

FOREWORD

Cambodia, like other countries in the region has endeavored to reduce poverty and ensure that human rights are respected; in particular, that women and men have equal rights in every aspect.

The Royal Government of Cambodia under the wise leadership of Prime Minister Samdech **Hun Sen** has and is currently prioritizing the enhancement of gender equality in every sector, especially the inclusion of women issues in all government institutions. Article 45 of the Constitution of the Kingdom of Cambodia states that “discrimination against women of every kind is to be abolished” This statement is the basis of support for gender equity in every aspect of the Cambodian society. The Royal Government of Cambodia has accepted the Millennium Development Goals adopted by the United Nations, and has committed to addressing gender inequality in social, economic and political life.

The National Poverty Reduction Strategy (NPRS) year 2003-2005, Socio-Economic Development Plan I and II (SEDP I&II), Cambodia Millennium Development Goals (CMDGs) and Rectangle Strategy (July 2004), have also addressed several mechanisms concerning the enhancement of gender equality and the reduction of gender gaps.

In declaring the commitment to the implementation of the above national strategies, the Ministry of Agriculture, Forestry and Fisheries, in close cooperation with the Ministry of Women’s Affairs and after extensive consultations with stakeholders at national and provincial levels, developed the Policy and Strategy for Gender Mainstreaming in the agriculture sector.

The Policy and Strategy on Gender Mainstreaming in Agriculture is a very important institutional framework for all stakeholders involved in the agriculture sector to align with. It provides the direction and content which gender equality can be achieved in MAFF and in the agriculture sector. It, inevitably, is a reflection of the acknowledgement of the necessity for women to make positive socio-economic and political changes.

This is now good opportunity for all of us to integrate gender issues into our daily work. We have talked about gender issues for many years; we are now ready to implement them in MAFF. Gender mainstreaming affects every sub-sector and department of MAFF. Without their commitment, gender mainstreaming will not work. Therefore, as the Minister of this Ministry, I appeal to all of you in MAFF to comply with the Policy. In this regard, the Ministry has set up a Gender Unit with the authority to assist, advise, support and monitor the activities of MAFF in order to ensure that gender issues are addressed.

Finally, I would like to dedicate this effort to our predecessors, and patriotic heroes and heroines of all times, who devoted and sacrificed themselves to raise the value of the Khmer women, as well as maintain the Khmer nation for their next generations.

Minister of Agriculture, Forestry and Fisheries

TABLE OF CONTENTS

Foreword.....	i
Table of Contents.....	ii
Abbreviations.....	iv
Gender Glossary.....	v
I INTRODUCTION	1
1.1 Background	1
1.2 The Gender Situation in Cambodia	1
1.3 General Conditions of Gender in the Agriculture Sector	2
1.3.1 Perception of Gender in the Agriculture Sector	3
1.3.2 Human Resources and Capacity Building	3
1.3.3 Constraints in the Agricultural Occupation.....	4
II POLICY	7
2.1 Statement of Policy.....	7
2.2 MAFF Policy for Gender Mainstreaming.....	7
2.3 Agricultural Sub-sectors	8
III STRATEGY	9
3.1 Strategic Plan 2006-2010	9
3.2 Objectives.....	9
3.2.1 Objective 1: Increase in gender awareness for MAFF staff at all levels in the agriculture sector	9
3.2.2 Objective 2: Integration of gender analysis and sex disaggregated targets and data into the planning of the agriculture sector.....	9
3.2.3 Objective 3: Increase in the authoritative possibilities and number of women who have the adequate attributes necessary for leadership positions in the MAFF	10
3.2.4 Objective 4: Increase in the ability of rural women to access and manage resources and agricultural services	11
IV IMPLEMENTATION PROCESS AND INTERVENTION	12
4.1 Conditions for implementation of the gender policy	12
4.2 Levels of Intervention.....	12
4.2.1 National Level.....	12
4.2.2 Provincial Level.....	13
4.2.3 District Level.....	13
4.2.4 Community / Village Level.....	13
4.2.5 Farming System Level	13
4.3 Implementation Procedures.....	13
V CONCLUSION.....	15

APPENDICES

Appendix 1: Terms of Reference and Composition of the Gender Working Group

Appendix 2: Terms of Reference and Composition of the Gender Unit

Appendix 3: Checklist for Gender Screening in Agriculture

Appendix 4: Matrix of the Plan of Action for Gender Mainstreaming

Abbreviations

AEA	Agro-Ecological Analysis
APIP	Agriculture Productivity Improvement Project
AQIP	Agriculture Quality Improvement Project
CAAEP II	Cambodia Australia Agriculture Extension Project, Second Phase
CBO	Community-based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMDG	Cambodia Millennium Development Goals
DAALI	Department of Agronomy and Agricultural Land Improvement
DAE	Department of Agriculture Extension
DAI	Department of Agro Industry
DPS	Department of Planning and Statistics
DPHRD	Department of Personnel and Human Resource Development
GDP	Gross Domestic Product
GFP	Gender Focal Point
GO	Government Organization
GWG	Gender Working Group of MAFF
GU	Gender Unit of MAFF
H.E.	His/Her Excellency
IEC	Information, Education and Communication
ILO	International Labor Organization
LFA	Logical Framework Approach
MAFF	Ministry of Agriculture, Forestry and Fisheries
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MOWA	Ministry of Women's Affairs
MRD	Ministry of Rural Development
NGO	Non Government Organization
NPRS	National Poverty Reduction Strategy
PDA	Provincial Department of Agriculture
PSU	Program Support Unit of Agriculture Sector Development Program
RGC	Royal Government of Cambodia
RUA	Royal University of Agriculture
SEDP II	Second Five Year Socio-Economic Development Plan
SIA	Social Impact Assessment
SMART	Specific, Measurable, Achievable, Reliable and Time-bound
ToR	Terms of Reference
ToT	Training of Trainers
TWGG	Technical Working Group for Gender (in MOWA)
UNIFEM	United Nations Development Funds for Women
VDC	Village Development Committee
WB	World Bank
WIN-FAO	Women in Irrigation, Nutrition and Health Project – Food and Agriculture Organization

Gender Glossary

The list of gender glossary is not exhaustive. New terminologies are being added all the time. The list below includes the more commonly used terminologies.

Access to resources is ability and opportunity of an individual to use a resource. For example, ability to have land for cultivation or to have a street house for retail shops.

Control of resources is process available to an individual to decide who can use the given resource, how to use the given resource and when to stop the use. For example, to sell right on land use, to open retail shop.

