

Cambodia Guideline for Equity Focused and Gender Responsive Evaluation (EFGRE) of Policies and Programmes



Cambodia
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Foreword

The Royal Government of Cambodia has long recognized that gender equality and social equity are intrinsically linked to inclusive and sustainable development. Over the past few decades, the RGC has made a strong commitment to advance women's rights, fight gender discrimination, and improve women's access to health, education and economic life. In addition to the Constitution framework, numerous policies, regulations and strategic documents have been developed to provide strategic direction, define the scope, process, and institutional arrangements, and guide the various government actions aiming at promoting gender equality and social equity. Implementation of these strategies and plans has registered significant achievements. These include, for example, increased women's access to education and employment, improved women's health, and narrowing gender gaps at all levels of society. Along with this progress, the RGC continues to formulate and implement new interventions to further advance gender equality and social equity.

Perhaps one of the most effective approaches to support the RGC's efforts to achieve this cause is through sound evaluations of the various policies and programs of the government. In fact, the role of evaluation in contributing to the success in the program and policy implementations has been well recognized by the RGC. This is evidenced by the various initiatives to monitor and evaluate policies and programs launched over the past decade. One such recent initiative is the development of the Monitoring and Evaluation for NSDP Implementation System (MENI) Orientation Guidelines, which was led and coordinated by the Ministry of Planning.

As far as gender and equity is concerned, this guideline has been designed to supplement and operationalize this MENI document by incorporating gender responsive and equity focused aspects in conducting evaluations of CSDGs. Its chief aim is to enhance national policies and programs to achieve equitable and gender-responsive results. The use of this guideline is also expected to produce uniformity in gender responsive and equity focused evaluation functions and processes.

We hope that this guideline will help render development process in Cambodia even more systematic. We would like to extend our sincere appreciation to various government ministries, development partners and evaluation associations for their contribution to the preparation of this important document. In particular, we wish to thank IOCE (International Organization for Cooperation in Evaluation), EvalPartners, UN Women under "No One Left Behind" initiative, and Cambodian Evaluation Society (CamES) for their financial and technical support to this project. Thanks also go to several members of the National M&E Working Group of the Cambodian government and CamES as well as specialists from several UN agencies who have contributed immensely to make possible this guideline.

Acknowledgements

The preparation of this guideline benefited immensely from the contribution of several persons and institutions. In other words, this tool is a result of the sharing of technical knowledge, experiences and perspectives of various practitioners and experts in monitoring and evaluation, in particular the participants of the Training Workshop on the Development of Equity Focused and Gender Responsive Evaluation Guideline for Cambodia which was held in August 2016. It will have a significant positive impact on the development process in Cambodia, in particular in the advancement of gender equality and social equality.

Special thanks are extended to the persons who collaborated and provide inputs in the preparation and formulation of this document: H.E Theng Pagnathun and H.E Poch Sovannady of the Ministry of Planning. Sincere appreciation is also extended to the persons who provided inputs to the draft document: Neak Samsen and Chunly Serey Vichet from Cambodian Evaluation Society.

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Acronyms

BPfA	Beijing Platform for Action for the Promotion of the Status of Women
CES	Cambodia Evaluation Society
CEDAW	United Nations Convention on the Elimination of all Forms of Discrimination Against Women
CRDB	Cambodian Rehabilitation and Development Board
CRC	United Nations Convention on the Rights of the Child
CSDG	Cambodia Sustainable Development Goal
EFGR	Equity Focused and Gender Responsive
GGG	Global Gender Gap
GII	Gender Inequality Index
LM	Line Ministry
MDG	Millennium Development Goal
MEF	Ministry of Economy and Finance
MENI	Monitoring and Evaluation of NSDP Implementation Orientation
M&E	Monitoring and Evaluation
MOP	Ministry of Planning
MOWA	Ministry of Women Affairs
NMAS	National Mine Action Strategy
NSDP	National Strategic Development Plan
NWGM&E	National Working Group on M&E
RGC	Royal Government of Cambodia
SDG	Sustainable Development Goal
SNEC	Supreme National Economic Council
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
VOPE	Voluntary Organization for Professional Evaluation

I. Introduction

Gender equality and social equity are essential elements of sustainable development. Cambodia has succeeded in achieving several of the Millennium Development Goals (MDGs), particularly the remarkable decline of poverty rate. The poverty rate has been dramatically reduced from 53% in 2004 to 16% in 2013, making Cambodia achieved the MDG targets ahead of 2015 on poverty reduction and other social sectors, in which Cambodia was chosen by the United Nations to be the example country for achieving Millennium Development Goals. Cambodia was also the first country to include indicators on the elimination of violence against women in its country-level MDGs. The rapid economic growth has also enabled Cambodia to be recently classified as a lower-middle income country. In this regard, the Royal Government of Cambodia considers that all the 17 SDGs, which were built on the MDGs, are very relevant to Cambodian contexts especially in strengthening its achievements made over the past 15 years¹. The Royal Government of Cambodia (RGC) confirmed firmly to adopt the SDGs, in which the RGC signed off at the UN General Assembly meeting in New York held on 25-27 September 2015 and has made commitment to further localize these goals into its our context. In a highly publicized speech by the Cambodian PM at the General Assembly, he has made clear that gender equality remains a priority to reaching the SDGs, which is also indicated in the SDG Goal 5 (Gender Equality and Empower All Women and Girls) and other goals related to gender equality and Goal 10 (Reduced Inequalities). But they are even more important to support Cambodia's transition to move out of the Least Developed Countries and to be become an upper-middle-income Country in 2030.

The Royal Government of Cambodia (RGC), in line with the country's development policies, recognises that evaluation is an essential aspect of good governance to improve development effectiveness, efficiency, transparency, accountability and informed decision making in support of achieving equitable and gender-responsive development results for the people of the Kingdom of Cambodia.

The RGC, through the development policies, has expressed the need to utilise the available resources effectively and efficiently to enable continuing improvements in the delivery of services to the citizens of the country. A more efficient and effective use of resources is a pre-requisite to address regional disparities and promote equitable and gender-responsive development to further improve the socio-economic welfare of the population and improve the currently high Gender Inequality Index (GII) value² closely linked to unequal distribution of human development.

¹ Achieving equitable and sustainable development for Cambodia requires alignments its approaches to global framework. To reach this end, Cambodia will use CSDGs as a strategic framework to achieving equitable and sustainable development for the country. Cambodia adopted the 17 goals from the global SDGs and added another goal focus on "Mine Actions and Victims Assistance". Cambodia's landmine problem is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The current data revealed that Cambodia still have 1,642km² of its land contaminated by both landmines and ERW. The negative impact of landmines on poverty reduction in Cambodia is still major and has led the RGC to make mine action a key component of its national development plans and strategies. The National Mine Action Strategy (NMA 2010-2019) sets the framework for mine action to contribute to National Strategic Development Plan and contains four goals: (1) reduce Mine/ERW casualties and other negative impacts; (2) contribute to economic growth and poverty reduction; (3) ensure sustainable national capacities to adequately address the residual contamination; (4) promote stability and regional and international disarmament.

