rights to reproductive and sexual health. This suggests a need to strengthen and expand measures to correct this, especially among vulnerable women and girls.
- There is limited understanding of the importance of women's and girls' health, hygiene and nutrition, so more attention is needed, especially in remote areas.
- There is a need to explore and expand measures to prevent and address issues related to communicable and non-communicable diseases, especially cervical and breast cancers.

5. LEGAL PROTECTION FOR WOMEN AND GIRLS

5.1. The National Action Plan to Prevent Violence Against Women (NAPVAW) 2019-2023 has been successfully implemented with participation and contribution from relevant ministries-institutions. Cambodian Demographic and Health Surveys (CDHS) show that the prevalence of violence against women by intimate lifetime partners dropped from 29% in 2014 to 21% in 2021.

5.2. The roadmap towards amendments to the Law on the Prevention of Domestic Violence and Protection of Victims was finalised.

5.3. A total of 3,659 women victims of gender-based violence received psychological counselling and legal services in 25 Capital-provinces. (The victims in 569 cases received legal assistance from the Bar Association of the Kingdom of Cambodia through CNCW, and 163 cases received legal protection from **Samdech Techo's** voluntary lawyers.)

5.4. A One Stop Service Unit in six Capital-provinces has been established and is operational. In addition, multi-sectoral response teams for gender-based violence have been put in place in 10 provinces and 39 districts.

5.5. A Help Line and digital services such as the GBV-Safe App, Chatbot and GBV Digital Data Collection, and E-Learning are being piloted with the aim to prevent and respond to gender-based violence in a timely manner.

5.6. The Child Marriage and Adolescent Pregnancy Prevention Project in Ratanakiri province has been implemented in all districts throughout the province. To ensure sustainability, the provincial administration has included this action plan in its investment plan and allocated funds for implementation. Possibilities are being explored to develop a National Action Plan to Prevent Child Marriage and Adolescent Pregnancy.

5.7. As Vice-Chair of the National Committee for Counter Trafficking (NCCT) and Chair of the International Cooperation Working Group, MoWA led an inter-ministerial delegation to a bilateral meeting with the US Embassy to respond to, and clarify, the human trafficking assessment report, and chaired the senior officials meeting and the regional technical working group of the COMMIT (the Coordinated Mekong Ministerial Initiative against Trafficking) member countries.

5.8. A total of 31,357 officials (8,739 women) from MoWA, the PDoWAs and relevant service providers from both national and sub-national levels undertook capacity development programs on skills related to the prevention of gender-based violence and responsive service delivery for women and girls who are victims of gender-based violence. Inclusion, disability, the prevention of sexual abuse, human trafficking and drug use were also covered.

5.9. MoWA and the Ministry of Information (MoInfo) have issued a joint Prakas (ministerial order) on the Media Code of Conduct for Reporting Violence Against Women, and have trained and built working relationships with news networks and media outlets to bolster the effectiveness of the implementation of the Code.

5.10. MoWA's online media have been introduced through social media platforms, digital campaigns have been launched, and the 16-day white ribbon campaign to end violence against women and girls, reached out to more than 3.9 million people with about 1.5 million participating.

5.11. MoWA facilitated and provided services for women and girl victims of gender-based violence in 3,045 cases (1,757 cases of domestic violence, 1,258 cases of rape and 30 cases of human trafficking).

Challenges and Opportunities:

- Some women still face gender-based violence, which places economic and social burdens on families, communities and the nation, with families and the State having to pay for health services, the loss of productivity, safe shelters for women victims and children, and social and legal services, among others, for the rehabilitation of women victims. In this sense, the elimination of all forms of violence against women remains a top priority for human capital development and harmony in the family and society as a whole.
- Globalisation and the misuse of technology give rise to new forms of violence against, and exploitation of, women and children, causing a negative impact on the social morality and values of Cambodian women and families.

6. WOMEN IN THE PUBLIC SECTOR, POLITICS AND LEADERSHIP

6.1. As of 2023, 13.60% of the members of the National Assembly were women. In Cambodia, one woman is President of the National Assembly and two women chair the legislative body's specialised commissions. The number of female senators rose from 14.75% in 1999 to 16.13% in 2019 with two women chairing the Senate's specialised commissions. Currently, there are three

female Ministers, one General Auditor and one female General Governor of the National Bank of Cambodia (with the rank equivalent to a senior minister).

6.2. The international community has appreciated the participation of Cambodian women in peacekeeping forces that have been performing missions in foreign countries. In this respect, Cambodia ranks 9th out of 123 countries and 1st in ASEAN.

6.3. The proportion of women in decision-making positions in the public sector has steadily increased. Most ministries-institutions have implemented new recruitment policies for civil servants that focus attention on increasing the number of females, especially in increasing the percentage of women recruits from 20 to 50 in the new recruitments. The percentage of female civil servants rose from 41 in 2018 to 42 in 2022. The number of female civil servants in decision-making positions from Vice-Chief of Office to Director General and equivalent ranks, increased from 24.33% in 2018 to 27% in 2022.

6.4. At the sub-national level, there are two female provincial governors (8% of the total) and seven women who are municipality, district and khan governors (3.43%). There were 130 female commune/sangkat chiefs (7.89%) in 2017, and this rose to 176 (10.65%) in 2022: the number of female commune councillors went up from 17.7% in 2017 to 22% in 2022.

6.5. MoWA, in coordination with other ministries-institutions, civil society, DPs and relevant partners/stakeholders, has initiated a series of leadership development programs for women and young people at national and sub-national levels. The Technical Working Group on Women in Leadership and Governance (TWGG-WLG) was established in 2015, and has held regular meetings to review progress and challenges, and has given directions for the promotion of women to decision-making positions, and gender equality in good governance process. This includes national public administration reform programs and decentralisation and de-concentration reform, as well as the implementation of a plan to recruit female civil servants in ministries and institutions to a level whereby they constitute 20% to 50% of the total

6.6. MoWA, in partnership with the Royal School of Administration, has provided a 120-hour women leadership and management training schedule for a total of 164 female leaders holding positions from Deputy Director General up to Secretary of State. The ministry, in collaboration with the National School of Local Administration, provided leadership training courses for 190 female governors and deputy governors of districts.

6.7. From 2021 to 2023, MoWA, in collaboration with the Ministry of Civil Service (MCS), the Ministry of National Defence, the Ministry of Environment, and the Ministry of Social Affairs, Veterans and Youth Rehabilitation, conducted women's leadership programs for 367 female leaders and civil servants holding positions from Director of Department to Director General, Deputy Director General, Inspector General and Deputy Inspector General.

6.8. MoWA organised the National Forum on Women in Leadership and Governance, an annual national event aimed at reviewing progress and setting further directions to advance women in

leadership at all levels. The participants included national and international women leaders representing the legislative body, the executive body, the diplomatic corps, civil society, international DPs, and leaders of sub-national administrations, as well as representatives from educational institutions, youth groups, and political parties.

6.9. Two seasons of the Youth Leadership Development Program for Gender Equality, with a total of 40 young people, were organised to develop young people in higher educational and public institutions to become leaders engaged in promoting gender equality and eliminating discrimination against women in the family, community and society.

6.10. The Girls' Leadership Promotion Program was organised through the International Girls' Day campaign package, and the Race for Girls campaign, the Debate Forum, the Women's Football Program, video clips and leaflets posted on social media aimed to increase support from families, communities and stakeholders - including men and boys - in promoting girls' full access to rights and participation in social and economic development in all sectors.

Challenges and Opportunities:

- Gender equality in decision-making positions is needed in the sectors with wide gaps, including politics, the digital, science, and information spheres, disaster management, the environment and climate change.
- There is a great need to put in place measures and means, such as crèches, to support a friendly and safe environment in the workplace and in communities, that would enable women to fully participate in leadership, economic and social development.
- Family and social attitudes continue to discriminate against women's positions in leadership, which hinder the development of their potential to fully participate in decision-making positions in the economic, social, public, and political sectors. In this regard, men and boys need to further support and participate in promoting gender equality, which is a common task and value, and to cultivate girls' leadership at the family and community level.
- Role modeling and networking of women leaders, as well as support systems, capacity development and leadership training, are essential as women and girls need to seize opportunities and grow their leadership by themselves, based on their respective potentials and talents.
- The presence of women in leadership is an important element in the acceleration of development in other sectors. The UNDP's SDGs Push Insights Report Cambodia¹ found that for countries, including Cambodia, achieving Goal 5.5 relating to full participation and equal opportunities for women in leadership at all levels, was a cross-sectoral goal and helped to accelerate the achievement of other SDG goals.

¹ <https://sdgpush-insights.undp.org/cambodia>

7. GENDER MAINSTREAMING IN THE CLIMATE CHANGE PROGRAM

7.1. MoWA led the formulation and coordination of the Master Plan on Gender and Climate Change 2018-2030. In this regard, four pilot projects have been successfully implemented in support of small, diversified businesses and agriculture to improve women's family livelihoods in the context of climate change adaptation. Three pilot projects were successfully implemented in three provinces on strengthening community resilience to disaster and climate change risks through promoting rural sanitation, safe access to clean water, water resources management and agricultural production capacity.

7.2. MoWA disseminated gender mainstreaming in the Climate Change Adaptation Investment Project to a total of 275 (154 females) professors and students at the Royal University of Phnom Penh to promote public participation through gender mainstreaming and women's economic empowerment in climate resilience, disaster management, and the reduction of all forms of discrimination.

7.3. MoWA, the PDoWAs, relevant provincial departments, sub-national administrations and 249 people (124 females) in the target provinces have been trained in value-added calculation and consideration for gender-responsive economic returns in climate change adaptation through women's economic empowerment, the promotion of rural sanitation, water resource management, access to clean water and agricultural production capacity to enhance the resilience of rural communities in Kampot, Kampong Thom, Prey Veng and Battambang provinces.

7.4. A total of 296 officials (251 females) of the PDoWAs and the WDC received training in gender in climate change adaptation, green development and disaster risk mitigation, especially linked to family economic development for women relating to savings, and knowledge of renewable energy.

7.5. MoWA developed a manual on methodology to integrate gender within statistical management related to climate change and disaster management in Cambodia, moving toward inclusive economic development. Capacity building for GMAGs in relevant ministries was also provided.

Challenges and Opportunities:

- In the context of climate change and migration, local women are responsible for domestic work, and agricultural work, and they heavily rely on natural resources to support their families. But many women neither have the opportunity to participate in decision-making nor full access to information in the development of family economy associated with environmental preservation, enhancement of resilience to climate change, and the development of the green economy.
- Gender statistics and arguments to support gender analysis and the development of policies and programs on gender and climate change are limited, as are systems and mechanisms for information management and sharing in this work.

- The composition of relevant committees and the role of women in decision-making in the sectors related to climate change and green development, remain minimal, including among entrepreneurs and business people engaged in the green economy.

8. INSTITUTIONAL SUPPORT STRATEGY

8.1. MoWA has been involved in implementing institutional reform and governance, such as the Public Administrative Reform program - to strengthen the institutional capacity and effectiveness of its public services - and the Public Financial Management (PFM) Reform Program to effectively implement and manage the budget, and the Decentralisation and De-concentration (D&D) Program to transfer functions to sub-national administrations (SNAs). Within the D&D framework, MoWA has transferred three functions to sub-national administrations. Of these, 270 officials (261 women) from the District Offices of Women's Affairs, and 18 female contracting staff members have integrated management positions in the structure of district administrations.

8.2. A joint action plan in all stages of the Budget Strategic Plan (BSP), and the annual budget expenditure plan, have been prepared on a regular basis to support the implementation of the 5th Neary Rattanak Strategic Plan. The State Asset Registration Management Information System (SARMIS) and financial transaction practices through the public Financial Information Management System (FMIS) have been functioning in MoWA.

8.3. MoWA established and formally launched a crèche in 2018 and the breastfeeding room at the end of 2022 to benefit civil servants and staff at the ministry who have small children.

8.4. MoWA Senior Management and officials and PDoWAs have accessed key relevant capacity development programs, such as leadership and innovation, gender mainstreaming, advocacy skills, women entrepreneurship, rights for people with disabilities, prevention and response to gender-based violence, gender-responsive statistical planning, monitoring and evaluation, administrative management, budget reform, the use of digital technologies, leadership and women in ASEAN.

8.5. A total of 187 MoWA civil servants (138 women) have been appointed and assigned with tasks, and a total of 180 civil servants (140 women) have been promoted, and 558 civil servants (478 women) have been incentivised through medal awards. A total of 105 civil servants (100 women) have been prepared for retirement. The ministry also hired 86 civil servants (59 women), and developed the administrative management capacity of a total of 431 civil servants (368 women).

8.6. The working group on the inclusion of vulnerable women and girls has developed and functioned in respect of the internal leadership and the necessary coordination, and has been working with relevant agencies on inclusive response in each priority area of Neary Rattanak V. It has also mainstreamed gender to inclusively respond to women and girls with disabilities, to members of the Muslim community, to older women, lesbians and indigenous women and girls. In addition, the MoWA Disability Action Group organised a capacity development program related to advocacy on gender, and people with disabilities for relevant partners and cooperated with relevant

ministries, institutions and [non-governmental] organisations to advance the roles and rights of women and people with disabilities.

8.7. After successfully organising and leading high-level meetings in 2022 - for example, the Forum on Women, Peace and Security in the Asia-Europe Meeting (ASEM), the COMMIT Senior Officials Meeting of the Greater Mekong Subregion (GMS), and the ASEAN Gender Mainstreaming Strategic Development Meeting, the 2nd ASEAN Women's Summit and parallel events such as the Women Entrepreneur Awards Ceremony - MoWA led and promoted the implementation of activities outlined in the documents adopted at the above-mentioned Summits. For instance, it has already started the localisation process of the Agenda on Women, Peace and Security (WPS).

8.8. In cooperation and partnership with relevant ministries and institutions, in implementing the Neary Rattanak Strategic Plan V, MoWA prepared and signed 38 Memorandums of Understanding (MoUs) and Partnerships with 38 DPs, civil society and private sector partners. Of these, 30 currently remain valid and ongoing in regularly performing relevant duties.

8.9. MoWA included its inputs in the National Strategic Development Plan, formulated its three-year rolling investment program, responded to Cambodian Sustainable Development Goal 5 (2015-2030), and incorporated the gender-based violence chapter in the Cambodian Demographic and Health Survey 2021-2022.

8.10. Gender-responsive census and survey documents, national gender statistical flipcharts, and gender statistical books were produced and propagated to relevant partners in five provinces.

8.11. MoWA produced 124 topics for the Neary Rattanak radio program, and 146 radio drama stories played 13,502 times on national and private radio broadcasts. In addition, it posted 550 times on the ministry's social media account. MoWA printed and disseminated 15 issues of Neary Rattanak Newsletters on the progress of women by sector and publicised them electronically.

8.12. MoWA has used social media to publicise its mission to the public. Currently, MoWA's Facebook page has 166,000 followers. During and after the Covid-19 crisis, MoWA strengthened its digital and information technology capacity at both national and sub-national levels and used social media to propagate its mission and women's roles by sector to the public.

Challenges and Opportunities:

- The Covid-19 pandemic compelled the ministry to be creative and innovative by resorting to the use of digital technology in its services. At the same time, the scope of work to meet new challenges was extended while the annual financial resources of MoWA and partners available for performing the duties of MoWA and the PDoWAs were limited. At the same time, MoWA was also required to review the structure and functions of each subordinate unit, as well as to organise and manage its human resources to meet the immediate needs and situations of rapid social and global transition.
- To deal with current digital technological advancement, MoWA has both modernised its own institutions and developed its digital skills to meet the emerging challenges faced by women

and girls in responding to the evolution of society. Moreover, in line with the principles of digital government, MoWA has been required to establish a specific technical unit to support digital transformation in both national and sub-national administrations.

