

# CARE International In Cambodia

## Safe Workplaces, Safe Communities Project

Phnom Penh, Cambodia, South East Asia  
December 2013 to November 2016

Final Evaluation Report  
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## Acronyms and Abbreviations

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BSIC	Beer Selling Industry of Cambodia
BCC	Behaviour Change Communication
CAMFEBA	Cambodia Federation of Employers and Business Association
CC	Commune Council
CCJAP	Cambodia Community Justice Assistance Project
CCWC	Commune Committee for Women and Children
CHA	Cambodian Hotel Association
CRA	Cambodia Restaurant Association
CSP	Village and Commune Safety Policy
EVAW	Ending Violence Against Women
FGD	Focus Group Discussion
GF	Garment Factory
GMAC	Garment Manufacturers Association of Cambodia
GBV	Gender Based Violence
HT	Hospitality and Tourism
IEC	Information, Education and Communication
ILO	International Labour Organisation
KII	Key Informant Interview
KTV	Karaoke TV
LRFCW	Labour Rights for Female Construction Workers
MoEYS	Ministry of Education, Youth and Sports
Mol	Ministry of Interior
MoLVT	Ministry of Labour and Vocational Training
MoT	Ministry of Tourism
MoWA	Ministry of Women's Affairs
MoU	Memorandum of Understanding
NAPVAW II	National Action Plan on Prevention of Violence Against Women 2014-2018
NCDD	National Committee for Sub-national Democratic Development
NGO	Non Governmental Organisation
NVWI	Non Violent Workplace Initiative
PE	Peer Educator (or Peer Leader)
PHD	People Health Development Association
PMUW	Protections for Marginalised Urban Women
PSWWBI	Promoting the Safety of Women Workers in Beer Industry
RGC	Royal Government of Cambodia
SABC	Solidarity Association of Beer Promoters
SAFE	Strengthening Activity for Factory Education (of GMAC)

SH	Sexual Harassment
SHSC	Safe Homes, Safe Communities
SOP	Standard Operating Procedures
SWSC	Safe Workplaces, Safe Communities
TOT	Training of Trainer
TWGG-GBV	Technical Working Group on Gender Subcommittee-Gender-Based Violence
UNTF	United Nations Trust Fund to End Violence Against Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women
WHO	World Health Organisation

## Executive Summary

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### Introduction

Gender-based violence (GBV)<sup>1</sup> in Cambodia takes place in the context of deeply entrenched cultural norms that disadvantage women and girls. Acceptance of GBV among the community is still unacceptably high, with 80 per cent of both men and women failing to respond when they hear of cases of abuse (MoWA 2009). Moreover, 50 per cent of ever-partnered women and 27 per cent of ever-partnered men believe that a husband is justified in beating his wife under certain circumstances (CDHS 2014).

Women represent 51.4 per cent of the formal labour force in Cambodia, predominantly in the garment industry and the tourism and hospitality sector (CSES 2014). An estimated 40,000 women are employed in the entertainment industry while 90 per cent of the estimated 610,000 (ILO 2016) people employed by garment factories are women (CARE 2014, ILO 2016). Recent studies have shown high rates of sexual harassment reported by female garment factory workers (20 per cent, ILO 2012) and by women working as beer promoters (over 60 per cent, CARE 2010). While a legal framework to protect women is in place, GBV and sexual harassment remain a significant risk for women in Cambodia due to unclear definitions of sexual harassment, poor understanding of the law and weaknesses in the implementation of laws and policies.

### **The *Safe Workplaces, Safe Communities* Project**

The *Safe Workplaces, Safe Communities* (SWSC) project was funded by the United Nations Trust Fund to End Violence Against Women (UNTF) and implemented by Care International in Cambodia in six communes in four districts in Phnom Penh, Cambodia between December 2013 and November 2016. The project aimed to reduce sexual harassment and gender-based violence in selected Cambodian workplaces and communities. The project took a multi-level approach to addressing GBV and sexual harassment working at the individual, community and policy levels engaging women, private sector employers, commune council authorities and local police, community members including men and youth in schools as well as key government ministries.

To do this, the project supported female workers to form peer networks to educate other female workers on their rights and to enable them to address issues related to GBV and sexual harassment at the workplace. This process was also designed to sensitise employers in the garment factory (GF) and hotel and tourism (HT) industries and foster adherence to GBV and sexual harassment laws and policies. Firstly, for female HT workers, training and outreach activities was through peer education organised by a local partner Solidarity Association of Beer Promoters (SABC). For female GF workers, CARE trained GF human resource managers on how to raise awareness about sexual harassment with their workforce. Secondly, at the community level, the project trained frontline police and commune councils (CC) in appropriate GBV and sexual harassment responses and worked

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<sup>1</sup> GBV is any act that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. (Source: CEDAW GR 19 on VAW, 1992; UN DEVAW 1993, Art. 1)

with Commune Committees for Women and Children (CCWC) to promote greater awareness of GBV and sexual harassment in the communities and develop effective referral networks. To reach men, the local partner People's Health Development Association (PHD) used a peer education approach with young male students as well as organised local events to raise awareness of sexual harassment. At the national level, the project worked to strengthen the policy approach to GBV and sexual harassment issues under the second National Action Plan to Prevent Violence Against Women (NAPVAW II) with key ministries, led by the Ministry of Women's Affairs (MoWA), Ministry of Interior (Mol) and Ministry of Labour and Vocational Training (MoLVT). This included providing technical support and capacity building for policy implementation, supporting the development of workplace and community based models to address GBV and sexual harassment issues, and facilitating government and private sector commitments on workplace protections for female workers.