² Cambodia has enjoyed 1 level increase (109) on the Global Gender Gap Index (GGI) in 2015 compared to the rank provided in 2014 out of 142 countries, with an improved score of 0.662 (World Economic Forum, 2015). On for the GGI political empowerment sub-index, Cambodia is ranked 109, with a score of 0.230, significantly lower than the regional average. However, it is worth noting that the 2014 Gender Inequality Index has been distracted compared between 2012 and 2014. According to the Gender Inequality Index, in 2014, Cambodia was ranked at 104 which dropped 8 ranks with a value of 0.477. As said by the third Cambodian Gender Assessment Report (CGA) (2014), a number of achievements made

The Cambodian constitution provides a framework to protect and promote gender equality. The rights of men and women before the law are guaranteed, and both genders “shall enjoy equal participation in political, economic, social and cultural life” (Article 35). In particular, this supreme law explicitly bans all discrimination against women and encourages the provision of opportunities for women to improve their employment, health, education and overall wellbeing. Within this framework, the RGC has committed to improve gender equality through its national gender policy, ratification of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Convention on the Rights of the Child (CRC) and as a signatory to the Beijing Declaration and Platform for Action³.

Gender equality and equity is considered a critical element in achieving decent work for all, in order to promote social and institutional changes that lead to sustainable development with equity and growth. Gender-responsive initiatives are already reflected in the national development priorities as set out in Rectangular Strategy III 2013-2018 (implementation of population policy and gender equality policy)⁴ and National Strategic Development Plan (NSDP) 2014-2018 (Gender Equity)⁵.

To achieve the priorities of the national strategies and plans and to continue the government’s efforts to promote gender equality and the empowerment of women in Cambodia, the Ministry of Women’s Affairs in collaboration with relevant line ministries and other partners has developed the Strategic Plan Neary Rattanak IV 2014-2018.

To ensure the proper implementation of National Strategic Development Plan (NSDP) and Cambodia Sustainable Development Goals (CSDGs), Monitoring and Evaluation of NSDP Implementation Orientation (MENI) Guideline was drafted with broad consultations with relevant

during the last five years have been specifically highlighted. Those include the decreasing rate of women in vulnerable and unpaid work, the increasing rate of women in self and paid employment, maternal mortality has more than halved, and HIV infection rate has decreased.

³ According to the article 31 of the Constitution, the Kingdom of Cambodia recognizes and respects human rights as stipulated in the United Nations Charter, the Universal Declaration of Human rights and the covenants and conventions related to human rights, women’s rights and children’s rights. To align with the constitution, Cambodia ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1992 and its Optional Protocol in 2010. In 1992, Cambodia ratified the United Nations Convention on the Rights of the Child (CRC) and its optional protocols which sets out the basic human rights of boys and girls, including the right to protection from all forms of physical and mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse (Article 19). To improve the gender equality and equity as also required under the CEDAW and its Optional Protocol, a number of laws, policies and regulations have been adopted and implemented, such as the Law on Prevention of Domestic Violence and Protection of Victims (2005), sexual harassment and indecent behaviour in the workplace is prohibited by Article 172 of the Cambodian Labour Law (2014), the Law on Suppression of Human Trafficking and Sexual Exploitation (2007). In addition, the Civil Code was completed in 2006 and the Civil Procedure Code in 2007. The Criminal Code and the Criminal Procedure Code were completed in 2010. The Law on Regulating Concentrated Acid was completed in 2011. The 2nd National Action Plan to Prevent Violence Against Women (NAPVAW II, 2014-2018) was adopted in December 2014. In addition, the RGC signed on to the Beijing Platform for Action for the Promotion of the Status of Women (BPfA) and has produced progress reports since 1995.

⁴ The Rectangular Strategy Phase III articulates the Government’s on-going commitment to promoting women’s equality, recognizing that women are the backbone of the society and economy. The Neary Rattanak Strategic Plan responds to the Rectangular Strategy to empower women in the economy, education, attitude change and public leadership, to combat gender-based violence, trafficking and sexual exploitation, and to further mainstream gender in policies and programs across all sectors of government.

⁵ NSDP emphasizes the cross-cutting nature of gender mainstreaming through policies and programs. It promotes the empowerment of women in all spheres including education, economic development, legal protection, health, HIV/AIDS and nutrition, as well as in the public sector and politics.

stakeholders, approved by National Working Group for Monitoring and Evaluation of Implementation of NSDP and disseminated among line ministries, development partners and civil society organizations in December 2015.

Cambodia currently has a functioning monitoring system largely focusing on financial and physical progress⁶. However, systematic evaluations have not been carried out on a regular basis to assist policy-makers and related stakeholders leaving an evidence gap that needs to be addressed, including the lack of evidence on how national policies and programmes may impact women, men, girls and boys differently. The country hence requires strategic evaluation of interventions to ascertain the value for money as well as quality of delivery of services and their contribution to the development outcomes/ results for women, men, boys and girls.

One of the focuses of the Post-2015 Agenda for Sustainable Development Goals is on "achieving gender equality, women's rights and women's empowerment". Main targets to be accomplished include "freedom from violence against women and girls; gender equality in capabilities and resources, including education, health and economic opportunities; and gender equality in decision-making power in public and private sectors"⁷. Taking into consideration the high level of attention for promotion of gender equality and empowerment of women within CSDGs, the present Guideline was developed to contribute to assessing the achievements of the commitments of Cambodia under the 2030 Agenda for Sustainable Development.

This Guideline is developed to operationalize the MENI Guideline by including gender responsive and equity focused lens in doing evaluations of CSDGs and in such way to strengthen national policies and strategies to achieve equitable and gender-responsive results.

II. Objectives

This Guideline is intended to achieve the following objectives:

1. Promote the understanding of principles of evaluation and strengthen an evaluation culture in Cambodia with special focus on the public sector to use evaluations in achieving equitable and gender-responsive development outcomes for women, men, boys and girls effectively, efficiently, and in a sustainable manner.
2. Contribute to evidence-based decision making for achievement of results within NSDP and CSDGs through improved planning, budgeting, monitoring and managing country's public sector programmes and policies.
3. Enable sharing and learning from evaluation findings to improve development planning, management and implementation.
4. Build evaluation maturity across the Royal Government of Cambodia through introduction of techniques, systems, human resource development, inculcation of professionalism, setting of standards, and ethical guidelines for evaluation.
5. Enhance and promote accountability, transparency, good governance, social equity and gender equality.

⁶ Source: Summary Assessment of the M&E system for NSDP Implementation Report, July 2015

⁷ The total targets set by the 17 SDGs have 11 goals that clearly incorporated gender-sensitive indicators, in particular Goals 1 (No Poverty), Goal 2 (Zero Hunger), Goal 3 (Good Health and Well-being), Goal 4 (Quality Education), Goal 5 (Gender Equality), Goal 6 (Clean Water and Sanitation), Goal 8 (Decent Work and Economic Growth), Goal 11 (Sustainable Cities and Communities), Goal 13 (Climate Action), Goal 16 (Peace, Justice and Strong Institutions), and Goal 17 (Partnerships for the Goals). ⁸ Note: Institutional set up for implementation of MENI system is listed in the MENI Guideline (pgs 11-14). The present Guideline is build up on this institutional setting to ensure complementarity and synergies in undertaking EFGRE of policies and programmes under NSDP and CSDGs.