- The management and processing system for statistics and work performance data, and the outcomes of the ministry, nationally and at the sub-national level - including gender statistics by sector - has not yet been digitalised and is not yet effective.
- The monitoring and evaluation system for the Neary Rattanak Strategic Plan V has not yet been fully implemented. This requires clearly defined mechanisms and work systems to be put in place at both national and sub-national levels.
- DPs' funds to support MoWA's specialised departments and units have declined. This has required the ministry to look for new funding sources, to strengthen strategic partnerships, and upscale its effectiveness in implementing programs supported by the national budget.
- The scope of the MoWA's social media is limited and the ministry's ability to develop digital content and information that is appealing to, and that engages, the public on social media, needs to be considered a key priority.
- There is a need to increase awareness and participation among the leadership and civil servants at all levels about the implementation of the public financial management reform program, and public administrative reform.

PART II

VISION AND MISSION

VISION

All Cambodian citizens enjoy equal rights in accordance with the law, in particular, women and girls, have personal safety, fully participate in public life, work, be empowered and make decisions at all levels and in all fields equally with men and boys to ensure self-ownership and full harmony in the family, community and society as a whole.

MISSION

MoWA's mission is to lead, partner, cooperate with line ministries and partners to set the way towards achieving gender equality, and eliminate all forms of discrimination against women and girls in society through:

- Mainstreaming gender through the process of formulating and implementing laws, policies, Royal Government reform programs, national strategic plans and sectoral policies.
- Leading cooperation and partnerships with line ministries and partners, including civil society, DPs, the private sector and sub-national administrations, in designing, implementing and monitoring the implementation of national programs, action plans and policies to promote gender equality and the empowerment of all women and girls.
- Strengthening capacity, effectiveness and performance in implementing the functions of mechanisms and institutions at national and sub-national levels to promote gender mainstreaming and advance women's status.
- Promoting and encouraging the implementation of specific measures and initiatives in order to promote gender equity and women's empowerment in the economic growth, social development and good governance agenda.
- Expanding the research programs on gender impact by sector and target groups to promote inclusive development and the new social contexts, and to explore responsive measures.

PART III

OBJECTIVE

Neary Rattanak VI (NRVI) has the following main objectives:

1. To expand the scope of gender mainstreaming in national policies and programs, including government reform programs in the economic, health and education sectors, social protection programs, climate change programs and the green economy in an inclusive manner.
2. To expand the programs on changing social behaviours and attitudes in promoting gender equality and eliminating all forms of discrimination against women and girls in the family and society as a whole.
3. To promote women's leadership at all levels in the public, private and political sectors.
4. To promote women's economic empowerment, including the promotion of women's family economies, entrepreneurship development, addressing gender gaps in capturing skills and occupations, and in the care economy program.
5. To prevent gender-based violence (GBV) through the implementation of the National Action Plan to Prevent Violence Against Women, expanding the scope of victim support services and the enforcement of relevant laws.
6. To promote social women and family values through the implementation of positive parenting and parental education programs, strengthening the culture of non-violence and building happy families.
7. To promote the well-being of women and girls, including the building of awareness and proper practices in the prevention and management of diseases or public health problems, as well as supporting the practice to seek and use health care services properly.
8. To strengthen the role of women in green development, adaptation and resilience to climate change, and disaster management.
9. To strengthen the governance and institutional modernisation of MoWA and its subordinate units to become a digitalised and modern public administration that is highly capable, strong, smart and transparent. Also, to improve efficiency and effectiveness in all aspects of its operations, including institutional leadership, knowledge management and information, public relations, cooperation with relevant partners, and monitoring and evaluation.

PART IV STRATEGIC FRAMEWORK

Neary Rattanak VI focuses on gender mainstreaming programs through applying a gender transformative approach within the legal framework, national policies and programs. It also emphasises a public behavioural change program as its Core Strategy with Six Priority Areas, including: 1) Women's Economic Empowerment, 2) The Promotion of Social, Women and Family Values, 3) The Promotion of the Well-Being of Women and Girls, 4) Legal Protection for Women and Girls, 5) Women in Leadership and Governance, and 6) Women and Climate Change. It is supported by the Institutional Support Strategy on Institutional Performance Development and Efficiency.

NEARY RATTANAK VI FIVE-YEAR STRATEGIC PLAN FOR PROMOTING GENDER EQUALITY AND EMPOWERING WOMEN AND GIRLS 2024-2028

| | | | | | |
|---|---|--|---|---|--|
| Gender Mainstreaming Framework Gender Transformative Approach within the Legal, National Policy, and Sectoral Program Framework, and Public Behavior Change | | | | | |
| Strategy I Women Economic Empowerment | Strategy II Promoting Social, Women and Family Values | Strategy III Promoting Well-Being of Women and Girls | Strategy IV Legal Protection of Women and Girls | Strategy V Women in Leadership and Governance | Strategy VI Women and Climate Change |
| Institutional Performance Development and Efficiency Implementing Public Administration, Public Financial Management, Decentralization and Deconcentration Reform Programs, Modernizing, Digitalization, Human Resource Development, Monitoring and Evaluation Strengthening, Public Relation and Information and Cooperation | | | | | |

CORE STRATEGY: GENDER MAINSTREAMING FRAMEWORK

The Royal Government of Cambodia (RGC) continues to increase investments in gender and the empowerment of women and girls in all fields. In this regard, the Gender Mainstreaming Framework focuses on expanding the scope of gender mainstreaming implementation through a Gender Transformative Approach in the process of formulating, implementing and monitoring the implementation of laws, policies, strategic plans, programs and sectors. It further focuses on boosting changes in public behaviour and social attitudes to promote gender equality, and to eliminate all forms of discrimination against women in the family, community and society as a whole.

The introduction of the National Policy on Gender Equality 2024-2034 is a key document for strengthening and expanding gender mainstreaming and gender transformation in sectors through enhancing the accountability of ministries, gender institutionalisation, strengthening monitoring and evaluation systems, and changes in public behavior and social attitudes.

In this context, **Neary Rattanak VI** focuses on the following key priorities and measures:

1. Expanding gender studies and research in key sectors and emerging issues in line with the evolution of society and the development of initiatives and measures.
2. Strengthening and expanding gender mainstreaming in the process of formulating and implementing policies and programs by sector, including those of health, education, youth, sports, disability and digitalisation.
3. Developing and implementing policy, programs and the application of gender transformative approaches, and strengthening gender mainstreaming mechanisms at all levels.
4. Coordinating and supporting relevant ministries, institutions and partners in gender institutionalisation by sector, including the implementation of gender-responsive budgeting programs.
5. Strengthening systems and mechanisms for monitoring and evaluating gender mainstreaming by sector.
6. Raising public awareness and support for promoting gender equality through the implementation of programs to change negative behaviours and attitudes, gender mainstreaming in the media and press, and advocacy programs.

STRATEGY I. WOMEN'S ECONOMIC EMPOWERMENT

Women's Economic Empowerment is a priority in achieving gender equality and women's rights, which are also enshrined in the Pentagonal Strategy-Phase I and in the sectoral policy and program frameworks. The key approach to promoting Women's Economic Empowerment (WEE) is to support and put in place measures to ensure equal rights and equal access to education and skills, employment and occupations, and entrepreneurship.

Women's Economic Empowerment aims not only to support women and girls to fully access and exercise their rights, choices and potentials, but it also forms an important part in promoting economic growth and sustainable and inclusive social development. Therefore, WEE has to take place in responding to the national economic framework and the evolution of society, and it needs to be deeply analysed: opportunities arising from the gender gap and women's empowerment in these contexts need to be explored.

At the same time, MoWA will continue to lead and coordinate relevant ministries and partners, including the private sector, in strengthening women's economic empowerment, promoting women's family economy, developing entrepreneurship, addressing gender gaps to capture skills and occupations, and promoting care economy for women and family..

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Expanding a supportive and inclusive environment to enhance women's economic empowerment.
2. Supporting Women's Entrepreneurial Development for women who lead and manage micro, small and medium-sized businesses with innovation, creativity and inclusion.
3. Expanding the environment for women by addressing gender gaps in skills and occupations, and developing ancestral and other professional skills for women in line with market needs and the evolution of society.
4. Promoting a care economy, life-family-work balance program and a workplace-friendly environment for women engaged in economic activity.
5. Promoting the family economy of women in the community through access to digital technology, business development and financial inclusion.

STRATEGY II. PROMOTING SOCIAL, WOMEN AND FAMILY VALUES

One of the priorities in the Pentagonal Strategy Phase I for Human Capital Development focuses on strengthening citizenship in a highly civilised society with morality, equity and inclusion (Side 5, Pentagon 1 of the Pentagonal Strategy-Phase 1). In this sense, the RGC will prioritise strengthening and increasing cooperation in education about morality and decency to students and young people, both inside and outside the educational system. This will include continuing to promote respect for morality, women's values and dignity in Cambodian families and in society in general. For this, through the National Committee for the Promotion of Social Morality and Women and Khmer Family Values, MoWA will focus on leading and coordinating relevant ministries and institutions in this multi-sectoral work, and participate in teaching social and women and family values.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. To lead and coordinate inter-institutional mechanisms at the national and sub-national levels to drive the implementation of multisectoral measures to prevent and curb lack of social value in all aspects. This will contribute to the promotion of social and women and family values.
2. To promote responsive interventions of line ministries and stakeholders, at national and sub-national levels, to promote social, women and family values.
3. To prepare and coordinate the implementation of awareness and educational programs to promote social and women's values in modern systems and in all forms.
4. To promote education in family well-being through the positive parenting programs and child care programs in the workplace, in public and private institutions, at both national and sub-national levels.

STRATEGY III. PROMOTING WELL-BEING OF WOMEN AND GIRLS

The RGC considers the promotion of the health and well-being of the people as a priority (Side 3 of the Pentagon 1 on Human Resource Development). In this regard, and related to the promotion of women's health and gender equality, the Pentagon Strategy-Phase 1 on Side 1 of the Pentagon 4 relating to resilient, sustainable and inclusive development, also points to a continuation of efforts to strengthen and expand the scope of reproductive health and the sexual health of young people, especially women and girls. It further supports the continuation of measures to implement social protection programs for pregnant women and the children of poor families, and to improve nutrition for them. In this regard, MoWA continues to play a role by engaging in gender mainstreaming in sectors related to health and well-being, thereby significantly contributing to the empowerment of women and girls to understand and properly prevent or control diseases or public health problems, as well as to advocate for the proper use of healthcare services.

At the same time, as a member of the National Council for Social Protection, MoWA will continue to provide inputs and coordinate the implementation of Neary Rattanak VI in moving forward to achieve the common goals of national programs, as well as expanding the coverage of healthcare services for women and vulnerable groups in an inclusive manner.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Gender transformation in the health sector includes policies, strategic plans, action plans and programs such as reproductive health programs, maternal and child health, mental health, eye health, nutrition, food security, communicable and non-communicable diseases, and addiction to drugs and alcohol.
2. Raising public awareness about gender and health, and empowering young women to access quality health services.

3. Developing the capacity of officials at national and sub-national levels to assume responsibility for promoting awareness and education about gender and health.
4. Participating in promoting gender equality, and empowering women in the process of developing and implementing a social protection framework.

STRATEGY IV. LEGAL PROTECTION FOR WOMEN AND GIRLS

Violence against women and girls is a violation of women's rights as human rights, and poses a major obstacle to women's participation in national development. This has a long-term negative impact on the physical, intellectual, mental, sexual and reproductive health of women victims and children. These consequences place heavy economic and social burdens on the family, community and society as a whole. In this sense, eliminating violence against women remains a top priority on the agenda of human capital development and harmony in the family and society as a whole.

In this regard, MoWA continues to lead and coordinate ministries, DPs, civil society, media and the private sector in formulating and implementing the 4th National Action Plan to Prevent Violence Against Women (NAPVAW) 2024-2030. This focuses on preventing, and responding to, gender-based violence (GBV), including sexual abuse and exploitation, trafficking in persons, especially women and children, and is essential for eliminating all forms of discrimination against women and girls to ensure that their rights are promoted and protected.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Mainstreaming gender in the process of formulating and implementing laws, and legal and judicial reform programs.
2. Developing and promoting the implementation of a legal framework, policies and regulations related to the prevention of gender-based violence (GBV) and the sexual exploitation of women and girls.
3. Developing, coordinating, supporting and promoting the implementation of the National Action Plan to Prevent Violence Against Women 2024-2030, and the national, regional and sub-regional plans related to countering human trafficking, sexual abuse and exploitation, and addiction to drugs. Multisectoral response service mechanisms, support for victims at national and sub-national levels, and effective monitoring and evaluation of them is also covered.
4. Strengthening and expanding the implementation of capacity development programs and campaigns to prevent violence against women and girls, and establishing digital platforms to prevent and provide response services to help victims of gender-based violence.
5. Preparing and coordinating support, and promoting the implementation of the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy, and the associated monitoring and evaluation.

STRATEGY V. WOMEN IN LEADERSHIP AND GOVERNANCE

The RGC continues to promote investment in gender equality and to empower women and girls in public leadership: this is an important part of promoting resilient, sustainable and inclusive development. (Excerpt from Side 1, Pentagon 4 of the PSI).

Good governance is the core element in ensuring that gender equality is our job and our vision. Good governance and inclusive leadership refer to any work that considers strengthening gender equality and empowering women as an essential approach to increase the effectiveness and accountability of leaders and all stakeholders. At the same time, strengthening and expanding the leadership of women and girls at all levels – especially in areas where gaps are high - is a priority in ensuring that all people have full rights and opportunities to access choice and to have the representatives they wish for thereby contributing to sustainable and inclusive economic and social development.

MoWA will continue to coordinate the implementation of programs and initiatives to boost women's leadership - including young women and girls - to promote gender mainstreaming in reform programs, and to strengthen governance. It will continue to operate the Technical Working Group on Women in Leadership and Governance, which is a technical mechanism to promote participation and shared responsibility in order to advance women's roles in leadership and governance.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Strengthening policy support, supporting mechanisms, and workplace environments that promote women's participation in leadership and governance at all levels.
2. Expanding women's leadership development programs and networks in public and political sectors.
3. Increasing public awareness and support for the leadership of women and girls at all levels.
4. Promoting the leadership capacity of girls through innovative programs and initiatives in schools and communities.

STRATEGY VI: WOMEN AND CLIMATE CHANGE

Promoting climate change resilience and green development is considered a priority on the main agenda of the RGC. Women and girls can become agents of change through women's role in educating families, communities and social behavioural change. In this regard, gender mainstreaming in climate change response measures, including policies, laws and sectoral strategic plans for climate change response, need support and the engagement of relevant institutions and partners. At the same time, we also need to continue to explore opportunities to promote and enhance women's role in green economic activities, green agro-industry and ecotourism in order to contribute to promoting the family's economy, and the response to climate change and green development. To this end, MoWA continues to improve its technical expertise to participate in the agenda for the Sustainable Development Program, and to engage with relevant ministries and

institutions by continuing to implement the Master Plan on Gender and Climate Change 2018-2030, and to promote women's role in climate change.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Expanding the policy environment to support women's roles in climate change, green development, and disaster risk reduction. This includes mainstreaming gender into relevant policies and programs.
2. Strengthening technical capacity to implement the strategic plan on gender and climate change, capacity building for climate change adaptation, green development, and disaster risk reduction.
3. Promoting the role of women and addressing the needs of vulnerable women and girls in the context of climate change.
4. Raising awareness about the role of women and gender equality in related climate change agendas.

SUPPORT STRATEGY: INSTITUTIONAL PERFORMANCE DEVELOPMENT AND EFFICIENCY

The Royal Government will prioritise reforming and strengthening governance and modernising State institutions to become modern, highly capable, smart and clean public administrations to serve the interests of the people.