Empowerment is the process of increased opportunity and ability of women and men to control their life. Empowerment of women or men includes increasing their power to make decisions, to have their voices heard, to put things on the agenda, to negotiate and to challenge past customs.

Gender analysis is a process to assess the differential impact of policies, programs, projects and legislation on men and women. Gender analysis recognizes that the realities of men's and women's lives are different, and that equal opportunity does not necessarily mean equal results.

Gender responsiveness entails consistent and systematic attention to the differences between men and women in society with a view to addressing institutional constraints to gender equality.

Gender gap is a concrete example of political, economic, social and cultural difference or inequality between men and women or between boy and girl.

Sex identifies the biological, genetically determined differences between women and men and is not amenable to change. Only a very small proportion of the differences in roles assigned to men and women can be attributed to biological or physical differences based on sex. For example, insemination is a male sexual role, pregnancy and childbirth are female.

Gender roles are behaviors that are expected from men and women. Gender roles are learned and vary across cultures and over time; they are thus amenable to change.

Gender refers to the socially determined differences between men and women, such as roles, attitudes, behavior, and values. Gender characteristics are assigned to men and women during their childhood and are expected to be followed. For example, in some societies, women are considered dependent on men; in other societies, women are decision-makers, or men and women equally make decisions. Gender characteristics vary across cultures and over time; they thus are amenable to change.

Gender equality means that women and men enjoy the same status within a society. It does not mean that women and men are the same, but rather that their similarities and differences are recognized and equally valued. Gender equality means that women and men experience equal conditions for realizing their full human rights, and have equal opportunity to contribute to and benefit from political, economic, social and cultural development of their country.

Gender equity is the process of being fair to both women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity can be understood as the means, where equality is the end. Equity leads to equality.

Gender mainstreaming refers to the process or a strategy to work towards the goal of gender equality that was developed in 1990s. Unlike WID, gender mainstreaming focuses on changing the “gender norms of the mainstream”- the values, behaviors, practices, ideas and conventions that dictate the way the majority of people, organizations, communities and society functions. Gender mainstreaming involves (i) making men’s and women’s concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of society; (ii) changing policies and instructions so that they actively promote gender equality; (iii) rethinking socio-cultural values and development goals in the long-term.

Lack of gender awareness is the shortage of information and knowledge about gender issues and their impacts on experiences and development results of men and women, boys and girls.

Gender prejudice reflects characteristics that are foisted on women and men but fail to recount actual individual ability. For example, housework is women’s work, not men’s. Gender prejudice often limits an individual in doing what he or she is able to do.

Gender stereotypes are popularly held ideas about men and women. For example, ideas that women are tender, men are strong. Gender stereotypes are learned and vary across cultures and over time; they are thus amenable to change.

Gender-related development index (GDI) is a comprehensive index measuring average achievement in the three basic dimensions of human development – a long and healthy life, knowledge and a decent standard of living – adjusted to account for inequalities between men and women.

Labor division by gender is assignment of different tasks and responsibilities to women and men. Gender-based assignment of tasks is learned and pervaded by all members of a given community or society.

Status of women (or men) is the term used to compare socio-economic conditions of women (or men) with corresponding conditions of men (or women). For example, women have lower status than men in political life that is seen in lower rates of women at decision making levels.

Women in Development (WID) is an approach that emerged in 1970s, with the goal of integrating women more fully into the development process. It includes strategies such as women-only income generation projects, training and credit for women. In this approach, women are passive beneficiaries of development; women’s concerns are considered separately from the whole development issues.

Gender and Development (GAD) is an approach that was developed in the 1980s to overcome perceived weaknesses of the Women in Development (WID) approach. Rather than focusing exclusively on women, this approach is concerned with relations between women and men, particularly inequality in power sharing and decision making. GAD tries to address profound causes of gender inequality through integrating gender

in policy making process in all sectors at all levels, focusing on implementation of necessary steps to ensure that all members of the society equally enjoy the fruits of development.

Gender empowerment measure (GEM) is a comprehensive index measuring gender inequality in three basic dimension of empowerment – economic participation and decision-making, political participation and decision-making and power over economic resources.

I INTRODUCTION

1.1 Background

A main catalyst in the development of a framework for gender mainstreaming is from the Platform of Action and Beijing Conference, Fourth World Conference on Women held in Beijing, 1995 – in recognition that many countries are grappling with similar issues and that experiences can be usefully shared in order to achieve the goals of gender equality and economic empowerment. The Beijing Conference provides the guiding principles for gender mainstreaming in Cambodia, triggering the government to commit a stance to address gender issues in its development process. The Beijing+ Conference in 2000¹ reinforces the necessity to ensure that gender equality receives further attention. The Government of Cambodia being one of the signatories to the conference declaration has demonstrated a commitment to addressing gender equality. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is another significant international catalyst for Cambodia to mainstream gender.

The vision - “gender equality in every aspect of socio-economic development” - was inspired by national documents including The Constitution of Cambodia², Socio-Economic Development Plan (SEDP) I and II³, National Poverty Reduction Strategy (NPRS) 2003-2005, Cambodia Millennium Development Goal (CMDG), Government Rectangular Strategy (July 2004) and other international treaties related to gender equality. ‘A Fair Share for Women: Cambodia Gender Assessment’ 2004 also provides inspiration that guides the gender mainstreaming objectives and thrusts.

The Ministry of Women’s and Veteran Affairs⁴ issued the *Neary Rattanak* and Partnership for Building Together, which set the pace for more focused gender integration in national development. Though primarily for MOWA’s own purpose, they have implications on setting gender agenda for the government. The MAFF has close collaboration with MOWA. The *Neary Rattanak* for 2005-2010 underscores gender relevance in all spheres of development for Cambodia and the MOWA guides the process of gender mainstreaming in other ministries.

1.2 The Gender Situation in Cambodia

Social perceptions are built up over time and are entrenched deeply in values and norms. Cultural tradition plays a significant role in the responsibilities of women and men in society

For a long time the point of view of a large number of men looked down on women as the weaker sex. Today the status of women has been raised to have equal rights with men in national society, but this fact has still not been perceived widely by men yet.

¹ The Beijing+5 Conference of the General Assembly of the United Nations held in New York, 2000

² Article 31, In Article 31 shows that “ The Royal Kingdom of Cambodia recognizes and respects human rights as states, article 36 it states that all Cambodians have the right to choose employment appropriated to their own capacity and social need, and 45, it declares all discrimination against women will be abolished. Universal Declaration on Human Rights and conventions related to Human Right, Women Rights and Child Rights.