III. Users

This Guideline is primarily intended for staff of the national government and sub-national councils, public agencies, commissions and other institutions that are either involved or interested in the design, implementation, monitoring or evaluation of programmes and policies under the NSDP and CSDGs being financed by the national government or devolved funds within each province.

This Guideline is also targeted evaluators such as academics, researchers, civil society organizations, VOPEs and other service providers as well as training institutions, which need to develop a wider cadre of potential evaluators with the required skills and competences in Cambodia.

Donors and development partners have funded many evaluations in Cambodia. However, there is a potential for parallel systems which puts major strains on government capacity. Therefore, this Guideline should also be used by donors and development partners.

IV. Coverage

The EFGRE Guideline will cover programmes and policies developed at national and sub-national levels for implementation of NSDP and CSDGs. The Guideline focuses on monitoring, evaluation, and review functions. Other control and oversight functions are not the subject of this Guideline.

V. Standard for Evaluation in the Royal Government of Cambodia

This Guideline is based on the following fundamental principles:

- a) Evaluation is an integral part of all development processes.
- b) Evaluation is action-oriented pragmatic assessments and not mere academic research studies or fault-finding exercises.
- c) Evaluation should be independent, credible and utilisation focused.
- d) Evaluation is recognised as an instrument for accountability, learning and good governance.
- e) Encourages joint evaluations with donors and other stakeholders for enhancing national ownership.
- f) Evaluation should be equity-focused and gender-responsive.
- g) Evaluation shall be conducted using appropriate designs that consider the relevant gender equality issues and methodologies that allow for women, men, girls and boys to participate in the process.
- h) Evaluation should be conducted at the lowest possible price, taking account of the other guiding principles.
- i) Evaluation findings will link to policy formulation and strategy development.
- j) National and sub-national level authorities will ensure use of evaluation to enhance development effectiveness.

The conduct of evaluation should consider gender-related roles and relations and other social and economic issues that may restrict individuals from acting as informants and use appropriate ethical codes.

The main standards of ethics to be observed in undertaking the EFGRE by the Royal Government of Cambodia are as follows:

Inclusiveness

To take into account all affected groups, stakeholders and rights bearers, and to be responsive to differences among them. Evaluations should be carried out taking account of the different roles performed by men and women and the aim of achieving gender equality. In policy areas where gender differences are a dimension or effect of the policy pursued, they should be taken into account in the design and implementation of the evaluation.

Participation and reflectiveness

To engage stakeholders of the intervention and the evaluation in meaningful ways, ensuring that they have a say about what will be evaluated and how the evaluation will be done.

Respectfulness and avoidance of harm

To treat all stakeholders, particularly those who are marginalised and impoverished, with respect for their culture, language, sex, location, and abilities, and develop appropriate ways to engage and be accountable to them.

Transparency and accountability

To design and conduct the evaluation in transparent way and responding to questions about all aspects of the process; the results are publicly accessible (in languages and other formats that stakeholders can access); and feedback is provided to stakeholders about the process, results and use of the evaluation.

VI. Institutional arrangements

Management and coordination of the EFGRE across the Royal Government of Cambodia is presented below and based on the type of evaluation to be conducted, i.e. strategic or programme. It is aligned with the MENI Guideline⁸.

1. MENI Steering Committee

At the highest strategic level, the MENI Steering Committee will assume an overall management role. Specifically, the main responsibility of the committee is to guide and facilitate the implementation of EFGRE. It will develop standards, ethics, and guidelines on evaluation and promote practice of gender-responsive and equity-focused evaluation. This team will also undertake annual review of the Evaluation Plan, review Evaluation ToR, and final Evaluation Report. In addition, the committee will work to ensure that the management responses are effectively implemented by sectoral ministries.

The composition of this body will include senior officials from across key government institutions. More specifically, the committee will be chaired by the Minister of Planning, while deputy chairs

⁸ Note: Institutional set up for implementation of MENI system is listed in the MENI Guideline (pgs 11-14). The present Guideline is build up on this institutional setting to ensure complementarity and synergies in undertaking EFGRE of policies and programmes under NSDP and CSDGs.

will consist of a secretary of State of MEF/SNEC and a Deputy Secretary General-CRDB. The Director General of GDP/MOP will serve as permanent member and Director General of NIS/MOP and Head of the MENI Unit within GDP as members. The committee will also include two representatives from DPs who will function as observers.

2. National Working Group on M&E

Under supervision of the MENI steering committee, the National Working Group on M&E will be responsible for, among others, reviewing the ToR and deliverables and monitoring the status of its implementation. It will also be tasked with preparing and disseminating yearly implementation report. Moreover, the body will coordinate with development partners to seek support for the implementation of its activities. The working group will be headed by a Secretary of State of MOP, with members composing of representatives of MEF, MOWA, CRDB, and DPs, VOPES and relevant CSOs.

3. Technical Secretariat

Another body at the strategic level to be established will be the Technical Secretariat. This body will be composed of senior officials and M&E Specialists from GDP and NIS as well as technical members from key line ministries.

The chief mandate of the technical secretariat is to update and implement decisions made by the MENI Steering Committee. It will coordinate with the NWGM&E who serves as the reference group. It will also be responsible for drafting ToR and select service providers following transparent procedure (in case of external independent evaluation). It will also monitor the implementation of the management responses and prepare regular updates on the status of management responses for review and endorsement by the MENI Steering Committee. It will also provide logistic and technical supports to the evaluation team. The body will, in addition, review, consolidate feedbacks provided by the reference group on the evaluation deliverables and submit to the MENI Steering Committee for approval. Finally, it will be responsible for providing access to data for evaluators and collection of all the relevant documents before the start of the evaluation.

4. Management group

At the programmatic level, the management group is the highest body which will be responsible for commanding for the commissioning of the Evaluation. It is also tasked with reviewing and approving Evaluation ToR and final Evaluation Report. The group will work to ensure that the management responses are effectively implemented. It will approve Evaluation Plan for the sector and annual review it. The composition of the management group will comprise a Minister of a relevant line ministry as its chairperson, one Secretary of State, one under Secretary of State and one Director General (DG).

5. Reference Group

Reference group is another body down the programmatic hierarchical line. Its chief mandate is to review ToR, deliverables and monitor the status of activity implementation. In terms of composition, this body includes a senior official from a line ministry or a Gender Mainstreaming Action Group as the chairperson, members of the NWGM&E, and representative of leading development partners and CSOs.

6. Evaluation Task Force

The Evaluation Task Force will be the lowest tier among the program execution bodies. This team may be formed on ah-hoc basis. It should be composed of the Evaluation Manager/ Head of Department of Planning of MOP as the chairperson, and two representatives from corresponding programs of the line ministries.

The main responsibility of the Evaluation Task Force is to update and implement decisions made by the Management Group. It will also coordinate with the Reference Group for feedback and advices during the whole process of the evaluation. It will draft ToR, recruitment of the consultant (in case of external independent evaluation). The team will also provide logistic and technical supports to the evaluation team. It will provide access to data for evaluators and collection of all the relevant documents before the start of the.