The necessity and success factors for implementing Neary Rattanak VI depend on the strength and efficiency of MoWA and the PDoWAs. In this context, institutional capacity development and efficiency programs are designed to reflect and respond to the rapid changes in recent global and national developments and contexts. They need also to reflect the Fourth Industrial Revolution (IR 4.0) and digitalisation. Based on the Pentagonal Strategy-Phase 1, MoWA is also reviewing and adjusting the structure of human and financial resources to keep up with, and respond to, the developments in society as a whole. MoWA will strengthen its capacity development and efficiency in monitoring and evaluating its performance and will organise a digital transformation unit in the ministry, as well as strengthen the information management and dissemination mechanism, acting rigorously to meet the needs of society.

At the same time, promoting an inclusive and equitable response to women and girls in disability and vulnerable groups in society is a cross-sectoral task of MoWA. This encourages mainstreaming and specific action in each unit and strategic area, as well as motivates, considers and pushes for equitable measures in the implementation of MoWA's daily activities.

In this context, Neary Rattanak VI focuses on the following key priorities and measures:

1. Implementing the National Public Administration Reform Program and using information technology in public administration, human resource development and innovation to improve the quality of work with discipline, professional ethics, efficiency and effectiveness.

2. Implementing a Public Financial Management Reform program to strengthen institutional performance efficiency.
3. Implementing the decentralisation and de-concentration program to improve the functions and public services of MoWA at the sub-national level.
4. Expanding the implementation of the life-family-work balance program and gender-friendly environment in the workplace in MoWA and subordinate units.
5. Strengthening planning, statistics, monitoring and evaluation systems.
6. Strengthening the capacity and effectiveness of the implementation of mechanisms at the national and sub-national levels in communication and public relations, and disseminating information through MoWA channels, including the use of digital technology, and in accordance with social contexts.
7. Developing and coordinating a national action plan on women, peace and security, as well as strengthening mechanisms to expand national, regional and global cooperation and partnerships with relevant ministries and agencies, DPs and the private sector to promote and protect the rights of women and children.
8. Strengthening institutional capacity and effectiveness for an inclusive and equitable response in the implementation of Neary Rattanak VI without leaving anyone behind.
9. Digitalise institutions at national and sub-national levels, including institutional support for digital modernisation, in performing day-to-day work and public service delivery.

Part V. ACTION PLAN (2024-2028)

CORE STRATEGY: GENDER MAINSTREAMING FRAMEWORK

Objective: To strengthen and expand the scope of gender mainstreaming through integrating a gender transformative approach within national policy frameworks and sectoral national programs at all levels, and the programs to change social attitudes in promoting gender equality and empowering women and girls.

| Key Intervention | Key Performance Indicators (KPI) | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|--|--|---|--|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Expand gender studies and research in key sectors and emerging issues in line with the evolution of society and the development of initiatives and measures | A framework is created for conducting research on organised sectoral gender issues | Develop a framework to guide the study and research into sectoral gender issues resulting from the development of society | MoWA LMs, CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of research studies on sectoral gender issues | Study and research into sectoral gender issues in line with social evolution under the cooperation of relevant ministries and institutions, and other stakeholders | MoWA LMs, CSOs DPs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of reports about lessons and best practices related to gender mainstreaming in Cambodia | Compile lessons, experiences, and best practices on the implementation of gender mainstreaming in the framework of policies, programs, and sectors, as well as share and exchange lessons learned | MoWA LMs CSOs DPs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|
| | Number of outreach and policy dialogues relating to the findings of the sectoral gender studies | Develop policy-level outreach and dialogue programs focusing on the findings of sectoral gender-based research in Cambodia as a basis for policy formulation, program development, standardisation and response measures | MoWA LMs CSOs DPs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Lead in coordinating and promoting responses and the application of policy measures in line with the findings of the studies on gender and women's empowerment | MoWA LMs CSOs DPs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Cambodia Demographic and Health Survey (CDHS) and research and survey reports that have included gender issues | Mainstream gender into Cambodia Demographic and Health Survey questionnaires and the National Institute of Statistics (NIS) national survey programs Conduct an analysis of the results of the Cambodia Demographic and Health Survey, the Chapter on Domestic Violence | MoWA NIS/MOP Relevant partner organisations | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|---|--|--|---|--|--|--|---|---|
| | Research and analyse reports of risk factors and the extent of the economic impact caused by cases of gender-based violence | Analyse existing data to determine the risk factors and the extent of the economic impact caused by gender-based violence | MoWA LMs, SNA DPs CSOs | | ✓ | | | | ✓ | ✓ |
| 2. Strengthen and expand gender mainstreaming in the process of formulating and implementing the sectoral policies and programs, including those relating to health, education, youth, sports, disability and digital technology | Number of research reports developed on the situation and policy proposals related to gender in education, youth, sports, disability, digital technology and science Number of national policies and programs related to the above sectors that respond to gender through inputs from MoWA Number of programs and specific measures to reduce gender gap in the above priority areas under the guidance of MoWA | Conduct research on the situations and emerging issues related to women and gender in health, education, youth, sports, disability, digital technology and science (this is part of the first key measure above) Develop recommendations and proposal documents for the development of gender policy, and organise the specific working groups within the ministry and stakeholders to work on this, to influence and respond to gender in the above areas Study, research and identify specific response measures to address, in particular, increases in the participation of women and girls in the use of digital technology and education, and knowledge | MoWA LMs, SNAs DPs CSOs, NGOs | | ✓ | | | | ✓ | ✓ |

| | | | | | | | | | | |
|---|---|---|--|---|---|---|---|---|---|---|
| | | and skills in science, technology, engineering, arts and mathematics (STEAM) | | | | | | | | |
| 3 . Develop and implement the policy, programs and applications of a gender transformative approach, and strengthen gender mainstreaming mechanisms at all levels | National Policy on Gender Equality 2024 - 2034 approved and launched by the Royal Government | Finalise the draft National Policy on Gender Equality 2024-2034 and submit it to the Royal Government for review and approval (this policy will include a gender transformative approach and program) Develop and implement a dissemination program for the National Policy on Gender Equality | MoWA Office of the Council of Ministers | ✓ | ✓ | | | | ✓ | ✓ |
| | Gender Institutionalisation Program and Gender-responsive Budgeting Program developed and disseminated | Develop a Program on Gender Institutionalisation, and a Gender-Responsive Budgeting Program (with specific vision, expected outcomes and gender transformative approaches in sectors) | MoWA Ministry of MEF LMs DPs | ✓ | ✓ | | | | ✓ | ✓ |
| | Training kits and tools on Gender Mainstreaming, Gender-Responsive Budgeting and a Gender Transformative Approach | Produce and update training packages and toolkits, lists of lessons, Training of Trainers (TOT) materials - both physical and via digital technology – and materials on gender mainstreaming, gender responsive budgeting | MoWA MEF LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|---|-----------------------|---|---|---|---|---|---|---|
| | | and gender transformative approaches | | | | | | | | |
| | Number of gender specialists in MoWA and the LMs who have received capacity development programs for sectoral gender transformation | Develop and implement capacity development programs, including training, coaching and mentoring, for the MoWA Gender Specialist team to become a gender transformative group by sector | MoWA, MEF, LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | (A MoWA management system on the performance progress of the capacity development program and the progress of the specialist team is in place to support the above indicators) The number of ministries and institutions that have developed capacity and supported sectoral gender institutionalisation and gender-responsive budgeting programs | Develop a systematic program and put in place specific management over the capacity and development efficiency to deliver training, coaching and mentoring of gender trainers and specialists. This includes setting up a data management system of trainers and gender specialists in ministries and institutions to become gender transformative groups and to implement gender-responsive budgeting programs | MoWA, MEF, LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Support selected ministries in applying gender institutionalisation and sectoral gender-responsive budgeting (GRB) programs | MoWA, MEF, LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | | |
|--|--|---|--|---|---|---|---|---|---|---|---|
| | at national and sub-national levels | | | | | | | | | | |
| | Type and number of guidelines and tools for strengthening sectoral gender mainstreaming mechanisms developed and officially launched | Develop guidelines and tools for strengthening sectoral mechanisms and gender mainstreaming and for supporting implementation | MoWA, MEF, LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Capacity building for the sectoral Gender Mainstreaming Action Groups of ministries and institutions at national and sub-national levels, on the promotion of gender equality and women's empowerment | MoWA, MEF, LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. Facilitate and support ministries and partners in sectoral gender institutionalisation, including the implementation of a gender-responsive budgeting program | Number of programs to strengthen communication networks, promote and monitor the work performance among the GMAGs in sectors and LMs | Organise annual meetings and strengthen the network of Gender Mainstreaming Action Groups (GMAGs) in ministries to review progress, and challenges, and to plan for future directions | MoWA, LMs GMAGs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of response measures and strengthening and expansion of gender mainstreaming programs resulting from the outcome of TWG-G meetings (regularly cited and | Organise meetings and improve the performance of the Gender Technical Working Group (TWG-G) in implementing the Gender Transformative Approach within DPs and by sector | MoWA, LMS DPs CSOs, NGOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | | |
|--|---|---|-------------------------------------|---|---|---|---|---|---|--|---|
| | reported, and in five years' time) | | | | | | | | | | |
| | Number of ministries - institutions and sub-national administrations, including the type and number of response measures that take place (Capacity and Development Efficiency) | Support for ministries at national and sub-national levels, including the development of Gender Mainstreaming Action Plans (GMAPs) by sector that respond to the National Policy on Gender Equality, Gender Transformative Approaches and research findings (the aforesaid key measure 1) | MoWA, LMs DPs CSOs, NGOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |
| | Number of gender-responsive programs, measures and activities implemented by the NCDD Number of gender mainstreaming measures at the sub-national level, divided by the capital/province Number of Gender Trainers in the PDoWAs prepared, and capable of implementing gender | Implement gender mainstreaming programs and activities, M&E process of the National Program for Sub-National Democratic Development, including the package of activities in the MoU between MoWA and the Secretariat of the National Committee for Sub-National Democratic Development (NCDDS) PDoWAs support Sub-National Administrations (SNAs) and relevant partners in gender mainstreaming at sub-national levels, including the effective implementation | MoWA NCDDS LMs SNAs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |

| | | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|---|
| | mainstreaming measures and programs at SNA | of functions in the Women and Children Consultative Committees (WCCCs) and the implementation of the functions of women's affairs transferred to SNA. | | | | | | | | |
| 5. Strengthen the Monitoring and Evaluation System and Mechanisms relating to Gender Mainstreaming in sectors | M&E tools for the implementation of the National Policy on Gender Equality and related policies, including the implementation of CEDAW Regular progress reports on the implementation of National Policy on Gender Equality by sector (as part of the report to the Royal Government) | Collaborate with the General Secretariat of the Cambodian National Council for Women (CNCW) in formulating and promoting the implementation of systems and tools for monitoring the implementation of the National Policy on Gender Equality and related policies, including CEDAW implementation | CNCW MoWA LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of LMs and SNAs that have developed and implemented M&E programs for the implementation of the National Policy on Gender Equality | Capacity support and development for line ministries and SNAs In developing and implementing programs to M&E the implementation of sectoral and sub-national gender equality policies | CNCW MoWA LMs, GMAGs SNAs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|---|--|---|---|---|---|---|---|---|
| <p>6. Implement programs to raise public awareness, change negative behaviours and attitudes, and advocate to support gender equality, including gender mainstreaming in the media</p> | <p>Advocacy strategies and activities to promote gender equality and women's empowerment developed and implemented</p> <p>Number of measures and programs in the above strategies implemented (annually)</p> | <p>Formulate and lead the implementation of the Advocacy and Communication Strategy and activities to promote gender equality and women's empowerment (reference to recent findings in key intervention 1 above)</p> | <p>MoWA LMs, GMAGs DPs Private Sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | <p>Number of MoWA and PDoWAs outreach programs to raise public awareness and change negative social behaviours and attitudes that discriminate against women and girls in all of its forms</p> <p>Number of the public members received and who have participated in the above outreach program (annually)</p> | <p>Develop and implement outreach programs to promote gender equality and contribute to changing public behaviours and negative social attitudes that discriminate against women and girls</p> <p>Create gender media content for dissemination in digital media based on survey relating to public perceptions and sectoral and recent gender research findings (in Key Measure 1 above)</p> <p>Strengthen network with influential and popular people on social media and</p> | <p>MoWA PDoWAs DPs CSOs, NGOs Private Sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|
| | Number and type of gender media content pieces developed and supported by the public | gender networks at all levels to promote the gender news content above | | | | | | | | |
| | Number of journalists participating in MoWA capacity development and network building activities in the programs | <p>Develop and implement capacity development programs on gender and the media</p> <p>Incorporate gender in the curriculums of journalism and media training institutions</p> <p>Develop programs to encourage participation and strengthen communication with the media to promote gender equality and the empowerment of women and girls</p> | <p>MoWA</p> <p>LMs</p> <p>SNAs</p> <p>DPs</p> <p>CSOs</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

STRATEGY I: WOMEN'S ECONOMIC EMPOWERMENT

Objective: Expand the scope of gender mainstreaming in the national policy and program frameworks related to the economic sector, and promote the implementation of programs and measures to strengthen women's economic empowerment, including the promotion of the family economy of women, entrepreneurship development, bridging the gender gap in skills and jobs, and the care economy.