³ Page 20 states that “gender inequality and participation men and women are useful in the process of development in order to reduce poverty and get the progressing as high level.

⁴ Until recently, the Ministry of Women’s Affairs held the portfolio of veteran affairs.

Some men still believe that a woman's role is in the kitchen and if a woman has a higher position than a man, then that man has a low status amongst his peers.

Gender equality is integral to the development process and cannot be separated from other societal issues. The key issue is how to improve gender equity across a range of sectors in order to give women the skills and status needed to participate in contemporary society on equal footing with men.⁵

Gender equality does not mean equal number of women and men, nor does it mean "for women only". Gender equality requires that women, men, girls and boys, have equal opportunities to exercise their rights in terms of security and resources, and expression of opinion. Empowering women will ensure that men and women are equal partners in development.

Cambodia has expressed its commitment to gender equality through its prioritized development goals, signing of international declarations, establishment of committees for the advancement of women in every ministry, provision of quotas for female participation in various administrations and council elections.

1.3 General Conditions of Gender in the Agriculture Sector

Cambodia is amongst the poorest countries in the world as classified by the United Nations. Nearly one third of Cambodians live below the poverty line.⁶ The agriculture sector is the economic backbone of Cambodia, with 75% of the labor force supporting itself through this sector.

Rural women are responsible for 80% of food production and more than 65% of women are farmers. Among all female farmers, half are illiterate or have less than an elementary level of education and 78% farm as a family.⁷

The majority of rural women are farming for livelihood sustenance as men are. Most female farmers are turning towards commercial agricultural production and agro-enterprise in order to supplement household income. Women face numerous constraints because the agricultural technologies they are using are still primitive in form.

Agricultural extension techniques are still limited and have not addressed the differing problems and needs between women and men. A shift towards agricultural development that distinguishes and caters to the differences between male and female farmers requires that there is a robust agricultural framework that provides procedures, sets inspectional standards, and supervises and enforces an engendered agriculture sector that all stakeholders comply with.

In order to ensure gender mainstreaming for the whole sector of agriculture and rural development, the Ministry of Agriculture, Forestry and Fisheries (MAFF) established a Gender Unit (GU) as the over-arching body to oversee the implementation of the Policy and Strategy for Gender Mainstreaming. The policy is developed for the purpose of including gender equality in every strategy, program and plan concerning agricultural

⁵ SEDP II page 90,91

⁶ Poverty line is defined by the amount of calorie intake or an adjustable per capita income or access to basic needs.

⁷ SEDP II

services in order to contribute fully to the achievement of the objectives of national socio-economic development.

1.3.1 Perception of Gender in the Agriculture Sector

One challenge faced in mainstreaming gender is that many people do not yet understand gender issues in the agriculture sector. As a provincial officer in a workshop shared, “We do not understand exactly what gender mainstreaming is. We have high respect for women in our families, but still continually hear this same message about women’s work.” Yet several projects of the MAFF have worked to include gender issues and have been successfully implemented. For example: Integrated Pest Management (IPM), Agriculture Quality Improvement Project (AQIP), Cambodia-Australia Agriculture Extension Project (CAAEP), Agriculture Productivity Improvement Project (APIP), Women in Irrigation and Nutrition and Health Project (WIN-FAO). Because they are implemented in projects, the lifespan of the projects determined the sustainability of gender mainstreaming.

Agricultural terminology tends to be neutral by not emphasizing women’s roles in production, processing, marketing, and in short, the entire agricultural production cycle. Women manage food security in the family and ensure that there is food daily. Their work has two parts, side by side with the men in the fields in addition to their housework and the caring of children.⁸ Women are the primary labor force in farm work with the exception of work related to irrigation, field management and the care of farm animals. If a woman is employed, her additional income is not discretionary, but rather vital to the support of the family’s entire way of life. The visibility of women in the agriculture sector is clearly limited and therefore needs to be promoted.

1.3.2 Human Resources and Capacity Building

1.3.2.1 Decision-making by Women in the Agriculture Sector

The MAFF is comprised of an approximate 8,000 government officials of which 20% are women and very few are in positions of decision-making. It is estimated that women working in agricultural extension services make up only 5-10% of staff. In 2002-03, for example, only 17% of all students at the Royal University of Agriculture (RUA) were women⁹.

The representation of women in decision-making positions is small in number at every level in government administration and civil service. The Royal Government of Cambodia recognizes that there is at least some increase in the number of women participating in decision-making in both government sectors

1.3.2.2 Women’s Accomplishments

MAFF statistics for the year 2004 reveal that the number of women government officials that have leadership roles from the department or equivalent level in the MAFF is still at a very low level:

⁸ See an example of gender division of labor in agriculture in UNIFEM et al, p.59

⁹ World Bank Report, extracted from UNIFEM et al

Position¹⁰	Total	Men	Women
Minister	1	1	0
Secretary	5	5	0
Undersecretary and equivalent	5	5	0
General Directorate and equivalent	3	3	0
Deputy General Directorate and equivalent	14	14	0
Dept Directors and equivalent	31	31	0
Dept Deputy Directors and equivalent	75	71	4

It is apparent from the above numbers that the highest level position held by women is at the level of Department Deputy Director or an equivalent level. Because of this, in order to support gender equality, the MAFF recognizes that there needs to be a change in the opportunities for women to be recruited, promoted and capacitated in order for them to attain positions of authority setting agenda to address gender inequality.

In summary, women are a minority among the beneficiaries and providers of agricultural services. Women's significant contributions to the agriculture sector are not mirrored in their participation in decision-making and positions of prominence in civil service are still few.

The MAFF has women's associations. This women's association was created to facilitate or negotiate for on behalf of women staff especially in situations of personal and employment problems. All women members must pay a monthly contribution in order to help other women who are having problems. This means that women are doing it to help each other.¹¹

1.3.3 Constraints in the Agricultural Occupation

The main issue is the unfair situation whereby women farmers face in accessing and controlling key resources and services. Agricultural extension services, credit, land, water, marketing, training, information and research are critical factors for women farmers to improve agricultural production and enhancing their quality of life.

In general, extension services, credit and resource inputs are still not yet widely available to farmers, especially poor female farmers.