Table 1. Roles and Responsibilities Matrix

Strategic level	Programmatic level
1. MENI Steering Committee	1. Management Group
Composition (representation should be gender balanced)	
<ul style="list-style-type: none"> - Minister of Planning – Chair - Secretary of State-MEF/SNEC Deputy - Deputy Secretary General-CRDB Deputy - Director General of GDP/MOP Permanent Member - Director General of NIS/MOP Member - Head of the MENI Unit within GDP - 2 Representative from DPs - Observers <p><i>*Observer should be decided by the chair of the Committee depending on the evaluation</i></p>	<ul style="list-style-type: none"> - Minister of relevant LM or nomination of 1 Secretary of State - Chair - 1 relevant Secretary of State - 2 relevant representatives under Secretary of State - 1 relevant Director General (DG)
Mandate	
<ul style="list-style-type: none"> - Guide, facilitate and ensure the implementation - Formulate and update standards, ethics, and guidelines on evaluation and promote practice of gender-responsive and equity-focused evaluation - Approval of the Evaluation Plan for 5 years and undertake annual review of the Evaluation Plan in September-October of every year - Command for the commissioning of the Evaluation - Review and Approving Evaluation ToR, and final Evaluation Report - Ensure that the management responses are effectively implemented by sectoral ministries - Meet at least twice a year 	<ul style="list-style-type: none"> - Command for the commissioning of the Evaluation - Review and Approving Evaluation ToR, and final Evaluation Report - Ensure that the management responses are effectively implemented - Approval of Evaluation Plan for the sector and annual review it
2. National Working Group on M&E (i.e. Reference Group)	2. Reference Group
Composition (representation should be gender balanced)	
<ul style="list-style-type: none"> - MOP Secretary of State – Chair - MOP M&E Specialists - Representative from MEF, MOWA, CRDB, and relevant LMs/LAs - Representatives from DPs - Representatives of VOPEs 	<ul style="list-style-type: none"> - Relevant unit/department/directorate LM and Gender Mainstreaming Action Group from LM - Chair - Relevant members of NWGM&E - Representative from leading donor(s) - Representatives of relevant CSOs

- Representatives of relevant CSOs	
Mandate	
<ul style="list-style-type: none"> - Review and provide feedback on the ToR - Review and provide feedback on deliverables - Review and provide feedback on the proposed management responses, and monitor the status of its implementation - Prepare and disseminate yearly implementation report on evaluations conducted - Coordinate with development partners in seeking support 	<ul style="list-style-type: none"> - Review and provide feedback on the ToR - Review and provide feedback on deliverables - Review and provide feedback on the proposed management responses, and monitor the status of its implementation
3. Technical Secretariat (i.e. Executive Body of the evaluation)	3. Evaluation Task Force
Composition (representation should be gender balanced)	
<ul style="list-style-type: none"> - Director General of GDP-Chair - Director General of NIS – Deputy Chair - M&E Specialist from GDP and NIS - Technical members from key LMs 	<ul style="list-style-type: none"> - Composed on ad-hoc basis - Evaluation Manager/ Head of Department of Planning of MOP - Chair - 2 Representatives from Concern Programme from LM
Mandate (ensure the overall management of the evaluation process)	
<ul style="list-style-type: none"> - Update and implement decisions made by the MENI Steering Committee - Coordinate with the NWGM&E who serves as the reference group - Draft ToR, selection of service provider following transparent procedure (in case of external independent evaluation) - Stakeholders coordination - Monitor the implementation of the management responses and prepare regular updates on the status of management responses for review and endorsement by the MENI Steering Committee - Provide logistic and technical supports to the evaluation team - Review, consolidate feedbacks provided by the reference group on the evaluation deliverables and submit to the MENI Steering Committee for approval - Provision access to data for evaluators and collection of all the relevant documents before the start of the evaluation 	<ul style="list-style-type: none"> - Update and implement decisions made by the Management Group - Coordinate with the Reference Group for feedback and advices during the whole process of the evaluation - Draft ToR, recruitment of the consultant (in case of external independent evaluation) - Stakeholder coordination - Monitor the implementation of the management responses and prepare regular updates on the status of management responses for review and endorsement by the Management Group - Provide logistic and technical supports to the evaluation team - Review, consolidate feedbacks provided by the reference group on the evaluation deliverables and submit to the Management Group - Provision access to data for evaluators and collection of all the relevant documents before the start of the evaluation

The availability of adequately skilled competent human resources for conduction of equity focused and gender responsive evaluation is essential. The RGC recognises the need to build a professional cadre of evaluators and accords high priority for capacity building efforts, especially in conducting gender-responsive and equity-focused evaluation. Universities, Voluntary Organizations for Professional Evaluations (VOPEs) and public and private sector training institutions are encouraged to run evaluation modules as part of their normal training programmes and postgraduate studies.

The MOP jointly with the MOWA, Cambodia Evaluation Society (CES) and CSOs will assist Line Ministries and Departments at national and sub-national levels to build evaluation capacity on gender-responsive and equity-focused evaluation, develop standards, methodologies and upgrade

capacity of their staff. All staff of the Ministries and Sub-National Councils will receive training on gender-responsive and equity-focused evaluation.

The MOP will also engage with regional and international efforts to improve evaluation practice through the sharing and exchange of lessons learned, experiences, challenges in the implementation of approaches such as gender-responsive and equity-focused evaluation.

Table 2: Responsibilities and Roles of Stakeholders in Capacity Development for Conduction of EFGRE across the RGC

Type of actor	Roles and responsibilities
Government	<ul style="list-style-type: none"> - RGC needs to introduce regulation on M&E at the national level across all government structures - RGC needs to introduce structure on M&E (Coordination level: Steering Committee and Technical Secretariat and LM level: M&E function within the LMs) - RGC needs to allocate budget for implementation of the EFGRE - RGC needs to introduce system of capacity building (e.g. courses/Master programmes on M&E and gender mainstreaming at the educational institutions for government/municipal officials and students) - RGC needs to share with Development Partners the priorities on EFGRE
Development partners	<ul style="list-style-type: none"> - To demand and support the creation of evaluation culture within the RGC - To provide support with implementation of this Guideline
Civil society	<ul style="list-style-type: none"> - To demand conduction of evaluation by the RGC of its programmes, policies, strategies - To support the creation of evaluation culture within the RGC - To support with implementation of this Guideline - To monitor the implementation of this Guideline

VII. Budget and allocations

It is necessary to provide sufficient financial resources for conducting evaluations of an acceptable quality and integration of gender equality and social equity at the outset of a programme. Ministries and Sub-National Councils and wherever applicable, statutory agencies and Local Authorities should make necessary financial provisions in the Annual Budget Estimates for the commissioning and conduct of evaluations.

Evaluation costs are typically 0.1%-5% of an intervention’s budget, depending on size (large programmes need proportionally less). The cost of an evaluation will depend on its complexity. Frequent small evaluations which provide feedback immediately into implementation may be more useful than large ones, particularly for complex interventions where the future is unclear.