| Key Intervention | Key Performance Indicators | Key activities | Relevant partners | Time (2024 - 2028) | | | | | Resources | |
|--|---|--|---|---------------------|----|----|----|----|-----------|---------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partner |
| 1. Strengthen the inclusive support environment and investment in women's economic empowerment | Number of policies and programs that contribute to women's economic empowerment and gender responsiveness in sectors related to the economy | Research and compile inputs on gender issues for the development of sectors related to the economy (as part of the first key measure of the gender mainstreaming strategy) Advocate for, and promote, gender equality responsiveness and women's empowerment in the process of formulating programs and policies in the fields related to the economy | MoWA MISTI, MEF, MAFF, MLVT DPs Private Sector CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of programs, measures or partnerships to promote the development of women's economic empowerment are developed and implemented | Strengthen the mechanisms and functioning of the Technical Working Group on Women's Economic Empowerment (TWG-WEE) to coordinate and promote relevant partnerships for gender mainstreaming in the economic and related sectors (including key activities above) | TWG-WEE members | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|--|--|---|---|---|---|---|---|---|
| 2. Develop women's entrepreneurship and inclusive support for women-led and managed micro, small and medium-sized businesses | Number of women entrepreneurs and beneficiaries of Women's Entrepreneurship Development Center (WEDC) start-up and develop their own business opportunities | Operate the Women Entrepreneurship Development Center (WEDC) and program to lead and build partnerships for service providers to develop women's entrepreneurship, business start-ups and career development, and to strengthen the network of women entrepreneurs and marketing (The Center will have a digital class for women entrepreneurs) | MoWA Private sector NGO-partners WDCs WEDC | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Women's Entrepreneurship Development Center building launched and has formal leadership and a management structure | Renovate and officially operate the Women's Entrepreneurship Development Center (with the relevant department level of MoWA) | MoWA MEF | ✓ | ✓ | | | | ✓ | ✓ |
| | Number and type of measures to support women in micro, small and medium-sized enterprises (MSME) of the ministries, institutions and related partners implemented through MoWA events | Organise events to increase awareness and advocate for women's needs to be met in respect of micro, small and medium-sized businesses (through the national budget and in partnership with relevant partners, including the private sector. An event will be organised at least once a year at the national level, reflecting progress achieved each year) | MoWA WEDC Private sector NGO-Partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|--|---|---|---|---|---|---|---|
| | CamWEN and business associations that have functioned through support from MoWA | Coordinate and support the Cambodian Women Entrepreneurs Network (CamWEN) and associations in promoting the voice of, and providing a supportive environment for, women in businesses at both national and regional levels | MoWA CamWEN CWEA LMs DPs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of women entrepreneurs who have received national, regional and international awards Number of outstanding and exemplary entrepreneurial and community programs supporting women in businesses and the economy (besides women in vulnerable groups), including promoting green economy and social considerations | Support and promote the annual incentives and awards events and programs for outstanding women entrepreneurs in the country and in the rest of ASEAN (This program is considered to be promoting inclusiveness, such as women and girls in vulnerable and disadvantaged groups who are capable of economic activities, including the green economy and social considerations) | MoWA WEDC CamWEN Private sector NGO-partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|---|---|---|--|---|---|---|---|---|---|---|
| 3. Expand the environment for women by addressing gender gaps in skills and occupations and inclusively developing professional, ancestral and other skills | Progress of reduction in gender gaps in the acquisition of skills and occupations based on the analytical list of MoWA | Regularly research and analyse the findings of gender gaps in employment and skills (annual updates and assistance for MoWA in designing programs and initiatives to respond, including through advocacy with stakeholders) | MoWA MLVT, MEYS, LMs Relevant partners | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of measures and initiatives to push a reduction in the gender gap in capturing skills and occupations | Develop programs and initiatives to raise awareness and support the reduction of gender gaps in the acquisition of skills and occupations | MoWA Private sector NGO-Partners | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Study, document and update information related to requirements and opportunities for jobs and occupations for women and disseminate these to relevant partners so that they can update training programs that are locally appropriate | MoWA Private sector NGO-Partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of people who have received training and internships in the provinces through the Women's Development Centers in an inclusive manner | Women's Development Center (WDC) organises and provides inclusive skills training for women to meet the needs of the digital economy Coordinate the regular upgrade and strengthen trainers, training programs, digitalization and management of WDC | MoWA Private sector NGO-Partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|---|--|---|--|---|---|---|---|---|---|---|
| | Number of WDCs who have diversified their functions to meet the needs of the women and girls for skills and employment suitable for the region in an inclusive manner | Arrange functional diversification and development of the modern WDCs to meet market demands, linking with internships and clear monitoring mechanisms | MoWA Private sector NGO-Partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Report showing options for MoWA to implement ancestral skills programs for family and women's economic development | Study the possibilities and design programs related to ancestral skills in skills development for women | MoWA Private sector NGO-Partners WDCs | ✓ | ✓ | | | | ✓ | ✓ |
| | Number of vocational and occupational development programs tailored to the needs of the labour market inclusively and in consideration of their ancestral skills development | Develop and implement ancestral skills development programs for women through WDCs Study feasibility for vocational skills development in the National Qualification Framework to improve the vocational skills for women through the WDCs | MoWA Private sector NGO-Partners WDCs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. Promote the care economy, work-life balance and workplace-friendly environment for | Care Economy Framework and Action Plan developed, disseminated and implemented | Finalisation of draft Care Economy Framework and Action Plans, and facilitation to promote the implementation with relevant ministries and partners (including | MoWA LMs DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|------------------------------|---|---|--|---|---|---|---|---|---|---|
| women in economic activities | Outreach/awareness-raising kits to promote the implementation of the framework | implementation-driving mechanisms) Develop dissemination/IEC materials and implement methods to promote the implementation of the Care Economy Framework and Action Plans, including public support for programs to promote the value of the care economy | Private sector | | | | | | | |
| | Responsive programs for women in the informal economy of MoWA mplemented under the framework of the Royal Government's Informal Economic Development Strategy | Study to discover the priority needs of women in the informal economy and recommend responses in the agendas and measures of relevant ministries and institutions Discussion forums and measures to promote support for policies and programs to meet the needs of women in informal economic activities | MoWA National Committee for Informal Economy LMs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of women street vendors and women in the informal economy benefiting from occupational development and social measures | Develop programs to support women street vendors and women in other informal economies | MoWA WEDC National Committee for Informal Economy DPs Private Sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of outreach programs on the | Develop programs with the private sector and stakeholders | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|--|--|---|---|---|---|---|---|---|
| | protection of women's occupational safety and health in the workplace to draw the attention of the private sector in considering and giving inclusive support to women in the workplace | to expand inclusive job opportunities and women's access to occupational safety and health in the workplace, including implementation of the policy of 'no sexual harassment in the workplace' Coordinate the establishment of incentive programs for role model institutions to increase women-friendly environments and that strengthen the security of women | MLVT Private sector DPs CSOs | | | | | | | |
| | Number of programs that respond to, and recognise, the work-life balance, domestic work and unpaid care work | Design awareness-raising programs and advocate for the attention to, and recognition of, work-life balance | MoWA LMs DPs CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of initiatives and programs that focus on promoting men's roles in domestic work and family care | Develop programs and initiatives to promote men's responsibility for domestic work and family care | MoWA LMs DPs CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5. Promote women's family economy in the community through access to digital technology, | Number of women target groups and families directly benefiting from projects and programs to improve livelihoods and | Develop programs and initiatives to improve women's family livelihoods and economic well-being in rural areas Cooperate with relevant ministries and institutions in | MoWA LMs DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|
| business development and financial inclusion | women's economic empowerment and the financial well-being of rural women | promoting women's economy in community development projects and programs | Private sector eas | | | | | | | |
| | Financial Inclusion Framework for Women has been developed The number and types of rules included in the Financial Inclusion Framework for women have been implemented | Facilitate/coordinate the preparation and drive the implementation of the Financial Inclusion Framework for Women and participate in the implementation of the National Financial Inclusion Strategy | MoWA National Bank of Cambodia (NBC) LMs Private sector Relevant partners | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of programs and people benefiting from digital technology, financial inclusion programs, and the development of economic diversification for women and girls in the community and rural areas | Develop programs and partnerships in promoting digital technology, financial inclusion and economic diversification for women and girls in the community and rural areas | MoWA NBC, LMs Private sector Relevant partners | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

STRATEGY II: PROMOTING SOCIAL, WOMEN AND FAMILY VALUES

Objective: To promote social , women and family values through the promotion of interministerial-institutional mechanisms, and multisectoral measures. Also, the implementation of parent education and positive parenting programs, strengthening the culture of non-violence and building happy families.

| Key intervention | Key Performance Indicators | Key activities | Relevant partners | Time (2024 - 2028) | | | | | Resources | |
|---|---|--|---|---------------------|----|----|----|----|-----------|---------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partner |
| 1. Lead and coordinate inter-institutional mechanisms at national and sub-national levels to promote the implementation of multisectoral measures to prevent and curb all negative aspects in order to contribute to the promotion of social, women and Khmer family values | Sub-Decree on the Establishment of the National Committee for the Promotion of Social Morality, Women and Khmer Family Values Composition of Provincial Committees developed and approved for implementation | Revise and reorganise the National Committee for the Promotion of Social Morality, Women and Khmer Family Values (NCSWK) and the Provincial Commissions for the Promotion of Social Morality, Women and Khmer Family Values | National Committee for the Promotion of Social Morality, Women and Khmer Family Values (NCSWK) Provincial Committees | | √ | | | | √ | |
| | Roadmaps to cultivate moral, virtuous and decent practices and habits of obeying laws and regulations have been developed and implemented | Coordinate the development of roadmaps to cultivate moral, virtuous and decent practices and habits of obeying law and disciplinary rules, ² and incorporate education about Buddhism and Khmer arts and culture, both tangible and intangible, into the curriculum at all levels. Also disseminate and mainstream in all ministries and institutions at both | National Committee for the Promotion of Social Morality, Women and Khmer Family Values (NCSWK) Provincial Commission | √ | √ | √ | √ | √ | √ | |

² In accordance with the indications in the Pentagonal Strategy-Phase 1 (Point 2, Side 5, Pentagon 1)

| | | | | | | | | | | |
|--|--|---|--|---|---|---|---|---|---|---|
| | | national and sub-national levels | Relevant partners | | | | | | | |
| | Five-year strategic Plan of the National Committee and Capacity Development Program for mechanisms at all levels | Develop a five-year strategic plan for the NCSWK and capacity development programs for mechanisms at all levels | National Committee (NCSWK) Provincial Commissions Relevant partners | √ | √ | | | | √ | |
| | Semesterly reports of the National Committee and Provincial Commissions | Organise meetings of the National Committee (semi-annual) | National Committee (NCSWK) Joint Capital and Provincial Commission | √ | √ | √ | √ | √ | √ | |
| | Report on the progress and further direction of the NCSWK | Organise congress to review the work performance of the National Committee for the Promotion of Social Morality, Women and Khmer Family Values (every two years) to identify the work results and set future directions | National Committee (NCSWK) Joint Capital and Provincial Committees Relevant partners | √ | | √ | | √ | √ | |
| 2. Promote the implementation of the prevention and response measures of | Number of meetings of technical working groups and measures of ministries and institutions to promote | Technical Working Group Meetings to promote and monitor the implementation of Standard Operating Procedures (SOP) to respond | National Committee Sub-National Joint Committee | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|---|
| relevant ministries, institutions and sub-national administrations to promote social , women’s and Khmer family values, through digital technology | and monitor the implementation of Standard Operating Procedures to respond to, and promote, social value online | to, and promote, social morality online | Relevant partners | | | | | | | | |
| | | Strengthen the capacity of the Technical Working Group to promote and implement the SOP to respond to, and promote, social value online | National Committee Sub-National Joint Committee Relevant partners | √ | √ | √ | √ | √ | √ | √ | √ |
| 3. Develop and coordinate the implementation of education programs for Social , Women’s and Khmer Family Values, through modern systems and in all forms | Outreach and educational content kits for awareness-raising about the promotion of social , women’s and Khmer family values | Conduct research and broad consultation for the development of outreach and educational content kits for the promotion of social, women and Khmer family values | National Committee Sub-National Joint Committee MoWA Relevant partners | √ | √ | √ | √ | √ | √ | √ | √ |
| | Number and type of dissemination messages and contents, and short educational spots for physical and social media awareness-raising developed and used Number of people viewing and participating in the educational program of | Develop and disseminate educational content, messages and spots for physical and social media awareness-raising (in response to the definition in the activity kits above) | National Committee Sub-National Joint Committee MoWA Relevant partners | √ | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|---|--|--|---|---|---|---|---|---|---|
| | the National Committee | | | | | | | | | |
| | Number of public forums and dialogues and discussions with key target groups in society to boost cooperation, participation and a common understanding in promoting social, women and Khmer family values | Organise public forums and dialogues and discussions with key target groups in society to boost cooperation, participation and a common understanding in promoting social, women and Khmer family values | National Committee Sub-National Joint Committee MoWA Educational Institutions Researchers Relevant partners | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|
| 4. Promote education for family well-being through positive parenting programs and workplace childcare facilities programs in public and private institutions at both national and sub-national levels | <p>Social welfare and well-being education program updated</p> <p>Number of training courses and participants in social well-being education programs and in how to reach out to communities and families</p> | <p>Update training materials and tools on social welfare and family education</p> <p>Develop the capacity of national and sub-national trainers in social welfare and well-being education, and how to reach out to communities and families</p> | MoWA Ministries - Institutions | √ | √ | √ | √ | √ | √ | √ |
| | <p>Number of dissemination programs relating to guidelines on the operation of crèches and breastfeeding rooms in the workplace</p> <p>Number of ministries-institutions and related partners that have promoted and operated crèches and breastfeeding programs</p> | <p>Disseminate guidelines on the operation of child-care centers and programs, as well as nursing rooms in the workplace of public institutions</p> <p>Collaborate with ministries , institutions and stakeholders in the public and private sectors to promote and support the establishment and operation of child care programs and nursing rooms in the workplace</p> | MoWA LMs MOEYS DPs Private sector CSOs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|--|--|-------------------------------------|---|---|---|---|---|---|---|---|
| | Number of workshops, forums and dissemination sessions and number of participants | Organise dissemination programs to raise awareness about, and support referrals to, child to care services in crèches and breastfeeding rooms in public and private institutions | MoWA LMs MOEYS DPs CSOs | √ | √ | √ | √ | √ | √ | √ | |
| | MoWA Positive Parenting Strategy updated | Update Positive Parenting Strategy | MoWA LMs Relevant partners | √ | √ | | | | | √ | √ |
| | Number of dissemination events about Positive Parenting Strategy | Launch the Positive Parenting Strategy | MoWA LMs Relevant partners | | √ | | | | | | |
| | Number of sub-national programs that have implemented the dissemination tools for positive parenting | Explore the possibility of expanding the target areas in implementing the positive parenting strategy at the sub-national level through collaboration and support from relevant partners Support and strengthen the capacity of national and sub-national focal points on dissemination tools of positive parenting | MoWA DPs CSOs | √ | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|---|--|---------------------|---|---|---|---|---|---|---|
| | Number of educational and dissemination programs on positive parenting produced and used | Develop and implement dissemination kits, including educational content and messages and educational video spots for physical and social media dissemination | MoWA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | Monitoring and Evaluation System has been developed and implemented to measure the effectiveness of the implementation of the positive parenting strategy | Develop and implement tools and systems to monitor and evaluate the implementation of the positive parenting strategy | MoWA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |

STRATEGY III. PROMOTING WELL-BEING OF WOMEN AND GIRLS

Objective: Promote social welfare and the well-being of women and girls, including raising awareness and practises in preventing and managing diseases or public health problems, as well as seeking and using health care services properly.

| Key Intervention | Key Performance Indicators | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|--|---|--|---------------------------------|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Transform the approach to gender in the health sector, including policies, strategic plans, and programs such as reproductive health programs, maternal and child health, mental health, eye health, nutrition, food security, communicable and non-communicable diseases, drug addiction, and alcohol. | Report on the gender situation in the health sector compiled Number of laws, policies, strategic plans, and programs that are gender-transformed | Analyse the gender situation in the health sector, including preparing, compiling, updating and analysing information and data about gender and health as a basis to support gender transformation into strategic plans, programs and formal measures for effective and quality implementation of programs Strengthen collaboration with GMAP/MOH and stakeholders to apply a gender transformative approach in the health sector | MoWA MOH, LMs CSOs DPs | √ | √ | √ | √ | √ | √ | √ |
| | Progress report and Monitoring and Evaluation of the implementation of the Five-Year Strategic Plan on Gender and Health | Develop, update and analyse information and data on gender and health as inputs for the preparation of progress report and monitoring and evaluation of the implementation of the five-year strategic plan on gender and health | MoWA MOH, LMs DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| 2. Raise public awareness about gender and | Number of awareness-raising programs and number of participants | Strengthen and expand multi-sectoral and inter-sectoral cooperation at the national and | MoWA MOH, LMs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|---|
| <p>health, and empower women and girls to access quality, efficient, and inclusive health services at health facilities</p> | <p>in awareness-raising programs on gender and health</p> | <p>sub-national levels to increase efficiency and effectiveness in response to community health needs</p> <p>Organise educational programs on gender and reproductive health, eye health, nutrition, and communicable and non-communicable diseases, and encourage people, especially women and girls, to access quality, effective and inclusive health care and treatment services at health facilities</p> | <p>DPs CSOs</p> | | | | | | | | |
| | <p>Research report showing the level of developments of knowledge and behaviours of the people in disease prevention and access to social protection programs</p> | <p>Research and conduct impact assessment about people's understanding and corrective behaviour in disease prevention and access to social protection programs to reduce family financial risk</p> | <p>MoWA MOH, LMs DPs CSOs</p> | √ | √ | √ | √ | √ | √ | √ | √ |
| <p>3. Develop the capacity of officials at national and sub-national levels to be responsible for education and widely raising</p> | <p>Number of programs and participants in capacity development programs to be responsible for awareness-raising, leadership and governance</p> | <p>Implement capacity development programs for national and sub-national officials to be responsible for education and information dissemination about gender and health, including leadership and governance, and take advantage of the digital system</p> | <p>MoWA MOH, LMs DPs CSOs</p> | √ | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|---|---|----------------------------|---|---|---|---|---|---|---|
| awareness about gender and health | Number of programs and participants who have received benefits from programs to increase gender and health education, and information dissemination programs (including specifying target groups inclusively) | Strengthen and expand the scope of implementation of programs to increase dissemination widely to remote rural areas | | | | | | | | |
| 4. Promote gender equality and women's empowerment in the process of developing and implementing a social protection framework | Research reports and recommendations for policy and program development designed to support and provide options for promoting gender equality and women's empowerment in the social protection framework | Research into gender gaps, opportunities and options for promoting gender equality and women's empowerment in the social protection framework | MoWA LMs DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | Number of measures, policies and programs within the social protection framework are gender-responsive and inclusive through inputs from MoWA Number of programs and participants in dissemination/educati | Mainstream gender in the development, implementation, and monitoring process for the implementation of a social protection framework to ensure that poor and vulnerable women and girls receive equitable and inclusive benefits Organise information and dissemination and dialogue | MoWA LMs DPs CSOs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|--|--|----------------------------|---|---|---|---|---|---|---|
| | on activities and dialogues relating to gender and social protection | forums to raise awareness and support gender equality and women's empowerment relating to social protection and the inclusive benefits of a social protection framework | | | | | | | | |
| | Internal working groups and mechanisms are in place and the relevant people have received capacity development programs to promote a response to the implementation of the National Social Protection Framework by sector Number of gender-responsive social protection measures highlighted and incorporated within the MoWA' strategy and gender mainstreaming mechanisms at all levels | Organise and strengthen MoWA Working Groups and mechanisms, as well as implement capacity development programs to promote responses to the implementation of the National Social Protection Framework of the strategic areas of Neary Rattanak Develop and implement capacity development programs to promote responses to the implementation of the National Social Protection Framework through gender mainstreaming mechanisms at all levels | MoWA LMs DPs CSOs | √ | √ | √ | √ | √ | √ | √ |