1.3.3.1 Agricultural Extension Services

Agricultural extension services are still limited. It is estimated that only 1% of all farmers receive agricultural extension services, of which only 10% are women.¹² Most extension services to either female or male farmers. When the rare services are offered, women have not been able to utilize offered opportunity for agricultural extension services due to childcare, time constraints, mobility, education and socio-cultural characteristics.

In order to design agricultural extension services that effectively help female farmers it is essential to understand the constraints that women face.

¹⁰ Department of Personnel and Human Resource Development

¹¹ Discussion with the Deputy Director in the Department of Administration, who leads the association. All ministries have such an association.

¹² UNIFEM, A Fair Share For Women – Cambodia Gender Assessment, April 2004

The agricultural marketing sub-sector is of particular concern as it deals with the distribution of cash crops and processed agricultural products to various markets. In order to reap the benefits of agricultural production, farmers need to know market information.

1.3.3.2 Financial Services in the Agriculture Sector

Rural and agricultural credit is a relatively new resource. Traditionally credit is a personal and difficult saving effort. Loans are used for both consumption and production. Borrowing from relatives may not include interest but borrowing from money lenders can incur interest of more than 100% annually. Micro finance from non-government organizations (NGOs) is gradually increasing but still inadequate to fulfill the increasing needs of farming families. Micro finance institutions usually provide loans without the concomitant capacity building to utilize the loans optimally.

1.3.3.3 Water and Land in Agricultural Production

Though all need water, the management of water for agricultural production and conservation is different for men and women. There is an increasing demand for irrigation instead of the traditional practice of dependence on rain for cultivation which makes "farmers at the mercy of nature." Women who manage food security for the family have become vocal on the issue.

With increasing pressure on land, Cambodia is in the process of resolving the legal aspects of ownership and inheritance rights to land. The Land Law of 2001 and the Sub-Decree on Social Land Concession have implications on the rights, receipt and control of land. Although some people may believe that there is no discrimination against women, ethnic minorities and the poor, there are still many vulnerable people who are dispossessed and have limited access to land. This is particularly so when they need to provide security or collateral for loans, securing viable divorce settlements and claiming rights to land. Female-headed households have smaller land holdings than male-headed households and are particularly at risk of poverty.¹³

Registration of land titles is not in joint signatories of husband and wife. In general, land registration is usually in the name of the husband, especially in the rural areas. Protecting the security of women will become increasingly important as pressure on land becomes more intense and land grabbing happens. Even where the names of both the wife and husband appear on a land title, men still make the major decisions in relation to the use of the land.¹⁴ Most poor women live in male-headed households.

1.3.3.4 Agricultural Employment and Agro-enterprises

Men and women spend approximately the same amount of time on income generating labor in rural areas. Female farmers provide 73.5% of agricultural labor in rural areas. Women spend more time than men on non-income generating work and household work. In agricultural work they work longer than men.¹⁵ In terms of agricultural wages women are paid less than men. Women also experience wage discrimination when,

¹³ UNIFEM, ditto

¹⁴ UNIFEM,

¹⁵ See data on activity profile available from DAE and MAFF

even after taking differences in age and education into account, women's wages are only 75% of men's wages.¹⁶

Women have limited opportunities to participate actively in the area of agro-enterprises. Special support to provide female-specific activities in with relation to information, credit, technology and training will open up opportunities for women to become owners and managers of independent businesses. The future will see the creation of female farmer associations or female entrepreneur groups which are robust in rural development.

1.3.3.5 Agricultural Services

Women have less opportunity to participate in community activities, training and other opportunities that enhance knowledge and skills or to improve their management and leadership roles due to many hours of household work (non-income generating work).

Agricultural research and information does not as yet fully address the immediate needs and activities of female farmers. Research can provide opportunities for women in decision-making in order to increase agricultural productivity and increase standards of living of farming households.

1.3.3.6 Female Farmer Groups

Farmer associations are presently not yet widespread in the country. Farmer cooperatives have existed in the past but with poor track records. The choices of female farmers can be enhanced through participation in associations, cooperatives and other forms of collective action. Such collective action provides women with synergy and value-for-money support as well as from each other. The MAFF can provide support with guidelines and procedures on how such groups could be organized and capacitated.

¹⁶ UNIFEM et al, A Fair share for Women – Cambodia Gender Assessment, April 2004

II POLICY

2.1 Statement of Policy

“Enhancement of gender equality in the agriculture sector through active cooperation of both women and men for the opportunity to contribute and benefit equally from the activities of all sub-sectors in the agriculture sector” (with reference to the Rectangular Strategy of RGC)

2.2 MAFF Policy for Gender Mainstreaming

The gender policy provides a basis for a gender mainstreaming and a holistic approach to agriculture sector and co-ordination. It provides a goal for compliance by national and international endeavor for agricultural and rural development in Cambodia. To overcome the constraints faced in gender mainstreaming, the Ministry of Agriculture, Forestry and Fisheries has laid down the following principles:

- The gender policy is grounded on strong foundation complying with national and international requirements. The policy is developed at a time when the agriculture sector in Cambodia is undergoing transformation providing a rallying point for pro-poor and women inclusive programming.
- Gender mainstreaming as a process toward gender equality is a mandate from the Royal Government of Cambodia. MAFF as one of the main vehicles for socio/economic development abides by the mandate.
- The process towards gender equality targets both men and women, with special focus on women in order to adjust the balance to equitable human and socio-economic development.
- Gender equality empowers women ensuring that men and women are equal partners in development and influence the direction of social and economic change that affect their lives.
- Another principle adhered to in the gender strategy is its compliance to human rights and entitlements to education, health care, information and resources.
- The correlation between gender equality and socio/economic development is high. One without the other will not be achieving the standard stipulated in the national goals of improved quality of life for all men, women and children.
- Because changing attitudes and practice is a long process, gender mainstreaming is a learning platform where theories and practice synergise to further enhance implementation.
- Women-specific efforts to target women exclusively will be included.

2.3 Agricultural Sub-sectors

The main sub-sectors of agriculture are:

- Food and cash crop production¹⁷
- Fisheries for nutritional consumption and cash production
- Livestock for nutritional consumption and cash production
- Forestry

The following aspects which are equally important in agriculture are crosscutting the sub-sectors:

- Agriculture research and technology
- Agriculture extension
- Agricultural forward- and backward linkages including input access, marketing etc
- Information and technology dissemination

The sub-sectors and crosscutting aspects are anchored within MAFF. Other agriculture-related sub-sectors such as resettlement, irrigation, pest management, natural resource management, farmers' organization etc., which are equally important particularly when livelihoods and household farming systems are affected, are the responsibility of other ministries. The sub-sectors on land concessions including both economic land concessions and social land concessions are areas of agricultural concern. Similarly, rural micro finance and small and medium agricultural loans are integral to agricultural development.