When calculating the total financial investment in EFGRE, the following four main categories of costs should be considered:

1. Direct costs for conduct of evaluation (e.g. consultancy fees, travel and daily subsistence allowances for evaluation team, costs for conduction of surveys and focus groups, etc.)
2. Staff costs (e.g. time allocated by the staff from the line ministries and sub-national councils in evaluation management process)
3. Capacity building costs (e.g. costs related to training of programme staff and partners)
4. Communication costs (e.g. publication, dissemination workshops)

Box 1: Budget calculation

How to calculate the budget for an evaluation:

- Make an estimate of the resources. How many days of work for how many people would be expected? A frequent mistake is that the number of days are calculated for 1 person, whereas there will probably be a team working on the project who will come jointly to progress meetings, etc. Will a lot of travel and accommodation be needed? How many meetings will there be (with programme, workshops?)? Any other specific costs needed, e.g. workshop venues?
- Make an estimate of the costs. What would be an average day fee, average travel costs and accommodation costs? Please note that fees vary considerably between countries and organisations.
- Calculate the budget. The resources time the costs give the budget.

The above calculation can be made using the following table.

Example table for calculating the budget for an evaluation

Activity	Unit	Persons	Price per unit	Total
Inception phase	... days	... persons	... euro	Days x persons x euro
phase 2
...				
Meetings	... days	... persons	... euro	Days x persons x euro

Travel & accommodation	... nights ... trips	... persons	... euro	Nights x persons x euro Trips x persons x euro
Translation	... pages	... reports	... euro	Pages x reports x euro
Reporting/other	... reports ... euro		... euro	
Total				...

Source: Adopted from INTERACT Handbook: Practical Handbook for Ongoing Evaluation of Territorial Cooperation Programmes. Final Draft. 2009. <http://wiki.interact-eu.net/pages/viewpage.action?pageId=23756932>

The main sources of funding for implementation of the EFGRE Guideline will be: (1) Government and (2) Development partners' funds.

VIII. Implementation procedures

Types/categories of EFGRE across the Royal Government of Cambodia

Based on the different objects, purposes and questions, a set of standard types of evaluation is proposed below to be used across the Royal Government of Cambodia. This set of types of evaluation is based on the base model which links inputs to activities, outputs, outcomes and impacts, which is also used in the Results Chain, published by the MOP in the MENI Guideline (see Table 1). This will help to develop a common language, and establish standard procedures. Table 3 summarises these types and their uses.

Table 3: Summary of types of EFGRE across the RGC

Types of EFGRE	Covers	Timing
Baseline evaluation	Aims to provide information on the situation the intervention aims to change. It serves as a benchmark for examining what change is triggered by the intervention	At an initial stage/prior to intervention
Mid-term evaluation	Aims to assess the continued relevance of an intervention and progress made towards achieving its planned objectives and provides an opportunity to make modifications to ensure the achievement of these objectives. It should take place approximately half-way through the implementation of programmes, strategies or policies.	In the mid of intervention
Final evaluation	Focus on the outcomes of programmes, strategies or policies and the likelihood that they will achieve impact. Evaluations provide an opportunity for in-depth reflection on the strategy and assumptions guiding the intervention. It assesses progress made towards the achievement of the intervention's objectives and may recommend adjustments to its strategy.	At the end of intervention
Impact evaluation	Seeks to measure changes in outcomes (and the wellbeing of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials on the extent to which an intervention should be continued or not, and if there are any	Designed early on, baseline implemented early, impact

	potential modifications needed. This kind of evaluation is implemented on a case-by-case basis.
	checked at key stages e.g. 3/5 years

Every gender responsive and equity focused evaluation assesses the following evaluation criteria:

- a) Relevance** – how the intervention is designed and contribute to the gender equality as defined by the international and regional conventions, and national strategies and policies, and the needs of rights holders and duty bears both women and men, targeted by an intervention
- b) Efficiency** – broader analysis of the benefits and related costs of integrating gender equality in interventions, which also consider short-term process achievements (participation and inclusiveness, etc.) and medium-term results (developing an enabling environment building capacity, etc).
- c) Effectiveness** – assess the way in which results were defined, monitored and achieved (or not) on gender equality and that the process that led to these results were aligned with gender equality principles (e.g. inclusion, non-discrimination, accountability, etc).
- d) Impact** – actual and long lasting realization and employment of gender equality by rights holders and capacity of duty bears to respect, protect and fulfil gender equity
- e) Sustainability** – extent to which an intervention has advanced key factors that need to be in place for the long term realization of gender equality.

Each of these criteria also has a gender responsive and equity focus lens that should be considered:

Table 4: Types of Evaluation Questions for EFGRE disaggregated by Evaluation Criteria

Relevance	<ul style="list-style-type: none"> ▪ How the intervention is aligned with the international instruments (e.g. CEDAW, CRPD, CRC), standards and principles on human rights and gender equality and women’s empowerment and contribute to their implementation? ▪ Does intervention align with national gender-related goals? ▪ To what extent are the output and outcome indicators of the intervention gender-inclusive? ▪ Did the design adequately consider the gender dimension of the planned intervention? ▪ To what extent the intervention is informed by the needs and interests of diverse group of stakeholders?
Efficiency	<ul style="list-style-type: none"> ▪ How much resources were spent on male and female beneficiaries? How does this compare to the results achieved for men and women? ▪ Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve gender-related objectives? ▪ Does the intervention have an M&E system in place that collects sex-disaggregated data and monitors gender-related results? ▪ Did the intervention communicate effectively its gender-related objectives, results and knowledge?
Effectiveness	<ul style="list-style-type: none"> ▪ Are women and men and other key population likely to benefit differently from intervention? Do results (outputs and outcomes as effects of activities) affect women and men differently? If so, why and in which way? ▪ In which way do the intervention’s outputs and outcomes contribute to gender equality? ▪ Did the intervention achieve its gender-related objectives? What kind of progress was made, what were the obstacles? ▪ Which alternative strategies towards gender equality would have been possible or are still possible?
Impact	<ul style="list-style-type: none"> ▪ What are the possible long-term effects on gender equality?

	<ul style="list-style-type: none"> ▪ How has the intervention reduced gender gaps, access to and control of resources and increased women’s empowerment? ▪ What effects (expected/unexpected) are the intervention likely to have on gender relations?
Sustainability	<ul style="list-style-type: none"> ▪ Are the gender-related outcomes likely to be sustainable? ▪ To what extent the intervention was able to develop capacity of targeted rights holder (to demand) and duty bears (to fulfil) rights?

Nature of EFGRE to be conducted in Cambodia

- a) **Internal** – undertaken within the institution either by staff of the intervention in question, or other relatively independent staff for timely feedback or learning
- b) **Independent** - Evaluation initiated by external body to the intervention in question e.g. MENI Steering Committee for strategic level evaluations or Management Group for programmatic level evaluations, and commissioned by independent service provider or government institution who have no previous links to the intervention being evaluated to improve performance
- c) **External** – evaluation initiated by the donor(s) and commissioned by external service provider or government institution who have no previous links to the intervention being evaluated

Selection of Policies and Programmes for EFGRE

It is necessary to prioritize policies and development programmes for evaluation for operational and financial reasons. The number of policies or programmes executed per Ministry or Sub-National Council within the NSDP and/or CSDGs may be so numerous that it will be difficult to evaluate all of them. Factors such as finances, time and human resources may be the limitations.