STRATEGY IV. LEGAL PROTECTION FOR WOMEN AND GIRLS

Objective: To promote the protection of rights to reduce all forms of violence against women and girls, especially vulnerable groups, and increase the provision of more effective, quality and timely services to women and girls affected by gender-based violence.

| Key Intervention | Key Performance Indicators | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|---|--|--|--|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Gender mainstreaming in the law-making and implementation process, and in the Legal and the Judicial Reform Program. | <p>Number of new laws, regulations, legal frameworks and policies adopted or amended responding to gender and the needs of vulnerable women and girls in an inclusive manner</p> <p>Number of policy-level discussion forums organised to promote gender in the Legal and Judicial Reform Program, including increasing the number of female judges, prosecutors and lawyers</p> | <p>Participate in the drafting and reviewing of laws, policies, national action plans, guidelines, and regulations, to provide inputs, mainstream gender and protect the interests of vulnerable women and girls</p> <p>Strengthen partnerships with relevant ministries and institutions in legal and judicial reform to promote gender equality and inclusiveness</p> <p>Organise policy-level discussion forums with stakeholders to increase the number of female judges, prosecutors, and lawyers</p> <p>Develop capacity building on gender awareness and gender-based violence for judges, prosecutors, and lawyers</p> | <p>MoWA</p> <p>LMs</p> <p>SNA</p> <p>DPs</p> <p>CSOs</p> | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|--|---|-----------------------------------|---|---|---|---|---|---|---|
| | Number of judges, prosecutors and lawyers who have developed capacity | Prepare and implement capacity development programs on gender awareness and gender-based violence, and child-friendly skills for judges, prosecutors and lawyers | MoWA LMs SNA DPs | | | | | | | |
| 2. Develop and promote the implementation of legal frameworks, policies, and regulations related to the prevention of gender-based violence and the sexual exploitation of women and girls | Number of laws, policies, national action plans, guidelines, and regulations developed, amended and promulgated | Research and draft laws, amendments to laws, policies, national action plans, guidelines, and regulations to protect women and girls from all forms of violence, sexual abuse, human trafficking, exploitation, trafficking, and addicted drug use. | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | Draft Law on the Amendment to the Law on the Prevention of Domestic Violence and the Protection of Victims, 2005 | Implement the roadmap to amend the Law on the Prevention of Domestic Violence and the Protection of Victims Support the process of drafting or amending of the Law on the Prevention of Domestic Violence and the Protection of Victims 2005 | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | National Action Plan to Prevent Violence Against Women 2024-2030 | Develop and disseminate the National Action Plan to Prevent Violence against Women (NAPVAW) 2024-2030 and the National Action Plan | MoWA LMs SNA DPs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|---|--|--|-----------------------------------|---|---|---|---|---|---|---|
| | National Action Plan to Prevent Child Marriage and Adolescent Pregnancy Package of activities and dissemination programs for documents related to the above | to Prevent Child Marriage and Adolescent Pregnancy | CSOs | | | | | | | |
| | Number of judicial police officer agents and service providers at national and sub-national levels have developed capacity | Strengthen the capacity of judicial police officer agents and service providers at both national and sub-national levels on relevant laws, guidelines, standards, regulations and procedures to assist GBV victims, and to protect women and girls from all forms of violence, sexual abuse, human trafficking, exploitation, and illegal drug use | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| 3. Coordinate, support and promote the implementation of the National Action Plan to Prevent Violence Against Women 2024-2030 and national, | Number of meetings held by the Technical Working Group on Gender- Gender-Based Violence (TWGG-GBV) and Multisectoral GBV Working Groups at sub-national level | Regular meetings of the Technical Working Group on Gender-Based Violence and Sub-national Multisectoral GBV Working Groups Coordinate and mobilise resources for the implementation of the NAPVAW, the Operational Plan for Monitoring the | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|---|---|--|--|---|---|---|---|---|---|---|
| <p>regional and sub-regional plans related to combating human trafficking, sexual abuse, sexual exploitation and illegal drug use. Also response mechanisms for multidisciplinary services to assist victims at national and sub-national levels, and monitor and evaluate them effectively and inclusively</p> | <p>Number of reports and meeting minutes of the TWGG-GBV and Multidisciplinary GBV Working Groups at the sub-national level</p> <p>Number of reports of ministries and institutions participating in the implementation of NAPVAW 2024-2030 at national and sub-national levels</p> <p>Number of TWGG-GBV and Multidisciplinary GBV Working Groups at sub-national level who have participated in NAPVAW implementation</p> | <p>implementation of the NAPVAW at both national and sub-national levels, as well as the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy</p> <p>Prepare and share progress reports on the implementation of NAPVAW through the TWGG-GBV and GBV Working Groups</p> <p>Strengthen and expand the TWGG-GBV and Multisectoral Gender-Based Working Group (GBV Working Group)</p> <p>Create capacity-development programs on roles, responsibilities, guidelines, laws, and regulations for the GBV-Working Groups at the sub-national level</p> | | | | | | | | |
| | <p>Number of meetings and workshops organised to cooperate with relevant ministries, institutions and partners in promoting the rights and</p> | <p>Strengthen cooperation with relevant LMs and partners to promote the rights and protection of women migrant workers</p> <p>Organise meetings of the International Cooperation Working Group of the National</p> | <p>MoWA</p> <p>LMs</p> <p>SNA</p> <p>DPs</p> <p>CSOs</p> | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|---|---|---|---|---|---|---|---|---|---|---|
| | <p>protection of women migrant workers</p> <p>Meeting reports on countering trafficking in persons</p> <p>Number of Bilateral or Multilateral MOU on Cooperation in Combating Human Trafficking, especially trafficking in women and children, updated and signed</p> <p>Policies and programs related to migrant workers are gender responsive and inclusive</p> <p>Reports documenting best practices and challenges related to the prevention of violence against women migrant workers have been compiled</p> | <p>Committee for Counter Trafficking and the Cambodian COMMIT Working Group on Combating Human Trafficking, especially relating to women and girls</p> <p>Coordinate, update, and develop bilateral or multilateral memorandums of understanding on cooperation in combating human trafficking, especially in cases involving women and children</p> <p>Participate in formulating and mainstreaming gender in policies and programs to support female migrant workers</p> <p>Study, research, and analyse data on the situation of female migrant workers to form the basis for intervention</p> | | | | | | | | | |
| | <p>Number of multi-services responding to GBV victims</p> <p>Number of counselling rooms for</p> | <p>Strengthen and expand multi-service providers to help GBV victims</p> <p>Strengthen and expand counselling rooms to help GBV</p> | <p>MoWA</p> <p>MOH, MEF</p> <p>LMs</p> <p>SNA</p> | √ | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|
| | <p>GBV victims at national and sub-national levels</p> <p>Number of capacity development programs created and number of participants</p> <p>Number of guidelines on the organisation and functioning of multi-service facilities to assist GBV victims, and guidelines for the process of establishing and operating the multisectoral response working group to GBV</p> | <p>victims at the national and sub-national levels</p> <p>Conduct capacity development programs on minimum standards, guidelines, and regulations for judicial police officer agents, service providers, and the GBV-Working Group and Multi Services Working Group</p> <p>Advocate to increase funding to provide services to assist GBV victims at both national and sub-national levels</p> <p>Develop guidelines for the design and implementation of multi-service facilities to assist GBV victims, and guidelines on the process of establishing and the functioning of the multidisciplinary response working group to GBV</p> | <p>DPs</p> <p>CSOs</p> | | | | | | | |
| | <p>Mid-term evaluation and final evaluation reports on the implementation of NAPVAW published and disseminated</p> | <p>Prepare mid-term and final evaluation on the implementation of NAPVAW 2024-2030</p> | <p>MoWA</p> <p>LMs</p> <p>DPs</p> <p>CSOs</p> | √ | √ | √ | √ | √ | √ | √ |
| | <p>Number of monitoring and evaluation tools</p> | <p>Develop and implement monitoring and evaluation tools for the implementation</p> | <p>MoWA</p> <p>LMs</p> | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|---|--|---|---|---|---|---|---|---|---|--|
| | <p>developed and approved</p> <p>Number of monitoring and evaluation tools for the quality of service delivery and service utilisation</p> | <p>of service standards, in response to GBV, to strengthen monitoring and evaluation of the quality of service delivery</p> <p>Prepare checklists to monitor the quality of service delivery after receiving training on the five-service package</p> <p>Strengthen the implementation of the collection and compilation of types of services provided for GBV against women and girls (in Digital Data Collection format)</p> | <p>SNA</p> <p>DPs</p> <p>CSOs</p> | | | | | | | | |
| | <p>Decreased number of news articles and cases reporting and disseminating inaccurate information in cases of violence against women, which is contrary to the Code of Conduct for journalists and the media</p> <p>Number of programs and participants in the capacity development</p> | <p>Implement programs to promote and monitor the implementation of the Code of Conduct for journalists and media outlets in reporting cases of violence against women</p> <p>Journalism and Media Capacity Development Program to promote the implementation of the Code of Conduct above</p> | <p>MoWA</p> <p>Ministry of Information</p> <p>LMs</p> <p>SNA</p> <p>DPs</p> <p>CSOs</p> | √ | √ | √ | √ | √ | √ | √ | |

| | | | | | | | | | | |
|---|--|--|---|---|---|---|---|---|---|---|
| | programs for journalists, and broadcasts promoting the implementation of the above Code of Conduct | | | | | | | | | |
| 4. Strengthen and expand the implementation of capacity development programs and campaigns to prevent violence against women and girls, and create digital applications for prevention and to provide response services to assist GBV victims | Number of officials qualified as judicial police officers and police officer agents | <p>Update the composition of judicial police officers and judicial police officer agents at both national and sub-national levels</p> <p>Update the Prakas on the Roles and Responsibilities of Judicial Police Officers</p> <p>Collaborate with the Ministry of Interior and the Cambodia Royal Academy of Police to organise capacity development training courses for judicial police officers and judicial police officer agents (including transformation, and the digital training program)</p> <p>Collaborate with the Ministry of Justice to prepare an Inter-Ministerial Prakas on the Qualification of Judicial Police Officers and Judicial Police Officer Agents</p> | MoWA LMs, MOI, MOJ SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | Number of trainers who have received | Organise training of trainers for service providers using five | MoWA LMs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | | |
|--|---|---|--|---|---|---|---|---|---|---|---|
| | <p>training of trainers on response services to GBV for service providers</p> <p>Number of participants and the number of training courses using five training toolkits relating to response services to GBV for service providers</p> | <p>training toolkits on GBV response services</p> <p>Organise training of trainers for relevant service providers using five training toolkits relating to GBV response services (physically and online)</p> | <p>SNA</p> <p>DPs</p> <p>CSOs</p> | | | | | | | | |
| | <p>Number of campaigns and participants in the campaigns to prevent violence against women and girls</p> <p>Number of training courses and forums on the prevention of domestic violence, sexual abuse, human trafficking, exploitation, and the trafficking and use of illicit drugs</p> <p>Number of participants and number of dissemination programs on GBV</p> | <p>Organise national and sub-national campaigns to promote an end to violence against women and girls, and vulnerable groups, inclusively</p> <p>Organise and implement the dissemination programs on the prevention of domestic violence and sexual abuse, the prevention of human trafficking, exploitation, drug trafficking and use (physically and online)</p> <p>Discussion Forum on participating in the prevention of, and response to, GBV via the digital platform</p> <p>Produce IEC materials and videos related to participation</p> | <p>MoWA</p> <p>LMs</p> <p>SNA</p> <p>DPs</p> <p>CSOs</p> | √ | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|--|--|--|-----------------------------------|---|---|---|---|---|---|---|
| | prevention at the sub-national level | in preventing and responding to GBV | | | | | | | | |
| | Number of workshops, and number of participants, on the development of strategies to prevent violence against women using the RESPECT framework | Organise capacity development workshops on developing a strategic framework for preventing violence using the RESPECT framework (Relationship skills strengthened, Empowerment of women, Services ensured, Poverty reduced, Environment made safe, Child and adolescent abuse prevented, Transformed attitudes, beliefs, and norms) | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |
| | Number of digital applications for GBV prevention and response services to help victims of GBV Number of reports on digital applications for GBV prevention and response services to help victims | Promote smart tool apps and autoresponders using Chatbot to support and protect GBV victims Digital data collection and management of cases and service delivery to assist GBV victims (Digital Data Collection on GBV) Implement digital capacity development programs to raise awareness of GBV (E-learning) Organise the collection of relevant documents in the Digital Library (E-Library) | MoWA LMs SNA DPs CSOs | √ | √ | √ | √ | √ | √ | √ |

| | | | | | | | | | | |
|---|--|--|-----------------------------------|--|---|---|---|---|---|---|
| | | <p>Disseminate and Implement service delivery via telephone (Helplines)</p> <p>Develop programs related to participation in preventing and responding to GBV through digital systems</p> <p>Capacity of the technical working groups of MoWA and the PDoWAs to assist victims of gender-based violence and provide physical and online counselling</p> | | | | | | | | |
| 5. Prepare, coordinate, support, and promote the implementation of the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy, and the related Monitoring and Evaluation | National Research Report on Child Marriage and Adolescent Pregnancy, and National Action Plan to Prevent Child Marriage and Adolescent Pregnancy developed and implemented | <p>Conduct National Research on Child Marriage and Adolescent Pregnancy</p> <p>Arrange and mobilise resources to implement the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy</p> | MoWA LMs SNA DPs CSOs | | √ | √ | √ | √ | √ | √ |
| | Mid-term evaluation report on the implementation of the National Action Plan and number of dissemination activities | <p>Conduct a mid-term evaluation of the implementation of the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy</p> <p>Conduct an evaluation of the implementation of the</p> | MoWA LMs SNA DPs CSOs | | | | | | | |

| | | | | | | | | | | | |
|--|---|---|--|--|--|--|--|--|--|--|--|
| | Evaluation Report on the results of the implementation of the National Action Plan to Prevent Child Marriage and Adolescent Pregnancy | National Action Plan to Prevent Child Marriage and Adolescent Pregnancy | | | | | | | | | |
|--|---|---|--|--|--|--|--|--|--|--|--|