¹⁷ Horticulture is encompassed in this sub-sector.

III STRATEGY

3.1 Strategic Plan 2006-2010

The Ministry of Agriculture, Forestry and Fisheries (MAFF) has four objectives in its gender mainstreaming strategy for the agriculture sector to be achieved by 2010 in order to address poverty reduction and gender equality. The four objectives are:

1. Increase the gender awareness of ministry staff in the MAFF at every level of the agriculture sector.
2. Integration of gender analysis and sex disaggregated targets and data into the planning of the agriculture sector.
3. Increase the authoritative possibilities and number of women that have the adequate attributes necessary for leadership positions in the MAFF
4. Increase the ability of rural women to access and manage resources and agricultural services.

3.2 Objectives

3.2.1 Objective 1: Increase in gender awareness for MAFF staff at all levels in the agriculture sector

Outputs

1. Introduction gender sensitivity to all new recruits in MAFF
2. Facilitation of retraining on gender issues to existing MAFF staff
3. Identification of means to engender agricultural issues through mass media
4. Integration of gender issues in all other Information, Education and Communication (IEC)
5. Integration of gender issues into the curriculum of agriculture education institutions

Indicators

- 100% of new recruit staff are aware of gender issues
- 70% of current ministry's staff trained on Gender concept and analysis by 2010
- 100% of MAFF mass media in consultation with GU by 2007
- 50% of all IEC include gender issues by 2007
- 100% of students at all agriculture education institutions trained in basic gender concept and analysis

3.2.2 Objective 2: Integration of gender analysis and sex disaggregated targets and data into the planning of the agriculture sector

Outputs

1. Integration of gender issues into the annual plan of MAFF
2. Promotion and enhancement of coordination between MAFF Departments, GOs, NGOs and private sectors on gender mainstreaming

3. Gender analysis conducted at each stage of planning, implementation and monitoring and evaluation cycle with clear sex disaggregated statistics and targets
4. Allocation of resources and budget for planning, monitoring and evaluation
5. Quantitative and qualitative reporting of the progress of implementation of the gender policy and strategy
6. Facilitating the inclusion of gender issues in agriculture research plans
7. Facilitating in the inclusion of gender issues in national agriculture policy
8. Creation of a gender data bank in the MAFF

Indicators

- 100% of annual plans of MAFF disaggregated by sex by 2010
- Gender analysis conducted for 100% of MAFF projects by 2010
- All published documents with demographic information to be sex disaggregated by 2010
- 50% of programs and projects reports contained full information on gender issues by 2008
- 50% of agriculture research plans comply with gender policy by 2008
- 100% of related agriculture policies/strategies comply with gender policy by 2010
- Gender database in the MAFF functioning and accessible by 2007

3.2.3 Objective 3: Increase in the authoritative possibilities and number of women who have the adequate attributes necessary for leadership positions in the MAFF

Outputs

1. Facilitating and advocating the recruitment of more women in MAFF
2. Provision of at least equal opportunities between women and men in promotion
3. Facilitating the preparation of job description /ToR reflecting gender concern
4. Facilitating the increased participation of women in management training
5. Facilitating the increased participation of women in technical training

Indicators

- Percentage of recruited women increased in MAFF year by year
- At least gender balance representation in the promotion process by 2007
- Percentage of promoted women into management increased in MAFF year by year
- Job description of MAFF staff inline with gender policy by 2008
- Percentage of women participation in management increased by 2006
- 38 women in advanced studies (20 in B.Sc., 15 in M.Sc. and 3 in Ph.D.) by 2010

3.2.4 Objective 4: Increase in the ability of rural women to access and manage resources and agricultural services

Outputs

1. Assistance to the process of social land concession (SLC) ensuring both women and men benefit
2. Enhancing the capacity of rural women to participate in the private sectors
3. Increase the awareness of poor/female headed households of various programs concerning food security
4. Improving the opportunities for women farmers to participate in villages/community groups
5. Facilitating the access of women to credit services
6. Improved extension services to both women and men
7. Conducting workshops and study tours in order to improve rural women's access to resources

Indicators

- Extension services from MAFF to recipients of SLC benefiting both women and men from beginning 2006
- Participation of women in relevant capacity building activities
- At least 50% of poor female-headed farming households in target areas receiving food security programs by 2010
- The participation of women in villages/community groups (Farmer association/agricultural cooperatives, Community Fisheries, Forestry Community, etc.) increased by 50%
- The participation of women in various credit services increased 50%
- Percentage of women and men access to extension services
- Proportion of women involved increased from 10% (2004) to 30% by 2008
- At least 5 study tours per year organized for women farmers
- 2 workshops per year

IV IMPLEMENTATION PROCESS AND INTERVENTION

4.1 Conditions for implementation of the gender policy

The gender policy does not 'walk' by itself. Its implementation depends on specific conditions which should be in place and include the following:

- There will be the establishment of the Gender Unit (GU) carrying a pivotal responsibility in facilitating and monitoring the implementation of the policy and strategic plan. It has a 'sentinel/watchdog' role, ensuring that all MAFF activities, irrespective of departments, programmes, projects and donors align themselves with the gender policy. The GU will have its own budget for operation.
- All departments, programmes and projects of MAFF will comply with the policy and strategy for gender mainstreaming. It is the guiding document to be distributed to all department and agencies under MAFF as well as other stakeholders who have collaboration with MAFF.
- The policy addresses both practical needs and strategic needs.

4.2 Levels of Intervention

For clarity of implementing gender mainstreaming, it is necessary to look at the different levels of intervention.

4.2.1 National Level

The role of the MAFF is to establish a robust, flexible and user-friendly institutional framework including policy, strategies, and procedures and working checklist for all levels of MAFF to comply with. It has a regulatory function, screening programmes and projects for improvement with regards to social development issues including poverty reduction and gender. It also monitors impact based on selected strategic/key indicators. The Gender Unit in MAFF has the mandate to ensure that the policy is complied with and is accountable to the General Directorate.

Each department of MAFF has the responsibility to ensure that gender equality is taken into consideration in its projects. Each project consequently is responsible for gender issues are included in its activities. There is, however, yet an overall assurance that the projects are integrated effectively and sustainably. This has resulted in a haphazard and often ad hoc approach towards gender mainstreaming, often starting and ending with projects without tangible longer-term impact.