Therefore, Ministries and Sub-National Councils should give due consideration to the following criteria in selecting policies or programmes for evaluations:

Table 5: Selection Criteria for Policies and Programmes for EFGRE

Strategic level	Programmatic level
General criteria	
<ol style="list-style-type: none"> 1. National importance of policy, aspects of equity, gender equality and the scale of funding are important factors for consideration 2. The potential for providing evaluative evidence on cross-cutting issues such as gender equality and social equity, particularly where inequality is statistically pronounced 3. Policy which has not been evaluated in previous phases 4. Innovative nature and replicability of policy on a national or regional scale 5. Timeframe (5 years and beyond) 	<ol style="list-style-type: none"> 1. National importance of programme, aspects of equity, gender equality and the scale of funding are important factors for consideration 2. The potential for providing evaluative evidence on cross-cutting issues such as gender equality and social equity, particularly where inequality is statistically pronounced 3. Budget threshold (at least 1mln and beyond) 4. Innovative nature and replicability of programmes on a national or regional scale 5. Programmes which have not been evaluated in previous phases 6. Pilot programmes 7. Emergency response programmes 8. Risk to beneficiaries/recipients, stakeholders and the agency 9. Timeframe (3 years and beyond)

Specific criteria
Request for evaluation of policy or programme under NSDP or CSDGs from Senior Government Officials, Citizens, CSOs and/or Donors/Development partners

It is of paramount importance that policy relevance is given due consideration in selection of policies and programmes for evaluation. In this regard, the prioritization and selection of the policies and programmes to be evaluated within the NSDP and CSDGs will be based on the Evaluation Plan to be developed for 5 years' period (see Template 1) and approved/reviewed by the MENI Steering Committee. All evaluation missions on foreign funded programmes or policies under NSDP and CSDGs should occur in close collaboration with the MOP to facilitate central coordination of evaluation.

Planning, managing and conducting of the EFGRE

Phase I: Preparation

A necessary, although not sufficient, condition for a quality evaluation is a systematic process that ensures that the evaluation is properly understood by the evaluation client, evaluator and the evaluation object (e.g. a programme), that it is properly focused, appropriately designed and undertaken, and will deliver credible, reliable, valid information in a way which promotes learning.

Preparation for any evaluation requires investment in time and thought. The organisation needs to decide precisely why and when to conduct an evaluation. This needs to begin early in the programming cycle, especially for new programmes. The initiator(s) of conduction of EFGRE must determine and clarify the object of the evaluation, draft the terms of reference and decide whether to undertake the evaluation internally or externally. They will need to go through an appropriate process to select an evaluation team and team leader. In addition, more often than not evaluation of results requires the involvement of other partners or stakeholders beyond the line function that manages the intervention. It is therefore advisable that key partners are involved in each step of the evaluation process.

Developing Terms of Reference

At a minimum, it is expected that terms of reference for all evaluations will contain the objectives, scope, products/deliverables, methodology or evaluation approach, evaluation team and implementation arrangements. The terms of reference should retain enough flexibility for the evaluation team to determine the best approach to collecting and analysing data. For the development of the Terms of Reference the Template 3 should be used.

Since the terms of reference involves strategic choices about what to focus on, they should be reviewed by key stakeholders. In case of conduction of evaluations at strategic level, the ToR should be approved by the MENI Steering Committee and by Management Group in case of evaluation at programmatic level.

Selecting service providers

The regulations and policies governing supply chain management practices in a particular department should be applied. For evaluation, where quality of methodology and research competence is critical, it is important that the selection and choice of the appropriate service provider is not determined only by price but that technical competence is predominant.

Main approach that should be followed during selection of service providers is as follows:

1. Consider the expertise required for conduction of evaluation

2. Consult key stakeholders
3. Incorporate in the ToR requirements for the service providers
4. Undertake an open and competitive process

Table 6: Indicative timeframe for preparation and approval of ToR

Preparation of ToR	Strategic level	Programmatic level
Drafting ToR by Technical Secretariat/Evaluation Task Force	4 weeks	2 weeks
Review by Reference Group	6 weeks	4 weeks
Finalization of ToR	2 weeks	1 week
Approval by MENI Steering Committee/Management Group	2 weeks	1 week

Phase II: Inception

There should be an inception phase during which the evaluators decide on the evaluation object and theory of change, scope, questions, methodology, process, reports, cost and payments. Evaluators should present it in the form of the Inception Report, which should be in agreement with the TOR. The standard template which should be used for the Inception Report is presented in Template 4.

An inception document must be approved by MENI Steering Committee in case of conduction evaluations on strategic level and Management Group in case of conduction of evaluations at programmatic level.

Table 7: Indicative timeframe for preparation and approval of Inception Report

Preparation of Inception Report	Strategic level	Programmatic level
Review and provision of comments by Reference Group to the draft inception report(s)	6 weeks	4 weeks
Approval by MENI Steering Committee/Management Group of final inception report	4 weeks	2 weeks

Phase III: Data collection

The data to be collected during an evaluation and the selection of data collection methods depend on several factors, including: the evidence needed to best answer the evaluation questions; data availability, including disaggregated by sex; the methods and analyses that are most appropriate to generate useful findings and address the evaluation criteria; the degree of women and men's equitable participation as key stakeholders in the evaluation; and the feasibility of data collection based on time and resource availability, and the local context.

For the process of data collection and analysis, a combination of methods is recommended to ensure data accuracy and facilitate its interpretation. Therefore, for conduction of gender-responsive and equity focused evaluations, the evaluation team should apply the following approach:

- Gender analysis frameworks
- Feminist theory and methodologies
- Appropriateness and relevance to both women and men
- Participatory
- Disaggregated data by social criteria
- Constraints and challenges of informants
- Gender roles and power relations
- Context and culturally sensitive
- Mixed methods (quantitative and qualitative)

Shortcomings of the data directly influence the evaluators ability to reflect the real world which the data are meant to describe. The evaluators cannot take the data at face value. When examining data quality, whether primary or secondary sources, the evaluators need to look at what (if any) appropriate data are available and how useful the data actually are for analysis. There is no point in looking at something for which no data exists. To judge the quality of data, the following standards should be used as relevance, accuracy, timeliness, accessibility, interpretability, coherence, methodological soundness and integrity.

In the course of conduction of EFGRE, there should be regular technical meetings between the evaluation team and the evaluation Reference Group or organisational team so that challenges can be addressed. This includes regular briefings of senior managers or political principals so they are kept fully abreast, involved and supportive of what is emerging.

Phase IV: Reporting

For each evaluation report, a draft and a final version must be prepared. The draft version provides stakeholders with an opportunity to give feedback prior to the preparation of the final evaluation report. A sample structure and table of contents of an evaluation report and identifies the standard elements that should be addressed in each EFGRE is presented in Template 5.

The evaluation report should stimulate readers' interest and economize their time. It should be well-structured, clear and concisely written, using plain, factual language and a constructive writing style. This enhances the overall value of the evaluation. Experience shows that even the most controversial evaluation findings can find acceptance when they are backed with evidence and presented in a sensitive and fair-minded way. Evaluators should not express their own opinions but report the evidence presented to them, and then draw their conclusions.