STRATEGY V. WOMEN IN LEADERSHIP AND GOVERNANCE

Objective: Promote gender equality and increase the participation of women and girls in decision-making at all levels in the public sector and governance.

| Key Intervention | Key Performance Indicators | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|--|---|--|--|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Strengthen and expand the policy support environment, support mechanisms, and the workplace environment to promote women's participation in leadership and governance at all levels | Number of meetings of Technical Working Groups on Gender-Women in Leadership and Governance (TWGG-WLGs) Key proposals resulting from each meeting as well as progress reports on the implementation of those proposed measures | Conduct quarterly meetings with relevant ministries, institutions, and partners to review progress, and challenges, and to make recommendations for the promotion of women in leadership and governance (TWGG-WLG) | MoWA LMs DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of national forums on leadership and governance Number of campaigns to promote women's leadership Number of proposed measures, policies and programs that | Organise national forums on women in leadership and governance Annual campaigns on women's leadership | MoWA LMs DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | | |
|--|---|--|--|---|---|---|---|---|---|---|---|
| | support women in leadership, raised in annual national forums and campaigns, and number of proposals supported, and responded to, by relevant line ministries and partners | | | | | | | | | | |
| | <p>Number of provinces and programs and measures to promote women in leadership and governance developed and implemented at the sub-national level</p> <p>Number of women and girls and stakeholders (disaggregated by sex), who have participated in, and benefited from, sub-national programs)</p> | Collaborate to provide technical support to the PDoWAs and SNAs to develop and implement women in leadership and governance programs and interventions | MoWA LMs DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|--|---|---|---|---|---|---|---|---|
| | <p>Number of advocacy programs to promote the roles of women in the public sector at all levels and in the Public Administration Reform(PAR) framework</p> <p>Number of regulations, affirmative measures and programs to promote women’s roles in the public sector and in the PAR framework</p> <p>Number of LMs who have designed and implemented gender measures to support an enabling environment for women in leadership</p> | <p>Advocate and strengthen partnerships with LMs to promote and implement policies, regulations and relevant programs to promote the role of women in the public sector at all levels and within the framework of the Public Administration Reform (PAR)</p> <p>Work with male leaders to promote participation and gender transformation to support women in leadership</p> | <p>MoWA LMs, MCS DPs, CSOs Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | <p>Number of regulations prepared to increase the number of women in the public and political sectors</p> | <p>Prepare specific regulations (if needed) to increase the number of, and support for, women in the public and political sectors</p> | <p>MoWA LMs DPs, CSOs Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|---|--|---|---|---|---|---|---|---|
| | <p>Number of research studies to promote women's participation in leadership, especially in sectors where gaps are wide</p> <p>Number of policy dialogue programs to promote women's participation in leadership, especially in sectors where gaps are wide</p> | <p>Research and organise political dialogue programs to promote women's participation in leadership, especially in sectors where gaps are wide (in partnership with research institutions in which this work is part of the Gender Mainstreaming Framework)</p> | <p>MoWA LMs DPs, CSOs Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | <p>Number of specific measures in the strategic plan to increase the number of women in management positions in sub-national administrations implemented</p> | <p>Participate to encourage and support the implementation of the strategic plan to increase the number of women in management positions in sub-national administrations</p> | <p>MoWA LMs NCDDS DPs, CSOs Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|
| | <p>Number of advocacy events and programs and dialogues with political parties to increase the number of women in politics</p> <p>Number of political parties and relevant institutions that have developed gender policies in their organisations</p> | <p>Advocate for, and encourage attention and support for gender programs in political parties and increase the number of women in politics (including incentive programs, capacity development programs and support budgets)</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| <p>2. Strengthen and expand inclusive women's leadership development programs and networks in the public and political sectors</p> | <p>Number of leadership development programs within the framework of the leadership activities of MoWA and the PDoWAs, and in partnership with relevant partners</p> <p>Number of female leaders at national and sub-national levels increased and functioning</p> | <p>Coordinate women's leadership development programs and strengthen women's networks in leadership and governance (within the framework of activities led by MoWA and the PDoWAs and in partnership with relevant partners)</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|---|--|---|---|---|---|---|---|---|
| | Number of women's leadership programs organised at the Royal School of Administration, the National School of Local Administration, and ministries-institutions | Support, organise and develop leadership for women at decision-making levels in ministries, institutions, and SNAs in the art of powerful communication and facilitation skills, as well as other soft and digital skills | MoWA LMs RSA/MCS SNAs DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of training courses and workshops on women's leadership organised at the RSA and NASLA Number of women leaders who attended training courses and seminars at RSA and NASLA | Collaborate with the Royal School of Administration (RSA) and the National School of Local Administration (NASLA) to design and implement women's leadership programs and to increase the number of female civil servants at all levels and female students in general | MoWA LMs RSA/MCS NASLA/MOI DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. Increase public awareness and support for the leadership of women and girls at all levels | Number of programs, methods and tools to increase public awareness and support for the values of women's and girls' leadership | Develop and implement public dissemination programs and campaigns to promote women's roles in leadership at all levels and in all sectors (target groups include young people, policy-makers, ethnic minorities, and those working in media systems such as social media) | MoWA LMs DPs, CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|---|--|--|---|---|---|---|---|---|---|---|
| | <p>Number of digital information content pieces for dissemination relating to women and girls in leadership by sector</p> <p>Number of case studies compiled on the role-model female leaders, especially in sectors where gaps are wide</p> | <p>Develop and disseminate digital information content on women and girls in leadership by sector</p> <p>Develop case studies on the role-model female leaders, especially in sectors where gaps are wide</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | <p>Number of public forums and campaigns to support women's and girls' leadership at all levels</p> | <p>Organise public campaigns, including an International Girls' Day and a Girls' Discussion Forum to increase awareness and support for women's and girls' leadership at all levels</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. Promote girls' leadership through new programs and initiatives in educational institutions and communities (formal and non-formal) | <p>Number of girl-led clubs or networks established and functioning in public and private institutions and communities</p> <p>Number of girls' leadership development programs organised</p> | <p>Lead, facilitate and support the implementation of programs on leadership for young women and girls through the formation and the operation of networks, groups, clubs, and leadership programs in public institutions, educational institutions, the private sector, and communities</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|---|
| | <p>Number of girls who have developed leadership skills</p> <p>Programs and initiatives that promote and support, and the investment of communities, parents, guardians and boys in gender transformation to promote girls' leadership</p> | <p>PDoWA lead the establishment and operation of leadership clubs, groups and networks for young women and girls in the community</p> <p>Develop programs and initiatives to increase the support of communities, parents, guardians and boys for gender transformation to support girls' leadership development</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | <p>Number of girls who have received internships and have volunteered to practise their leadership in social action and the private sector</p> | <p>Lead and facilitate the implementation of girls' internships and voluntary programs for leadership practice in social action and the private sector</p> | <p>MoWA</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

STRATEGY VI. WOMEN AND CLIMATE CHANGE

Objective: Promote the role of women in green development, and the adoption of climate change and disaster management including reducing the negative impact on women, children, and vulnerable groups.

| Strategies | Indicators | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|---|---|---|---|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Expand the policy environment to support women's roles in climate change, green development, and disaster risk reduction, including mainstreaming gender into relevant policies and programs | Policies, programs, and strategic plans related to climate change, green development, and disaster risk reduction are gender-responsive and promote the role of women | <p>Conduct research and studies on the need for women's participation, including the role of women and gender issues in the field of climate change, green development, and disaster risk reduction. Put forward suggestions for policy and program formulations</p> <p>Facilitate technical support and seek advocacy to integrate gender issues into the process of formulating and implementing policies, programs, strategic plans, and relevant priority sectors</p> <p>Collaborate with DPs to develop gender-responsive indicators, monitoring, and evaluation tools on climate change, green development, and disaster risk reduction</p> | <p>MoWA</p> <p>Climate Change Technical Working Group</p> <p>MOE</p> <p>National Committee for Disaster Management</p> <p>SNAs</p> <p>DPs, CSOs</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|--|---|---|---|---|---|---|---|
| | | Organise discussion forums/dialogues and measures to promote policy support in boosting women's role in climate change, green development, and disaster risk reduction | | | | | | | | |
| 2. Strengthen technical capacity to implement the strategic plan on gender and climate change, capacity building for climate change adaptation, green development, and disaster risk reduction | <p>Training documents on gender and climate change, green development, and disaster risk reduction have been prepared and updated</p> <p>Number of direct beneficiaries from capacity-building activities on climate change adaptation, green development, and disaster risk reduction</p> | <p>Prepare and update training manual and tools on gender mainstreaming and analysis relating to climate change, green development, and disaster risk reduction (for policymakers and the public)</p> <p>Develop capacity and expertise related to gender and climate change, green development, and disaster risk reduction</p> | <p>MoWA</p> <p>Climate Change Technical Working Group</p> <p>National Committee for Disaster Management</p> <p>MOE, MOI</p> <p>NCDD</p> <p>Sub-National Administration</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. Promote the role of women, and address the needs of vulnerable women and girls in the context of climate change | <p>Number of specific programs addressing the needs of women and vulnerable groups in the process of responding to climate change and disaster risk reduction (tasks under the coordination</p> | <p>Lead to develop and implement the initiatives to promote the role and needs of women in relation to climate change disaster response and green development</p> <p>Develop women's leadership development</p> | <p>MoWA</p> <p>MOE</p> <p>LMs</p> <p>DPs, CSOs</p> <p>Private sector</p> | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|--|----------------------------|---|---|---|---|---|---|---|
| | and the lead of the MoWA) Number of women's leadership programs and networks in the field related to climate change | and networking programs in the field related to climate change | | | | | | | | |
| 4. Raise awareness about the role of women and gender equality in related climate change agendas | Number of dissemination programs and materials produced and used by the network and partners through the media of MoWA Number of IEC materials on women and climate change produced and used by MoWA media channels | Develop programs to raise awareness and disseminate information through modern technologies and other means to promote the role of women and gender equality in response to climate change, green development, and disaster risk reduction Disseminate the digital content to promote public awareness about the role and needs of women in agendas related to climate change | MoWA LMs DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

SUPPORT STRATEGY: INSTUTIONAL PERFORMANCE DEVELOPMENT AND EFFICIENCY

Objective: Strengthen the governance and modernisation of State institutions to become modern public administration bodies with high capacity, strength, intelligence, and transparency through leadership, especially to ensure the sustainability of the TORs of public administration.

| Key Intervention | Key Performance Indicators | Key activities | Relevant Partners | Duration (2024-2028) | | | | | Resources | |
|--|---|--|-------------------|----------------------|----|----|----|----|-----------|----------|
| | | | | 24 | 25 | 26 | 27 | 28 | National | Partners |
| 1. Implementation of national programs, reforms, and the use of information technology in public administration, human resource development, and innovation to improve the quality of work with discipline, professional ethics, efficiency, and effectiveness | Sub-Decree on the Organisation and Functioning of MoWA prepared and implemented | Revise the structure of the TORs at the national and sub-national levels Disseminate the sub-decree on the organisation and functioning of MoWA | MoWA | ✓ | ✓ | | | | ✓ | |
| | Number of documents describing TORs at national and sub-national levels | Develop the dissemination of TORs relating to subordinate units at both national and sub-national levels | MoWA | ✓ | ✓ | | | | ✓ | |
| | MoWA logo designed and used | Coordinate the design of the ministry's logo | MoWA | ✓ | ✓ | | | | ✓ | |
| | System to store and manage MoWA human resource development | Formulate and manage MoWA human development programs at the national and sub-national levels | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | Facilitate data collection relating to human capital development needs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of leaders and civil servants who have received capacity-building | Develop capacity and skills for civil servants on transformative leadership development and administrative management | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|---|--------------------|---|---|---|---|---|---|---|
| | Number of Annual Congresses and meetings and assemblies to summarise the annual work results | Organise MoWA Annual Congress and meetings to disseminate relevant legal documents | MoWA LMs DPs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of new officers have joined MoWA | Implement a system to recruit civil servants to work with merit, transparency, fairness, inclusiveness, and efficiency | MoWA MCS | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of contracted officers working in MoWA | Facilitate the recruitment of contracted officers to work under contract and deploy them according to skills and subordinate units | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of national and sub-national officials appointed and performed | Implement a system to encourage and support institutional performance in a consistent, equitable, efficient, and sustainable manner through the promotion of ranks, medals, and other means | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of national and sub-national officials appointed and facilitated | Coordinate the operation of the evaluation system, and promote and facilitate the tasks according to the procedures and hierarchy by the legal documents in force | MoWA MCS MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of national and sub-national officials announced to retire | Coordinate and announce the retirement of officers according to seniority and volunteering | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|--|
| 2. Implement a public financial reform program to strengthen institutional efficiency | Joint action plan for each phase of the public financial management reform program, quarterly, semi-annual, and annual achievement report | Coordinate meetings with the Public Financial Management Reform Working Group and relevant departments to develop a joint action plan for each phase | MoWA Public Financial Management (PFM)/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of knowledgeable officers in strategic planning, and budgeting in response to the Neary Rattanak Strategic Plan | Develop the capacity of Ministry-Women's Affairs officials relating to public financial management and budgeting in line with gender-responsive policies | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Budget Strategy Book and Annual Expenditure Plan prepared | Coordinate the preparation of the strategic budget plan and annual budget expenditure plan | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | State Asset Inventory (SARMIS) prepared | Prepare the State Asset Inventory through the State Asset Register Management Information System (SARMIS) | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of knowledgeable officers and the use of information technology in Public Financial Management (FMIS) and Information Technology | Participate in the capacity development program of the Ministry of Economy and Finance relating to the Public Financial Management Information System (FMIS) and SARMIS | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

| | | | | | | | | | | |
|---|---|---|------------------------|---|---|---|---|---|---|--|
| | Management Systems (SARMIS) | | | | | | | | | |
| | Number of auditors receiving capacity development | Develop the capacity of auditors relating to guidelines for internal audit procedures, information technology audits, and performance audits by financial procedures | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of officials trained from the ministry and Department of Women's Affairs | Provide training for MoWA in knowledge guidelines relating to internal audit procedures, information technology audits, and performance audits, in accordance with financial procedures | MoWA PFM/MEF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Internal audit plan based on risk, and audit resources prepared and implemented | Develop an internal audit plan based on risk and audit resources | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of Internal Audit and Inspection Reports | Conduct internal audits and inspections | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3. Implement decentralisation and de-concentration reform programs to strengthen institutional efficiency | Guidelines published and disseminated on the implementation and the functioning of women's affairs, conducted by the Office of Social Affairs and Social Welfare in cities, districts and Khans | Complete the guidelines relating to the performance of the TORs relating to women's affairs for the Office of Social Affairs and Social Welfare in districts | MoWA NCD DS SNAs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