The MAFF provides the first link in the cascade of support including technical extension, training and monitoring through to the provinces, districts, communes, villages and farming households in compliance to the decentralization process.

4.2.2 Provincial Level

The provincial level has the duties of facilitating, pushing forward and directing the work of ministry officials in the provinces and cities in accordance with the policies and plans passed down from the national ministries and institutions. Provincial agriculture officials making up the field level department of the MAFF have a mission to lead, manage and carry out agriculture activities in their respective frameworks and are responsible for integrating gender issues into their activity plans and providing technical support to the district agriculture office.

The role of the provinces has become particularly important because of the decentralization process whereby more power is given for them to undertake development activities.

The provincial agriculture office will provide technical support to the district and commune offices. They will provide assistance and advice to the provincial executive committee, whose members are from the different government organizations.

4.2.3 District Level

The district level is important because of its linking role between the province and the communes and villages. The district staff provides closer supervision of the communes under their jurisdiction.

4.2.4 Community / Village Level

At this level, the villagers including both women and men are involved in the identification, planning, implementation and monitoring of the development interventions that are undertaken in their villages. Using different participatory and diagnostic methods, it is possible to bring the villagers closer to local decision-making that impact on a wider geographical and socio-economic area. Village level development committees or similar are advantageous entry points for gender mainstreaming interventions.

4.2.5 Farming System Level

The farming system level is the most important level of intervention because each and every farming household decides on how, when, how much the land and agricultural resources will be used for agricultural production. Targeting at this level brings intervention face-to-face with men and women farmers, whose farming problems, interests and needs are specific, individualistic and relevant to the agro-ecological environment.

4.3 Implementation Procedures

In the first stage of gender mainstreaming the Ministry of Agriculture, Forestry and Fisheries (MAFF) integrates the Policy and Strategy on Gender Mainstreaming into its mid-term and long-term strategic plans.

The Gender Unit will facilitate and monitor the implementation of the policy.¹⁸ The GU has the responsibility to advise and help facilitate gender mainstreaming in various agricultural programs and projects. The GU is also responsible for monitoring and evaluating whether MAFF's departments and units are implementing the policy and strategy in accordance with their annual plan and budgets, as the implementation of the policy and strategy rests in MAFF.

The GU will recommend to the MAFF on different strategic issues including recruitment, promotion and training options for women to achieve management positions. It will develop procedures and guidelines for screening programmes/projects. It will monitor whether programmes/projects comply with the policy.

The GU will advise and assist the departments of MAFF disaggregate data by sex in their documents, where relevant. To coordinate all sources of data, a gender databank will be established.

Gender sensitivity training of the staff of the MAFF and other stakeholder partners will provide progressive capacity strengthening in order to ensure that they are all aware of and will be able to respond to gender issues in their work. This capacity strengthening will use different approaches in order to best suit different target groups. There is an abundance of manuals, modules and gender training guides from projects and programs of the MAFF, NGOs and the Ministry of Women's Affairs (MOWA). These training materials will be reviewed and recycled relevantly.

The MAFF will collaborate with relevant government agencies, NGOs and community-based organizations (CBOs) to optimize interventions at different levels, based on the advantages of those organizations and institutions.

The provision of agricultural services to women farmers will be enhanced through equipping female extension staff with relevant skills and incentives.

¹⁸ The Gender Unit replaces the Gender Working Group.

V CONCLUSION

The Ministry of Agriculture, Forestry and Fisheries is committed to enhance gender equality within its area of jurisdiction. The Policy and Strategy for Gender Mainstreaming is an evidence of this commitment. The setting up of the Gender Unit to initiate the mainstreaming process is the very first step in the implementation process.

The Policy and Strategy on Gender Mainstreaming document will be publicly published and distributed to MAFF staff at the national and provincial level as well as stakeholder institutions, non-government organizations and other development partners.

This document will be reviewed again four years after implementation once work experience has been gained and clear data related to gender issues in the agriculture sector has been collected in order to monitor and reevaluate gender mainstreaming activities in the agriculture sector.

APPENDIX 1

Terms of Reference (revised in 2004) and Composition of Gender Working Group Ministry of Agriculture, Forestry and Fisheries

The Ministry of Agriculture, Forestry and Fisheries (MAFF) established a Gender Working Group in May 2003 with 15 members nominated from different departments within MAFF. The rationale behind the establishment is the importance the MAFF places on gender issues in the agriculture sector. Gender Focal Points (GFP) have been appointed in all ministries including MAFF in compliance with the Beijing Platform for Action. The GFP of MAFF has a pivotal role as one of the members of the GWG. The MAFF requires a more broad-based support from its different departments and organizations to work towards a genuine social development¹⁹ framework for agriculture and rural development in general and gender equality in particular. The GWG is the promoter and champion for the purpose.

Specific tasks:

1. To draft a gender strategy for agriculture
2. To train national and provincial staff on gender concepts and analysis
3. To actively participate in the Technical Working Group on Gender (TWGG) chaired by the Ministry of Women's Affairs (MOWA)

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

¹⁹ Social development issues include among others poverty reduction and participatory processes

Members as per July 2005:

No	Name	Position at Office	Position in GWG
1	H.E. It Nody	Under-Secretary of State, MAFF	Chief
2	Mr. Chan Saruth	Deputy-Director of Personnel and HRD Department	Vice-Chief
3	Mrs. Ourng Heng	Deputy-Director of Administrative Affairs Department	Vice-Chief
4	Mr. Kuy Huot	Deputy-Director of Agricultural Extension Department	Permanent member
5	Mrs. Ker Phalla	Officer of Fisheries Department	member
6	Mrs. Kang Kroesna	Deputy Dean of Animal Science and Veterinary Medicine Faculty, Royal University of Agriculture	member
7	Mrs. Yos Sang Kany	Chief of Administrative and Personnel Office, Department of Agronomy and Agricultural Land Improvement	member
8	Miss Klot Maly	Chief of Finance Office, Department of Accountant and Finance	member
9	Mrs. Pheng Sophada	Vice-Chief of Environmental Impact Assessment Office, Department of Planning and Statistics	member
10	Miss Sath Savang	Vice-Chief of Human resource Development Office, Department of Personnel and HRD	member
11	Mrs. Chan Sipana	Vice-Chief of Agricultural Marketing Office, Department of Planning and Statistics	member
12	Mr. Uk Tona	Deputy Director of Takeo Agriculture Service	member
13	Mrs. Chin Sam Ang	Officer of Forestry Administration	member
14	Mrs. Pol Reakheta	Officer of Animal Health and Production Department	member
15	Mr. Say Tom	Vice Chief of Human Resource Development Office, Department of Agricultural Extension	member