The precise structure of an evaluation report depends on the specific focus, needs and circumstances of the intervention under evaluation. Interested parties may try to influence the content of an evaluation report. While the evaluation team should always be open to input from stakeholders, it is important that the team hold their ground where no clear evidence can be found for changing their findings.

Robust discussion of findings can be expected, but intimidation or other unethical behaviour from third parties in an attempt to influence the independent evaluators should be reported to the Reference Group.

During the formulation of recommendations, the following steps are needed:

1. Evaluators draw up recommendations with the users, but having the right to indicate findings and recommendations that the users do not agree with;
2. Users analyse the findings and recommendations of an evaluation report;
3. Management responds to the findings and recommendations of an evaluation report, and write a management response, either accepting the results or indicating where they disagree with reasons.

Table 8: Indicative timeframe for preparation and approval of Evaluation Report

Preparation of Evaluation Report	Strategic level	Programmatic level
Review and provision of comments by Reference Group to the draft evaluation report(s)	6 weeks	4 weeks
Approval by MENI Steering Committee/Management Group of final evaluation report	4 weeks	2 weeks

IX. Dissemination and Utilization procedures

Communication and feedback relate to the feedback of EFGRE results, with a view to the transparency of the evaluation process, the accountability function and the integration of lessons learned in future policy formulation and implementation.

Feedback is not limited to the phase following completion of the EFGRE. Consultation with and feedback to stakeholders take place throughout the whole period of implementation: during the preliminary study, in relation to the Terms of Reference, and during discussion of studies and the draft final report. While feedback during the evaluation is important at implementation level, after the EFGRE has been completed it is more important at political and more general level.

Each Institution that undertakes an EFGRE should develop a dissemination strategy for sharing lessons internally and as well as externally and the EFGRE shall be provided to the MENI Technical Secretariat. This will enable evaluation findings to be synthesized to ensure integration of evaluation findings into policy, planning, budgeting and reform processes. The synthesis will specifically address important cross-sectoral issues such as gender equality and social equity.

Dissemination strategies for evaluation findings should be developed based on an assessment of the most effective way to ensure that evaluative knowledge is accessible to all citizens that outlines any barriers to access, especially for groups normally excluded by traditional means and identifies different formats to overcome these that are gender responsive. The line Minister as the

focal point of EFGRE in its line ministry will bring to the notice of the MENI Steering Group, the important findings that arise from strategic and programmatic level evaluations.

Evaluation findings will be used to improve overall national progress towards equitable development and gender equality, including the revision of national policies and plans.

Table 9: Overall procedure for communication and dissemination of EFGRE results disaggregated by level of evaluation

	Strategic level	Programmatic level
Communication	<p>Use a rule of 2/20:</p> <ul style="list-style-type: none"> 2 pages' policy summary of key policy messages (findings that have policy implication) 20 pages' summary report (short version of report) 	<p>Use a rule of 5:</p> <ul style="list-style-type: none"> 5 pages' summary report
Dissemination	Develop dissemination strategy for the EFGRE reports:	
	<ul style="list-style-type: none"> To disseminate the EFGRE report(s) widely through dissemination workshop at the national and sub-national level and hosting at the MOP website. To distribute the policy summary(ies) and summary(ies) of the EFGRE reports to members of the National Assembly, Senate and the Cabinet of Cambodia. 	<ul style="list-style-type: none"> To disseminate the EFGRE report(s) widely through dissemination workshop at national and sub-national level and hosting at MOP website and involved ministry website. To distribute the summary(ies) of the EFGRE reports to the Cabinet of Cambodia.

Since the EFGRE will have different messages for various stakeholders and audiences, it is imperative that these messages are drawn out potentially in a range of documents for different audiences – political (short and to the point), different technical audiences, beneficiaries etc. The messages for political principals and the executives should be very concise and highlight key evaluation questions, findings and recommendations.

Table 10: Overall procedure for communication and dissemination of EFGRE results disaggregated by type of stakeholders

Type of stakeholder	Audience	Strategic level		Programmatic level	
		Format	Dissemination channel	Format	Dissemination channel
Duty bearers	Government (national and sub-national)	<ul style="list-style-type: none"> ▪ Policy summary ▪ Power point presentation ▪ Evaluation report ▪ Management response 	Internally: hard/soft copies among LM departments/internal structure of the LMs (Annual Congress Meetings)	<ul style="list-style-type: none"> ▪ Summary report ▪ Power point presentation ▪ Evaluation report 	Internally: hard/soft copies among LM departments/internal structure of the LMs (Annual Congress Meetings)/ Teleconference (national and sub-national level)
			Externally: Send official hard copies/soft copies to the Cabinet (further distribute for relevant technical working groups); publish on LM web-site (policy summary, evaluation report and management responses) and on MOP website (summary report); Send copies electronically to partners in the evaluation in question (policy summary, evaluation report and management responses)		Externally: Send official hard copies/soft copies to the Cabinet (further distribute for relevant technical working groups); Publish on LM web-site (summary report, evaluation report and management responses) and on MOP website (summary report); Send copies electronically to partners in the evaluation in question (summary report, evaluation report and management responses)
Duty bearers	Senate and National Assembly	<ul style="list-style-type: none"> ▪ Policy summary ▪ Power point presentation ▪ Evaluation report 	Send official hard copies to the Senate and National Assembly; Oral presentation during regular/ad hoc meetings of the Commissions (10) within the Senate and National Assembly	<ul style="list-style-type: none"> ▪ Summary report ▪ Power point presentation ▪ Evaluation report 	Send official hard copies to the Senate and National Assembly; Oral presentation during regular/ad hoc meetings of the Commissions (10) within the Senate and National Assembly
Rights holders	Citizens (including disadvantage groups)	<ul style="list-style-type: none"> ▪ Leaflet ▪ Poster ▪ Infographics ▪ Video clip 	Council meetings at provincial, district and commune level; Social media (Facebook); Social workers/CSOs, schools/TV/Radio/Universities/ Debates on TV/radio, round-tables, etc	<ul style="list-style-type: none"> ▪ Leaflet ▪ Poster ▪ Infographics ▪ Video clip 	Council meetings at provincial, district and commune level; Social media (Facebook); Social workers/CSOs, schools/TV/Radio/Universities/ Debates on TV/radio, round-tables, etc
Rights holders	CSOs	<ul style="list-style-type: none"> ▪ Policy summary ▪ Leaflet ▪ Poster ▪ Infographics ▪ Video clip 	Share through CSOs networks	<ul style="list-style-type: none"> ▪ Summary report ▪ Leaflet ▪ Poster ▪ Infographics ▪ Video clip 	Share through CSOs networks to inform programming and sharing information with target groups
Duty bears	Development partners	<ul style="list-style-type: none"> ▪ Policy summary 	Share through e-mails;	<ul style="list-style-type: none"> ▪ Summary report 	Share through e-mails; Oral presentations at Technical Working Group