| | | | | | | | | | | |
|---|--|--|-------------------------------|---|---|---|---|---|---|---|
| | Number of provinces monitored for the implementation of functions transferred to the sub-national administration | Monitor the implementation of functions transferred to municipal, district, and khan administrations and sub-national administrations | MoWA NCD DS SNAs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of new functions studied and transferred to the sub-national administration | Study the possibility of transferring new functions to the sub-national administration | MoWA NCD DS SNAs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4. Expand the implementation of the family and work-life balance program and gender-friendly environment in the workplace in institutions and subordinate units | Annual number of infants and children receiving services from the Nursery Program Number of new measures that respond to the balance of family life and work in the institution | Expand and develop early childcare programs for officers and women to provide opportunities and time to fulfil their roles and responsibilities more effectively | MoWA LMs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Disseminate and implement measures to prevent negative gender stereotyping in the organisation | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| | Develop programs to encourage and connect with retired officers | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | | |
| | Develop and implement new measures that respond to the balance of family life and work in the organisation | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | | |
| 5. Strengthen the system of planning, statistics, and evaluation system based on work results | Statistical planning, monitoring, and evaluation system based on work results | Update the system of planning, statistics, monitoring, and evaluation based on the results in accordance with the policy of | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |

| | | | | | | | | | | |
|---------------------------|---|---|------|---|---|---|---|---|---|---|
| monitoring and evaluation | strengthened with quality and efficiency | the Royal Government with quality and efficiency | | | | | | | | |
| | | Establish and operate a working group to monitor and evaluate the implementation of the ministry's strategic plan | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | Development capacity on M&E among the working group Workshop on monitoring and orientation relating to the implementation of the ministry's strategic plan | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Inputs related to the promotion of gender equality and women's empowerment are included in strategic development plans, programs, and goals for sustainable development in Cambodia | Facilitate the preparation of input indicators for the ministry's strategy and strategic development plans | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| | | Organise achievements related to the promotion of gender equality and the empowerment of women in the implementation of the National Strategic Development Plan | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| | | International Conference on Population and Development (ICPD) Action Plan (2024-2030) | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| | | Cambodian Sustainable Development Goals (CSDGs), Volunteer National Report (VNR), and Development Policies | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | | |

| | | | | | | | | | | |
|--|---|---|------|---|---|---|---|---|---|---|
| | | Coordinate the preparation of performance indicators for the implementation of the ministry's Pentagon strategy | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | Prepare a three-year rolling public investment program related to the promotion of gender equality and women's empowerment through digital technology | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of officers receiving capacity development | Develop capacity in compiling and launching gender statistics books | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Key Gender Statistics collected, compiled, printed, published, and launched | Update leaflets and books on key gender statistics in Cambodia, at both national and sub-national levels, conduct dissemination, and launch | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of mid-term and end-of-term progress reports | Lead and coordinate M&E relating to the implementation of the MoWA strategic plan | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | Coordinate the preparation of progress reports on the implementation of the MoWA strategic plan | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |

| | | | | | | | | | | |
|--|--|--|------|---|---|---|---|---|---|---|
| | Number of inspections, monitoring and evaluation of the implementation of agreements and MoUs | Strengthen monitoring and evaluation of the implementation of agreements and memorandums of understanding signed | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of localised action plan documents and national action plans relating to Women for Peace and Security | Facilitate the development of a monitoring and evaluation framework for the implementation of the National Action Plan on Women for Peace and Security | MoWA | | | ✓ | | | ✓ | ✓ |
| 6. Strengthen the capacity and mechanisms at the national and sub-national levels to coordinate, communicate and manage information through digital technology and in accordance with the social context | MoWA Public Relations Strategy Number of educational programs and materials produced | Develop and implement MoWA Public Relations Strategy Study, research, compile, and develop the Neary Rattanak newsletter, short video, poster, and educational messages and disseminate on social media and digitally | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of members accessing MoWA's social media and digital pages has increased (Facebook, YouTube, Instagram, TikTok, Telegram Chanel, Website) | Operate MoWA's social and digital media to disseminate information, events, and key news about MoWA and the PDoWAs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of digital campaigns | Facilitate the educational digitalisation programs of MoWA and the PDoWAs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | | |
|--|---|---|---------------------------------------|---|---|---|---|---|---|---|---|
| | Number of training courses on digital and information technology | | | | | | | | | | |
| | Making response information available to the public more efficiently and in a timely manner | Support MoWA spokesperson through a quick reaction team in public communication, and regular response to media and press needs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 7. Prepare and coordinate the National Action Plan on Women for Peace and Security to promote the implementation of the Agenda focusing on Women for Peace and Security from the ASEAN region to the national and sub-national levels. Also to strengthen mechanisms for expanding national, regional, and global cooperation, partnerships with relevant ministries and institutions, | Number of examples of national, regional, and global cooperation in the empowerment of women and the protection of the rights of women and children facilitated, organised, and implemented | Coordinate, prepare, and implement the Strategic Plan of the ASEAN Committee on Women (ACW) and the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC) | MoWA DPs CSOs Private Sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of ASEAN Ministerial Meetings on Women (AMMW) attended | Participation in the ASEAN Ministerial Meeting on Women (AMMW) | MoWA LMs ASEAN members | ✓ | | | ✓ | | ✓ | ✓ | |
| | Number of collaborations of specialised departments in providing input to international documents related to women's affairs | Strengthen cooperation with specialised departments in providing input on international documents related to women's affairs | MoWA DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of national reports prepared | Strengthen cooperation with specialised departments in | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|---|--|---------------------------------------|---|---|---|---|---|---|---|
| DPs and the private sector to promote and protect the rights of women and children | related to women's affairs and gender equality | preparing national reports on women's affairs and gender equality in line with the State's obligation to share in relevant international events and meetings | DPs | | | | | | | |
| | National Action Plan on WPS approved and launched | Coordinate and lead the consultation team to prepare the National Action Plan for Women for Peace and Security (WPS) Conduct consultative workshops on the National Action Plan for WPS | MoWA LMs DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of agendas on Women, Peace and Security (WPS) disseminated | Disseminate the agenda for WPS to national and sub-national officials and implement the Regional Action Plan and the National Action Plan on WPS | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of agreements and memorandums of understanding signed by MoWA | Examine and facilitate the preparation of application documents, and the signing ceremony of agreements and memorandums of understanding (MOUs) | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of meetings to monitor the implementation of agreements and MOUs | Lead a meeting to monitor the implementation of agreements and MoUs between MoWA and relevant partners | MoWA DPs CSOs Private sector | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|---|--|---|---------------------|---|---|---|---|---|---|---|
| | Number of letters of support provided for relevant partners (national and international) | Facilitate the provision of letters of support to DPs to extend the mandate or sign an MOU with the Ministry of Foreign Affairs and International Cooperation | MoWA DPs CSOs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | Number of training courses and workshops organised | Conduct capacity development on international relations work and Memorandums of Understanding | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 8. Strengthen the capacity and efficiency of the institution to respond inclusively and equitably in implementing the Neary Rattanak VI – leave no-one behind | Number of meetings held Strategic framework and tools to respond to inclusive issues of vulnerable women and girls in units and departments | Conduct Working Group Meetings in response to vulnerable women and girls Develop and promote the implementation of the strategic framework of the working group, and the inclusive and equitable response tools in the units and departments | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of female civil servants with disabilities and in all decision-making levels by sector | Promote the implementation of recruitment principles and support the recruitment of officials with disabilities Strengthen and expand the policy support environment, support mechanisms, and the workplace environment to promote the participation of women with disabilities as leaders in all fields | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|--|--|---|--------------|---|---|---|---|---|---|---|
| | Number of specific measures that respond to the implementation of the National Strategic Plan on Gender Disability | Develop and implement mechanisms and measures to integrate disability issues into the work of specialised units and departments | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Number of gender capacity-building programs and issues addressed for women and girls with disabilities | Develop capacity on gender and the issues of women and girls with disabilities in order to implement strategies to promote gender equality in disability and the empowerment of women and girls with disabilities and in response to new evolutions | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 9. Digital institutionalisation in the national and sub-national institutional framework, including institutional support for digital modernisation in day-to-day operations and | Digital work teams and specialised units created in accordance with the needs and scope of work | Establish specific mechanisms and units for digital transformation in ministries and Departments of Women's Affairs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Develop MoWA digital transformation action plan and programs | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Prepare and implement an MOU between the Ministry of Post and Telecommunications (MPTC) and MOWA on cooperation to establish a | MoWA MPTC | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| | | | | | | | | | | |
|-------------------------|---|---|------|---|---|---|---|---|---|---|
| public service delivery | | document verification nursery verify.gov.kh Prepare infrastructure and internet connection and digital capacity building | | | | | | | | |
| | Number of units digitalised on educational programs, number of digital programs created and implemented Number of training courses conducted | Facilitate the preparation and implementation of digital capacity development programs to implement the functions and services of each department, unit, and department Develop digital capabilities Update of the software and hardware data of MoWA | MoWA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

PART VI:

IMPLEMENTATION, MONITORING AND EVALUATION MECHANISMS

ANNUAL WORK PLAN AND BUDGET

Based on the Neary Rattanak VI, MoWA, in partnership with relevant ministries/institutions and DPs, will develop the Budget Strategic Plan (BSP) and the annual work plan. This will be in accordance with its mandate and duties defined by law, which specify its units, and the departments that will lead each activity, along with specific partners. This will be done through partnerships within the framework of the TWG-G, cooperation and relevant partners.

The preparation of the annual work plan will be conducted at the beginning and end of each year, based on the NRVI priorities, and will be updated to respond to other relevant policies and programs and in keeping with the evolution of the society.

Following the guidelines of the Public Financial Management Reform Program, each unit of MoWA develops a strategic budget plan in line with the Performance Budget principle by selecting and prioritising key performance indicators identified in the Action Plan (Section VI of this strategic plan). The selection and prioritisation of key performance indicators need to be completed in response to MoWA's obligations to prepare an [annual] progress report on the implementation of the Pentagonal Strategy-Phase I, which is included in the Royal Government's Monitoring and Evaluation Framework. In response to this, each department and unit must expand its performance data recording and management system. MoWA also needs to be modernised through technology and digital systems to strengthen the result data management system, and the performance of each unit.

MoWA will organise an annual congress and regular meetings to review progress across strategic areas according to its ability.

MONITORING AND FOLLOW UP

Based on the indicators in this strategic plan, the annual work plan and annual report, and, in partnership with line ministries/institutions, MoWA will review the medium and long-term progress of Neary Rattanak VI. This work is an important tool for the orientation and revision of measures and for orienting and revising implementation, especially to strengthen the evidence-base to present to the Royal Government and the public on the achievements of the ministry and to participate in the implementation of the Pentagonal Strategy-Phase 1 of the Royal Government.

MoWA, the Cambodian National Council for Women (CNCW), and the Technical Working Group on Gender (TWG-G) will regularly coordinate the preparation of progress reports on the promotion of gender equality and gender mainstreaming to share with relevant ministries/institutions and sub-national levels, as well as with DPs. Monitoring and follow-up of the progress of the Neary Rattanak VI implementation will be included in those reports.

EVALUATION

To track the effectiveness and efficiency of the Neary Rattanak VI implementation, MoWA will carry out a mid-term evaluation and organise a national congress. All relevant stakeholders will participate in evaluating the achievements, and in proposing future directions for the remaining period.

A National Congress to wrap-up the overall outcomes of the Neary Rattanak VI implementation will be held at the end of its term, with relevant implementing agencies and partners participating to bring the results and positive impacts of the strategic plan, to a close. By updating and reviewing achievements towards the targets of key indicators relating to the promotion of gender equality and women's empowerment, the key areas that can be verified will be reviewed.

MoWA will establish a Monitoring and Evaluation (M&E) Working Group and develop a monitoring and evaluation framework for the Neary Rattanak VI, which outlines the roles of MoWA and relevant ministries/institutions. In this context, once introduced for implementation, the M&E framework is a crucial approach of the Neary Rattanak VI to strengthen MoWA's institution in order to support the process and system of M&E, and, in particular, to promote results-based management systems and capacity development and efficiency. Baseline studies and specific targets of Neary Rattanak VI indicators in MoWA's five-year action plan need to be taken into account and included in this M&E framework.

Key Monitoring and Evaluation Indicators 2024 – 2028

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|--|--|--------|------|------|------|------|------|------|------------------|-------------|
| 1. Gender Mainstreaming Framework | | | | | | | | | | |
| 1 | National Policy on Gender Equality approved by the Royal Government | Number | | 1 | | | | | Policy documents | MoWA |
| 2 | National laws, policies and reform programs to promote gender equality and women's empowerment | Number | 73 | 78 | 83 | 88 | 93 | 98 | MoWA | MoWA |
| 3 | Ministries and institutions Implemented Gender Responsive Budgeting (GRB) Program | Number | | | 3 | 4 | 5 | 6 | MoWA | MoWA |
| 4 | Ministries and institutions monitored and evaluated the implementation of gender-responsive programs and budgets | Number | | | 3 | 4 | 5 | 6 | MoWA | MoWA |
| 5 | Gender Audit Reports developed | Number | 0 | 0 | 0 | 0 | 1 | 1 | MoWA | MoWA |
| 6 | Sectoral Gender Situation Study | Number | | 3 | 6 | 6 | 6 | 6 | MoWA | MoWA |
| 7 | National Forum and Policy Dialogue on Promoting Gender Equality and Women's Empowerment by sector | Number | 2 | 4 | 5 | 5 | 5 | 5 | MoWA | MoWA |
| 8 | Number of national programs and campaigns to promote | Number | 2 | 4 | 6 | 8 | 10 | 12 | MoWA | MoWA |

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|--|--|--------|------|-------|-------|-------|------|------|-----------------|-------------|
| | gender equality and the rights of women and girls | | | | | | | | | |
| 9 | Percentage of students enrolled in STEM Training Program | % | 31.5 | 32.00 | 32.15 | 32.50 | 32.7 | 33 | Congress Report | MOEYS |
| 10 | National Plan for Women, Peace and Security approved and operational | Number | 0 | 0 | 1 | 1 | 1 | 1 | MoWA | MoWA |
| 2. Women's Economic Empowerment | | | | | | | | | | |
| 11 | Number of specific programs and activities in the development of women's entrepreneurship and business | Number | 5 | 6 | 7 | 8 | 8 | 8 | MoWA | MoWA |
| 12 | Percentage of adult women accessing financial services | % | 52 | 54 | 55 | 56 | 57 | 58 | NBC | NBC |
| 13 | Percentage of women representing business owners | % | 69 | | | | 73 | | Economic census | NIS |
| 14 | Number of outstanding Cambodian women entrepreneurs and regional and international awards received | Number | 48 | 60 | 70 | 80 | 90 | 100 | Report | CAM WEN |
| 15 | Number of legal and policy measures addressing and recognizing the (family-life-work balance domestic work and unpaid care work) and promote greater access to decent work for women | Number | 10 | 11 | 12 | 13 | 14 | 15 | MoWA | MoWA |
| 16 | Rate of employed women aged 15-64 years old by economic sector | | | | | | | | | |

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|---|---|--------|------|------|------|------|------|------|---------------------------------------|---------------------------------------|
| | Agriculture | % | 38.3 | | | | | | Cambodia Socio-Economic Survey Report | Cambodia Socio-Economic Survey Report |
| | Industry | % | 24.3 | | | | | | | |
| | Service sector | % | 37.5 | | | | | | | |
| 17 | Wage rates for women aged 15-64 years participating in the labor force, classified by economic sector | | | | | | | | | |
| | Agriculture | % | 35.4 | | | | | | Cambodia Socio-Economic Survey Report | Cambodia Socio-Economic Survey Report |
| | Industry | % | 26.1 | | | | | | | |
| | Service sector | % | 38.6 | | | | | | | |
| 18 | Women Development Center with improved function diversification | Number | 7 | 8 | 11 | 12 | 13 | 14 | MoWA | MoWA |
| 19 | Financial Inclusion Strategy for Women developed and in place for implementation | Number | | 1 | | | | | MoWA | |
| 20 | Care Economy Plan for Women and Family approved | Number | 0 | | 1 | | | | MoWA | MoWA |
| 21 | Women Entrepreneur Development Center officially launched | Number | | | 1 | | | | MoWA | |
| 3. Promoting Social, Women and Family Values | | | | | | | | | | |
| 22 | Roadmap to cultivate habits of moral, virtuous and decent behaviors and respect for laws and discipline developed | | | 1 | | | | | National Committee | National Committee |