APPENDIX 2

Terms of Reference and Composition of Gender Unit (GU) Ministry of Agriculture, Forestry and Fisheries

The Ministry of Agriculture, Forestry and Fisheries (MAFF) established a Gender Unit (GU) with six members nominated from different departments within MAFF. The rationale behind the establishment is the importance the MAFF places on gender issues in the agriculture sector. Gender Focal Points (GFP) have been appointed in all ministries including MAFF in compliance with the Beijing Conference Platform for Action, 1995. The MAFF requires however a more broad-based support from the departments to work towards a genuine social development²⁰ framework for agriculture and rural development in general and gender equality in particular. The Gender Unit is the promoter, champion and sentinel for gender mainstreaming. It oversees the implementation of the policy and strategy for gender mainstreaming of the MAFF.

The Gender Unit is anchored at the General Directorate.

Specific tasks

1. To advise the MAFF on gender issues in agriculture
2. To monitor and report the implementation of the gender policy and strategy
3. To screen all programmes and projects ensuring that social development and gender equality issues are considered (checklist prepared); and to report suggestions / recommendations of screened projects to the General Directorate and the relevant offices of MAFF
4. To develop guidelines, criteria, indicators for social development and gender equality for incorporation into all programmes and projects of MAFF
5. To develop detailed action plan for gender mainstreaming in compliance to the abovementioned gender strategy for agriculture
6. To assist in development of training modules for gender mainstreaming for agriculture²¹
7. To actively participate in the Technical Working Group on Gender (TWGG) chaired by the Ministry of Women's Affairs (MOWA) and other gender-related coordination
8. To facilitate training/workshops on gender mainstreaming in relation to specific agricultural activities
9. To facilitate the introduction of gender mainstreaming to newly recruited MAFF staff²²
10. To assist MAFF in strengthening its institutional framework in gender mainstreaming including gender sensitive and responsive planning and monitoring processes
11. To identify innovative ideas for piloting through programmes and projects that trigger gender equality and women-specific activities
12. To act as a repository (databank) of documents, information etc on gender issues and activities on behalf of MAFF
13. To be champion for gender issues in her/his department
14. To meet according to needs and requirement of programme/project planning process

²⁰ Social development issues include among others poverty reduction, gender mainstreaming and participatory processes

²¹ Training modules from other Ministries and NGOs are available. Where possible, modification of the training

materials is encouraged instead of starting from ground zero

²² Approximately 150 new recruits annually

15.The Gender Unit will prepare at least a supervision and assessment report every 6 months for distribution to all concerned departments to act upon

16.The Gender Unit will undertake its duties in accordance with professional good practices

Members of the Gender Unit

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

- Department of Planning and Statistics
- Department of Agriculture Extension
- Royal Agriculture University
- Department of Accounting and Finance
- Department of Personnel and Human Resources Development

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

To ensure that the members of the Gender Unit are able to perform, they will have at least basic gender training.

APPENDIX 3

GENDER AND POVERTY CHECKLIST

The checklist is designed by the Ministry of Agriculture, Forestry and Fisheries (MAFF) to screen programmes and projects ensuring that poverty reduction and gender equality issues²³ are considered and included for implementation. This is a desk exercise to provide initial assessment. Use the checklist according to relevance and degree of ambition.

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

²³ Can be collectively termed social development

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

APPENDIX 4

Matrix of Action Plan for Gender Mainstreaming

Description	Objectively Verifiable Indicators	Mean of Verification	Assumptions/Risk
Gender Mainstreaming Goal: Improvement of gender equality in agriculture sector.	Gender issues are incorporated in all sub sectors of agriculture by 2010 GU work plan implemented smoothly	Documentary evidence	Sustainable commitment of MAFF to implement gender mainstreaming Commitment of GU to implement gender mainstreaming Resources allotted for implementation
Objective 1: Increase in awareness of gender for MAFF staff at all levels in the agriculture sector.	100% MAFF staff gender sensitized by 2010		
Outputs: 1. Introduction gender sensitivity to all new recruits in MAFF 2. Facilitation of retraining on gender issues to existing MAFF staff 3. Identification of means to engender agricultural issues through mass media	<ul style="list-style-type: none"> • 100% of new recruits are aware of gender issues • 70% of Ministry's current staff trained in gender concept and analysis by 2010 • 100% of MAFF mass media advised by GU by 2007 	<ul style="list-style-type: none"> • Report on training implemented with new recruit staff • Report on training session and participant list • Leaflets, magazines, agriculture brochures and broadcasts 	

<p>4. Integration of gender issues in all other Information, Education and Communication (IEC)</p> <p>5. Integration of gender issues into the curriculum of agriculture education institution</p>	<ul style="list-style-type: none"> • 50% of all IEC include gender issues by 2007 • 100% of students at all agriculture education institutions trained in basic gender concept and analysis 	<ul style="list-style-type: none"> • MAFF documents • Curriculum of agricultural university and colleges 	
<p>Activities leading to Outputs of Objective 1:</p> <p>Activities leading to Output 1</p> <ul style="list-style-type: none"> • Train new recruits on gender awareness <p>Activities leading to Output 2</p> <ul style="list-style-type: none"> • Implement ToT on gender awareness to gender focal points • Retrain MAFF staff on gender awareness <p>Activities leading to Output 3</p> <ul style="list-style-type: none"> • Monitor gender related issues in Mass Media • Inform Mass Media of important issues in MAFF Gender Mainstreaming activities <p>Activities leading to Output 4</p> <ul style="list-style-type: none"> • Facilitate departments to integrate gender issues into Information , Education and Communication 	<p>Schedule of Activities:</p> <p>2006-2010</p> <p>2006-2010</p> <p>2006-2010</p> <p>2006-2010</p> <p>2006-2010</p> <p>2006-2010</p>		