	(UN, bilateral and multilateral organizations)	<ul style="list-style-type: none"> ▪ Power point presentation ▪ Evaluation report 	<p>Oral presentations at Annual Joint Review Meetings (Gov't and Development partners/UN) and/or Technical Working Group</p> <p><i>*using of electronic copies are encouraged</i></p>	<ul style="list-style-type: none"> ▪ Power point presentation ▪ Evaluation report 	<i>*using of electronic copies are encouraged</i>
Duty bears	International Fora	<ul style="list-style-type: none"> ▪ Policy summary ▪ Evaluation report 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ UN Office in Cambodia ▪ Ministry of Foreign Affairs ▪ Relevant UN SDGs Committees in New York ▪ EvalPartners ▪ UNEG ▪ IDEAS ▪ IOCE ▪ Multilateral Banks (Evaluation Units of OECD/ADB/World Bank) 	<ul style="list-style-type: none"> ▪ Summary report ▪ Evaluation report 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ UN Office in Cambodia ▪ Ministry of Foreign Affairs ▪ Relevant UN SDGs Committees in New York ▪ EvalPartners ▪ UNEG ▪ IDEAS ▪ IOCE ▪ Multilateral Banks (Evaluation Units of OECD/ADB/World Bank)
Duty bears	Private sector	<ul style="list-style-type: none"> ▪ Policy summary ▪ Power point presentation ▪ Management response 	<p>Share through e-mails with the Private Sector Forums (Chamber of Commerce and Business Associations);</p> <p>Oral presentations at the Government and Private Sector Working Group Meetings</p>	<ul style="list-style-type: none"> ▪ Summary report ▪ Evaluation report ▪ Management response 	<p>Share through e-mails with the Private Sector Forums (Chamber of Commerce and Business Associations);</p> <p>Oral presentations at the Government and Private Sector Working Group Meetings</p>
Rights holders	Academia/ Think Tanks/ VOPEs	<ul style="list-style-type: none"> ▪ Policy summary ▪ Evaluation report 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ Development Research Forum ▪ Professional Associations/Networks 	<ul style="list-style-type: none"> ▪ Summary report ▪ Evaluation report 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ Development Research Forum ▪ Professional Associations/Networks
Rights holders	Media	<ul style="list-style-type: none"> ▪ Press release ▪ Press briefing 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ Cambodia Journalists Club ▪ Foreign Journalists Club 	<ul style="list-style-type: none"> ▪ Press release ▪ Press briefing 	<p>Share through e-mails with:</p> <ul style="list-style-type: none"> ▪ Cambodia Journalists Club ▪ Foreign Journalists Club

Dissemination strategies for evaluation findings should be developed based on an assessment of the most effective way to ensure that evaluative knowledge is accessible to all citizens that outlines any barriers to access, especially for groups normally excluded by traditional means and identifies different formats to overcome these that are gender responsive.

Evaluations are a positive tool for the improvement of institutional performance, policies, and programmes. Following up on evaluation findings and recommendations is therefore a crucial stage in the evaluation process, and the whole focus of the evaluation process must be on promoting utilization. Following the receipt of evaluation report, the management response to the EFGRE recommendations should be prepared following the Template 7.

I. Challenges in conducting EFGRE

Conventional monitoring and evaluation (M&E) systems that are gender-blind do not capture gender differences in access and impacts. This is often due to the assumed “gender neutrality” of M&E methods and processes. A particular responsive area is sampling, which often under-represents women.

Another reason is that staff preparing monitoring plans, evaluation terms of reference or conducting monitoring and evaluation may lack awareness of gender issues. Women are also often under-represented in evaluation and interview teams, which may prevent some interviewed women from expressing themselves freely.

Obtaining information from both women and men may increase the cost and time of data collection. This needs to be considered but is often neglected during the planning and budgeting of the M&E exercise.

II. Revision of the Guideline

This Guideline will itself be a subject to periodic revisions with the changing context and needs. The Guideline will be piloted during 12 months after its release. Initially the Guideline is obligatory only for the evaluations in the Evaluation Plan to be approved by the Cabinet of Cambodia.

Monitoring the implementation of the Guideline will be undertaken by the National Working Group on M&E led by MOP at least once per year. Before the review meeting, NWGM&E will organize the pre-meeting to discuss the agenda. During the review meeting, members of the NWGM&E will discuss the results of the review and propose recommendations for improvement. Review results and recommendations will be shared with the MENI Technical Secretariat and afterwards will be submitted for consideration and approval to the MENI Steering Committee.

III. Annexes

Annex 1: Glossary of Terms

Gender	A socio-cultural variable that refers to the comparative, relational or differential roles, responsibilities, and activities of females and males. Whereas the sex of men and women is biologically-determined, gender roles are socially constructed. Gender concerns power relationships between women and men
Gender equality	Means that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development.
Gender mainstreaming	Means the systematic identification and consideration of gender issues in any kind of intervention at every step. Such a strategy is a means to achieve gender equality.
Gender equity	Refers to fairness in access to resources and in the distribution of benefits from development. Equity: a strategy to achieve equality.
Gender discrimination	Difference in treatment based on sex that put an individual at a disadvantage or limits his/her access to opportunities available to others.
Equity focused and gender responsive evaluation	An assessment made of the relevance, effectiveness, efficiency, impact and sustainability of interventions on equitable development results, with a specific focus on gender equality and women empowerment. It assesses the degree to which both gender and power relationships change as a result of an intervention, and does so in a way that is respectful of the rights and responsibilities of all stakeholders.
Duty bears	Those actors who have a particular obligation or responsibility to respect, promote and realize human rights and to abstain from human rights violations.
Rights holders	Individuals or social groups that have particular entitlements in relation to specific duty-bearers.
Review	An assessment of performance or progress of a policy, sector, institution, or programme, periodically or on an ad hoc basis. Unlike evaluations, which assess the results (outcomes and impacts) of initiatives, reviews tend to emphasize operational aspects, and are therefore closely linked to the monitoring function. Reviews may be structured as periodic events at which performance of the subject matter is discussed amongst key stakeholders.
Monitoring	A continuous process of systematic data collection to inform managers and key stakeholders on progress in relation to planned inputs, activities and results, as well as the use of allocated resources. Monitoring is structured around indicators, which are the measures of performance of the input, activity or results (output or outcome). Indicator targets provide the benchmarks against which progress is monitored.
Evaluation	An assessment, as systematic and impartial as possible, of a policy or programme and its contribution to global objectives. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and the contributions of the

	implementing bodies. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the implementing agencies. Evaluation should feed into management and decision making processes, and make an essential contribution to managing for results.
Baseline evaluation	Aims to provide information on the situation the intervention aims to change. It serves as a benchmark for examining what change is triggered by the intervention
Mid-term evaluation	Aims to assess the continued relevance of an intervention and progress made towards achieving its planned objectives and provides an opportunity to make modifications to ensure the achievement of these objectives. It should take place approximately half-way through the implementation of programmes, strategies or policies.
Final evaluation	Focus on the outcomes of programmes, strategies or policies and the likelihood that they will achieve impact. Evaluations provide an opportunity for in-depth reflection on the strategy and assumptions guiding the intervention. It assesses progress made towards the achievement of the intervention's objectives and may recommend adjustments to its strategy.
Impact evaluation	Seeks to measure changes in outcomes (and the wellbeing of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials on the extent to which an intervention should be continued or not, and if there are any potential modifications needed. This kind of evaluation is implemented on a case-by-case basis.