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|---|---|--------|-------|------|------|------|------|------|-----------------------|--------------------|
| 23 | National Strategic Plan to Promote Social Morality and Values of Cambodian Women and Family developed | Number | | 1 | | | | | National Committee | National Committee |
| 24 | Number of creches established and used by ministries, institutions and private sector | Number | 02 | 04 | 06 | 08 | 10 | 12 | Neary Rattanak 6 | MoWA |
| 25 | Number of target provinces implementing positive parenting programs in the community | Number | 9 | 9 | 10 | 10 | 12 | 12 | Annual Summary Report | MoWA |
| 4. Promoting Well-Being of Women and Girls | | | | | | | | | | |
| 26 | Proportion of women aged 20-who 24 were married or living together before the age of 18 | % | 14, 9 | | | | 13 | | /CensusCD HS | Census/CD HS |
| 27 | Maternal mortality rate per live births 100,000 | % | 154 | | | 125 | | | CDHS | CDHS |
| 28 | Proportion of women in reproductive age (15-49 years) using modern contraception methods | % | 45 | | | 55 | | | CDHS | CDHS |
| 29 | Proportion of adolescent women aged 15-19 with pregnancy | % | 48 | | | 35 | | | CDHS | CDHS |
| 30 | Proportion of women aged 15-19 with wasting | % | 29 | | | 20 | | | CDHS | CDHS |
| 31 | Proportion of women aged 20-49 with wasting | % | 7 | | | 5 | | | CDHS | CDHS |

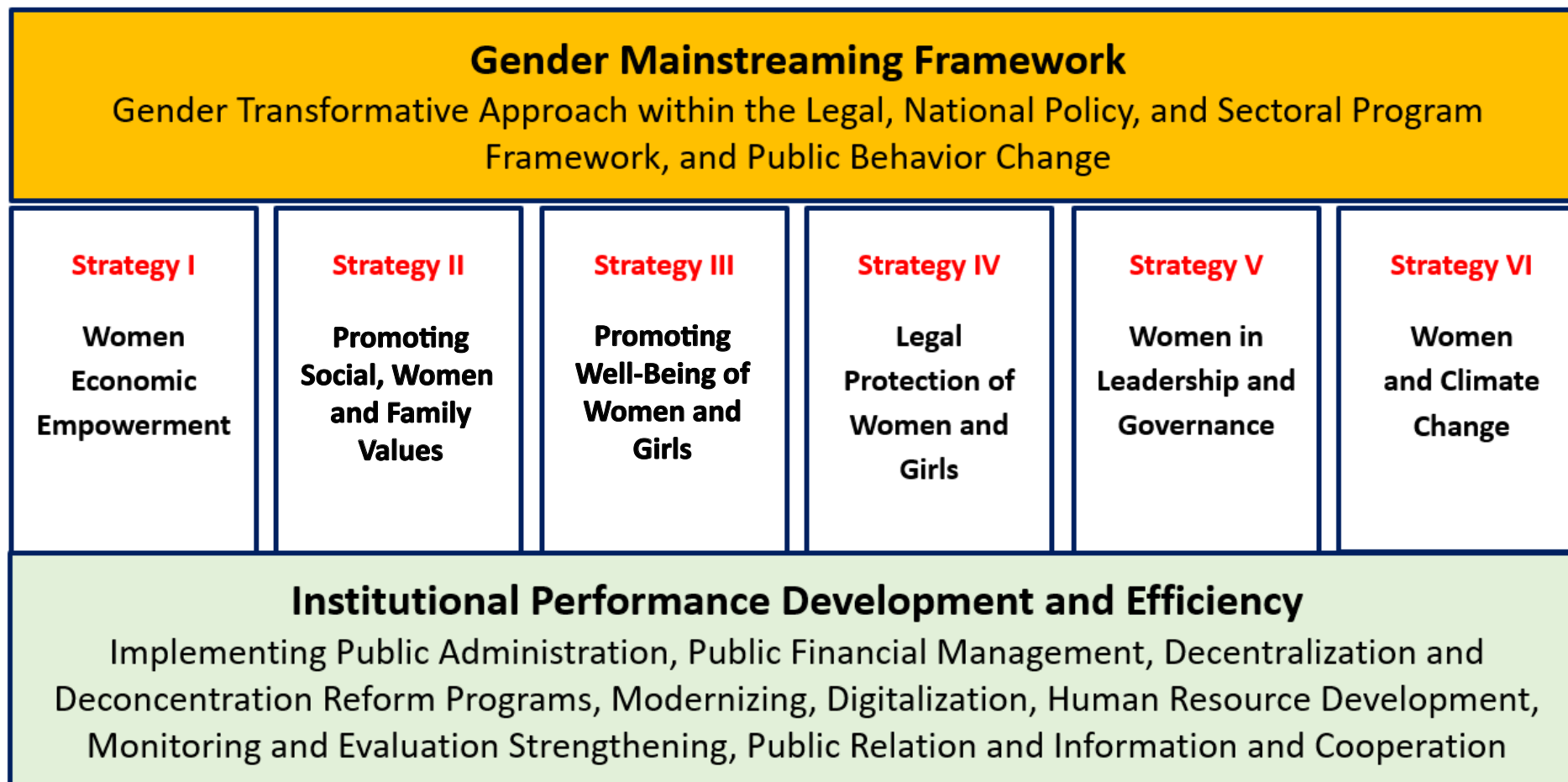
| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|--|--|--------|------|------|------|------|------|------|-------------|-------------|
| 32 | Babies aged to 5 months old 0 exclusively breastfed | % | 51 | | | 65 | | | CDHS | CDHS |
| 33 | Proportion of women in reproductive age (15-49 years old) who need family planning services are satisfied with modern contraception methods | % | 74 | | | 77 | | 77 | CDHS | CDHS |
| 34 | Proportion of women aged 30-49 years old who have been screened for cervical cancer at least once | % | 12 | | | 14 | | 16 | CDHS | CDHS |
| 35 | The number of laws, policies, plans and legal regulations that ensure that all women have access to information, education and sexual and reproductive health services | Number | 15 | 16 | 17 | 18 | 19 | 20 | MoWA MOH | MoWA MOH |
| 36 | Proportion of women aged 15-49 screened for breast cancer | % | 11 | | | 20 | | | CDHS | CDHS |
| 37 | Proportion of women aged 15-49 screened for cervical cancer | % | 15 | | | 25 | | | CDHS | CDHS |
| 38 | Prevalence of two-eyed blindness in women over 50 years old | % | 3, 2 | | | 2.5 | | | RAAB | RAAB |
| 39 | Number of measures, policies and programs receiving inputs from the MoWA that respond to the National Social Protection Framework | Number | | | 1 | 1 | 1 | 1 | MoWA | MoWA |
| 5. Legal Protection for Women and Girls | | | | | | | | | | |

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|---------------------------|--|--------|------|------|------|------|------|------|------------------|-------------|
| 40 | Number of one stop service unit responding to victims of gender-based violence | Number | 06 | 08 | 10 | 12 | 14 | 16 | Neary Rattanak 6 | MoWA |
| 41 | Proportion of ever-partnered women and girls aged years15 and older subjected to, physical sexual or psychological violence from acurrent or former intimate partner | % | 21 | | | 18 | | | Report | CDHS |
| 42 | National Action Plan to Prevent Violence Against Women approved and in place for implementation | Number | 3 | | 4 | | | 4 | TWG-G/GBV | TWG-G/GBV |
| 43 | Campaigns to end violence against women | Number | 2 | 4 | 6 | 8 | 10 | 12 | MoWA | MoWA |
| 44 | Number of campaigns on impact of domestic violence and sexual exploitation, human trafficking and prevention of use and distribution of addicted drugs online and physically | Number | 12 | 24 | 36 | 48 | 60 | 71 | MoWA | MoWA |
| 45 | Number of Guidelines on Multisectoral Services to help victims of gender-based violence that respond to multisectoral working group and service mapping | Number | 0 | 1 | | 3 | | 5 | MoWA | MoWA |
| 46 | Number of national research studies on Young, Forced Marriage | Number | 0 | 1 | | | | 2 | MoWA | MoWA |

| Strategies/Key Indicators | | Unit | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | References | Data source |
|--|---|--------|-------|-------|------|------|------|------|----------------------------|----------------------------|
| 47 | Number of National Action Plans to Prevent Young Marriage and Pregnancy | Number | 0 | 0 | 1 | | | | MoWA | MoWA |
| 48 | Law on Prevention of Domestic Violence and Protection of victims amended and applied | Number | | | 1 | | | | TWG-G/GBV | TWG-G/GBV |
| 49 | Number of multisectoral response-based teams to combat gender violence | Number | 10 | 13 | 18 | 20 | 22 | 25 | MoWA | MoWA |
| 6. Women in Leadership and Governance | | | | | | | | | | |
| 50 | Proportion of women in the Senate | % | 16.13 | 17.74 | | | | 20 | Election results | Election results |
| 51 | Proportion of women in the National Assembly | % | 13.6 | | | | | 25 | Election results | |
| 52 | Proportion of female members of Commune/Sangkat Councils | % | 22 | | | | 25 | | Election results | NEC |
| 53 | Proportion of women in management positions in the public sector (from Director General level to Vice Chief Office) | % | 27 | 28 | 29 | 30 | 31 | 31 | Ministry of Public Service | Ministry of Public Service |

Diagram of “Neary Rattanak VI Strategic Plan” 2024-2028

Strategic Plan for Promoting Gender Equality and Empowering Women and Girls



GLOSSARY

Terminology used in the Neary Rattanak Strategic Plan 2024-2028 is defined as follows:

| | |
|------------------------------------|--|
| Gender Transformative | Refers to gender mainstreaming approach that emphasises additional considerations when evaluating activities, in response to changes towards reducing gender gaps by sector, role and gender relations. This includes responding to the strategic needs of men and women and marginalised groups in order to contribute to long-term structural change, achieving sustainability in society and gender equality. Gender transformation is the third stage of gender mainstreaming approach in which the first stage is raising gender awareness, and the second stage is promoting gender responsiveness. |
| Gender Situation in Sector | Refers to progress, challenges, gaps and opportunities regarding the promotion of gender equality and women’s empowerment in the sector. |
| Gender Dividend | Refers to potential economic growth which may result from investments in women and girls. The main idea is that, because gender inequality has a negative impact on women and girls in their lifetime, a reduction in gender inequality can have a positive outcome. It also has a lot of economic benefits, many arising from the reduction of gender inequality. So gender dividends called the ‘business case’ for gender equality that overrides the negative impact of gender inequality on human capital, will bring strong economic growth to human capital and the productivity of the labour force. |
| Gender Equality | Refers to the equal rights, responsibilities and opportunities of women, men, girls and boys. In this sense, gender equality refers to the guarantee of non-discriminatory measures on the basis of sex, in order for women, men, girls and boys to have the same opportunities, values, resources and benefits in the family, community, institutions and society as a whole. |
| Gender Equity | Refers to measures, principles and means that enable or give an opportunity to individuals or any groups to reduce gaps and realise real gender equality. |
| Gender Responsive | Refers to attention, consideration and solutions to gender inequality in all stages and in all parts of any processes or tasks or institutions. For example, gender responsive policy refers to any policy that considers and addresses gender inequality in the preparation phase, through gender analysis, and specific measures to respond to gender inequality in the various sectors within that policy framework, and the identification of resources for implementation. |
| Gender Equality Investment | Refers to the introduction of specific measures to create and increase public expenditure on gender equality, as well as monitoring and analysing the impact of public spending on gender inequality through gender-responsive budgeting programs. |
| Gender Responsive Budgeting | Refers to methods for the preparation and implementation of budgets that respond to needs and that address gender gaps in sectors, institutions or communities. |
| Gender mainstreaming | Refers to strategies, methods and measures that are responsive to gender inequality in sectoral policies, programs, regulations, institutions, communities and families, etc. |
| Gender-Based Violence | Refers to direct violence against women and vulnerable groups, taking place because they are female, or gender attitudes, and that have a varying severity of |

| | |
|-------------------------------------|--|
| | impact. This violence includes any activities that cause bodily injury, psychological or sexual harm, or that inflict pain or threats with coercion and deprivation of liberty, etc. |
| Gender Stereotype or Mindset | Refers to the mindsets of a society, community, family or an individual that divide labour, authority, or responsibilities to an individual based solely on the sex or gender of that person. |
| Gender Analyses | Refers to the analysis of roots and the effects of gender inequality in a society by sector and organisation. |
| Gender Impact | Refers to the type and extent of negative impacts arising from gender inequality on a society, sector, or institution, and within the family. |
| Gender Audit | Refers to the tools and methods for monitoring and assessing progress, challenges, gaps, opportunities and recommendations for promoting gender equality in an organisation or sector by comparing the commitment and policy of the organisation or sector with the actual situation. |
| Gender Gap | Refers to the size or the extent of differences and entitlement to rights, values, benefits or representation of any gender group in a society, community, organisation, or family, and by sector. This gap arises from biological and social factors that hinders access to rights, values, benefits and full representation. |
| Gender Inequality | Refers to discriminatory attitudes and behaviours towards any gender and the problems or gaps between men, women, sons and daughters that occur in society, the community, institutions and families. |
| Gender Statistics | Refers to the statistics that reflect differences and inequalities in the status of women, men and vulnerable groups in all sectors and at all levels. |
| Sex-Disaggregated Data | Refers to the establishment of a data collection and management system of an institution and organisation that are clearly divided by the sex of the target group, beneficiaries and supervisors, by category and section. Sex-Disaggregated Data is an important part of the formulation of gender statistics by sector and institution or organisation. |
| Women's Empowerment | Refers to measures to increase capacity, develop potential and protect the interests of women. |
| Inclusion | Refers to the inclusion of attention and response to all target groups in society, institutions and families, aiming 'not to leave anyone behind' for vulnerable and marginalised groups in society, including people with disabilities, LGBTQI, indigenous peoples, children, women, old people, etc. |
| Work-Life Balance | Refers to institutional and State measures to support staff and families with the goal of balancing the quality of work and the quality of life. This includes consideration and responses to issues, maternity and paternity leave, family leave, and childcare arrangements with workplaces that are flexible, based on the needs of the staff and their families. |
| Gender Institutionalisation | Refers to the process of achieving gender equality in institutions. This process is carried out in a systematic way and in the formal structure of the institution and each subordinate unit. This includes practices within the institution's human resource management, planning and budgeting, communication and information, service delivery to its target group and monitoring and evaluation. |

| | |
|-----------------------------|--|
| Digitalisation | Refers to the adjustment process of governance, institution or work conduct so that it is rendered more efficient by applying digital technology and data in digital form. |
| Gender Media Content | Refers to news content responding to changes in negative social behaviours and attitudes and those of the general public, leading to the promotion of gender equality and intensifying women's empowerment. In an age in which social media and digital systems play an increasingly important role in advertising and other tasks in daily life, the gender news content needs to be developed and engaging to attract the attention of the general public to ensure that social media and the online world can positively participate in changing negative attitudes and cultivating positive attitudes to promote gender equality in society. |



Acknowledge to the partners for the contribution and support in the development, publication and dissemination of the Neary Rattanak VI Strategic Plan





ក្រសួងស្ត្រីកម្ពុជា
MINISTRY OF WOMEN'S AFFAIRS

Ministry of Women's Affairs of Cambodia

**Address: Trung Moan Street, Phum Domnak Thom III,
Stung Meanchey, Phnom Penh, Kingdom of Cambodia**

Email: info@mowa.gov.kh

Website: www.mowa.gov.kh

Facebook: www.facebook.com/mowa.gov.kh