<p>activities</p> <ul style="list-style-type: none"> • Conduct consultative meetings <p>Activities leading to Output 5</p> <ul style="list-style-type: none"> • Review university curriculum • Propose improvement for gender awareness in curriculum of agricultural institutions 	<p>2006 2006-2008</p>		
<p>Objective 2: Integration of gender analysis and sex disaggregated targets and data into the planning of the agriculture sector.</p>	<p>Sex disaggregated targets and statistics integrated in all work plans and budgets of MAFF by 2010</p>		
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Integration of gender issues into the annual plan of MAFF 2. Promotion and enhancement of coordination between MAFF Departments, GOs, NGOs and private sectors on gender mainstreaming 3. Gender analysis at each stage of planning, implementation and monitoring and evaluation cycle with sex disaggregated statistics and targets 4. Allocation of resources and budget for planning, monitoring and evaluation 	<ul style="list-style-type: none"> • 100% of annual plans of MAFF disaggregated by sex by 2010 • All published documents with demographic information to be sex disaggregated by 2010 • Gender analysis conducted for 100% of MAFF projects by 2010 	<ul style="list-style-type: none"> • MAFF annual plan • MAFF and stakeholder reports • MAFF documents, gender data bank and MAFF website • MAFF medium term expenditure framework 	

<p>5. Quantitative and qualitative reporting of the progress of implementation of the gender policy and strategy</p> <p>6. Facilitating the inclusion of gender issues in agriculture research plans</p> <p>7. Facilitating in the inclusion of gender issues in national agriculture policy</p> <p>8. Creation of a gender data bank in the MAFF</p>	<ul style="list-style-type: none"> • 50% of programs and projects reports contained full information on gender issues by 2008 • 50% of agriculture research plans comply with gender policy by 2008 • 100% of related agriculture policies/strategies comply with gender policy by 2010 • Gender database in the MAFF functioning and accessible by 2007 	<ul style="list-style-type: none"> • All program, project and research documents • Research plans • National agriculture policy documents • Gender data bank 	
<p>Activities leading to Outputs of Objective 2</p> <p>Activities leading to Output 1</p> <ul style="list-style-type: none"> • Review draft annual plan of MAFF • Propose improvement where necessary <p>Activities leading to Output 2</p> <ul style="list-style-type: none"> • Facilitate and follow up gender mainstreaming activities with other department, NGOs, GOs and private 	<p>Schedule of Activities:</p> <p>2006 -2010</p> <p>2006 -2010</p> <p>2006 -2010</p>		

<p>management position and advance their careers in MAFF</p>	<p>making positions in MAFF enhanced by 2010</p>		
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Facilitating and advocating the recruitment of more women in MAFF 2. Provision of at least equal opportunities between women and men in promotion 3. Facilitating the preparation of job description /ToR reflecting gender concern 4. Facilitating the increased participation of women in management training 5. Facilitating the increased participation of women in technical training 	<ul style="list-style-type: none"> • Percentage of recruited women increased in MAFF year by year • At least gender balance representation in the promotion process by 2007 • Percentage of promoted women into management increased in MAFF year by year • Job description of MAFF staff inline with gender policy by 2008 • Percentage of women participation in management increased by 2006 • 38 women in advanced studies (20 in Bsc. , 15 in MSc. and 3 in PhD.) by 2010 	<ul style="list-style-type: none"> • Recruitment procedure • Recruitment list • Promotion procedure • Promotion list • Job description documents • Training assessment report • List of attending and certificates 	<p>Resources allotted by other cooperated projects in MAFF</p>

<p>Activities leading to Outputs of Objective 3:</p> <p>Activities leading to Output 1</p> <ul style="list-style-type: none"> • Review of existing recruitment system in MAFF including Departments, programs and project • Analysis of the system • Recommendations • Incentive of reverse system to be recruited at the provincial, district levels <p>Activities leading to Output 2</p> <ul style="list-style-type: none"> • Review of the existing promotion system in MAFF including departments, programs and projects • Analysis of the system • Recommendations <p>Activities leading to Output 3</p> <ul style="list-style-type: none"> • Review the existing job description • Analysis • Recommendations <p>Activities leading to Output 4</p> <ul style="list-style-type: none"> • Review the TNA and training materials • Analysis • Recommendations on the consolidated management training • Prepare training on management concern to women staff by out sources • Conduct training evaluation <p>Activities leading to Output 5</p> <ul style="list-style-type: none"> • Review the TNA in MAFF departments 	<p>Schedule of Activities:</p> <p>2005 and ongoing</p> <p>2005 and ongoing</p> <p>2005 and ongoing</p> <p>Draft proposal by end 2006</p>		
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<ul style="list-style-type: none"> • Prepare guidelines on the criteria selection of women candidates for BSc., MSc, and PhD. and send to line departments • Monitor enrolment in the university and request the monitoring report from the university 	<p>Draft proposal by end 2006</p>		
<p>Objective 4: Increase in the ability of rural women to access and benefit from agriculture resources and services</p>	<p>Rural women position enhanced as shown by increased income by 2010 (baseline 2006)</p>		
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Assistance to the process of social land concession (SLC) ensuring both women and men benefit 2. Enhancing the capacity of rural women to participate in the private sectors 3. Increase the awareness of poor/female headed households of various programs concerning food security 4. Improving the opportunities for women farmers to participate in villages/community groups 	<ul style="list-style-type: none"> • Extension services from MAFF to recipients of SLC benefiting both women and men from beginning 2006 • Participation of women in relevant capacity building activities • At least 50% of poor female-headed farming households in target areas receiving food security programs by 2010 • The participation of women in villages/community groups (Farmer association/agricultural cooperatives, Community 	<ul style="list-style-type: none"> • Reports from SLC working group • Reports from MAFF, MRD, MOWA etc. • Progress reports and official data/statistics from stakeholders • Monitoring/progress/survey reports 	

<p>5. Facilitating the access of women to credit services</p> <p>6. Improved extension services to both women and men</p> <p>7. Conducting workshops and study tours in order to improve rural women's access to resources</p>	<p>Fisheries, Forestry Community, etc.) increased by 50%</p> <ul style="list-style-type: none"> • The participation of women in various credit services increased 50% • Percentage of women and men access to extension services • Proportion of women involved increased from 10% (2004) to 30% by 2008 • At least 5 study tours per year organized for women farmers • 2 workshops per year 	<ul style="list-style-type: none"> • Reports from programs/projects • DAE reports • Study tour/workshop reports 	
<p>Activities leading to Outputs of Objective 4:</p> <p>Activities leading to Output 1</p> <ul style="list-style-type: none"> • Participate in SLC working group discussion on the regular basis • Advise and recommend them (SLC working group) <p>Activities leading to Output 2</p> <ul style="list-style-type: none"> • Review MAFF activities on private sector development • Analysis what more needed • Make recommendations 	<p>Schedule of Activities:</p> <p>2006</p> <p>2006</p>		