The overall goal of the SWSC project was to reduce GBV and sexual harassment both at workplaces and in communities for women working in garment factories and the hospitality and tourism industries in the target communes in Phnom Penh. Through its key activities the project aimed to successfully raise awareness of women workers and engage men to prevent sexual harassment, improve service delivery and response actions by employers and local authorities as well as strengthen institutional responses to GBV and sexual harassment by relevant government ministries and in the target areas.

## **Purpose and Objectives of the Evaluation**

The purpose of this evaluation is to assess *the effectiveness, relevance, efficiency, sustainability, impact, gender equality and human rights based approach, and knowledge generation* of the project. The evaluation reviewed the implementation of the methodology towards the achievement of the goal and outcomes, and presents an assessment of the findings, lessons learned and recommendations.

The evaluation is also intended to generate information on promising practices for general programming on GBV and sexual harassment as well as for best practices when working with government and local partners. Findings and recommendations are put forward to help give direction to CARE's future work with women in the garment and hospitality industries on prevention of sexual harassment and GBV.

## **Methodology**

The evaluation was carried out in three stages, (inception, data collection and analysis, and synthesis and reporting) between the end of November 2016 and January 2017. The evaluation team included Carol Strickler and Dr. Pou Sovann as lead and national consultants respectively.

**Data sources:** The evaluation matrix was guided by the Terms of Reference for the SWSC project, and included additional specific interview questions for stakeholders. Sources included a desk review of project documents, including the Baseline and Endline Surveys, relevant studies, national plans, legal and policy documents as well as data collected through fieldwork in the target areas in Phnom Penh.

**Data Collection:** Data was gathered and analysed through a combination of methods:

- **Desk review:** Project documents (proposal, annual reports, communication and training materials, Baseline and Endline Surveys), national laws, policies and plans, and other studies relevant to the project were reviewed.
- **Field Work:** In Phnom Penh and target areas, focus group discussions and key informant interviews were conducted with project partners and stakeholders, including CARE project staff, implementing partners, industry peak bodies, garment factory partners, hospitality and tourism outlet partners, local authorities (commune councils and commune committees for women and children), University and Secondary School officials, and female peer educators. A total of 52 people (35 women) were interviewed.
- **Site Visits:** Visits were also made to selected garment factory partners, HT outlet venues and CC offices.

**Analysis and synthesis:** Project documents were analysed, information from the fieldwork interviews was reviewed and assessed against project reports and surveys, and triangulation of data across different stakeholders and sources allowed for verification of data. Qualitative (focus group discussions, interviews and site visits) and quantitative (Baseline and Endline Surveys) data were analysed for content, including comparisons where relevant and findings incorporated into the report.

**Limitations:** There were difficulties in arranging meetings with some stakeholders resulting in delays in the scheduled fieldwork while some stakeholders (District Police) were not available for interviews. Complete lists of participating GFs and HT outlet partners were not available so interviews and site visits were somewhat limited by this lack of information. Furthermore there is limited qualitative information on changes in men's knowledge and attitude as a result of project interventions from project documents and surveys.

## **Key Findings and Conclusions**

**Project Goal:** The project made substantial progress towards the project goal "*women workers in garment factories and tourism and hospitality industries experience less GBV and sexual harassment in the targeted workplaces and surrounding communities*" in that all (99 per cent) female HT and 20 per cent of female GF workers interviewed at the Endline Survey perceive a reduced risk of sexual harassment over the past three years. Furthermore, almost all female workers report they are willing to report a case of sexual harassment at their workplace or community. Yet the vast majority of female workers still feel that they are at regular risk of sexual harassment at their work place and in public spaces, highlighting that GBV and sexual harassment remain a major concern for female workers in Cambodia.

**Relevance:** The results show that the project was highly relevant to the context in that there are high levels of acceptance by society of sexual harassment and GBV towards women, and female HT workers and GF workers are particularly vulnerable. The SWSC project was one of the few interventions in Cambodia that sought to raise awareness among the wider society that sexual harassment is a form of violence against women and that it is a violation of women's rights.

The multi-level coordinated approach was well aligned with national priorities on gender equality and the NAPVAW II. The results show that engaging female workers through peer network model is an empowering approach while engaging men and boys through targeted mass media events on awareness raising in the fight against sexual harassment has the potential to reach a massive national audience. Reinforcing the role of MoWA and the implementation of NAPVAW II through multi-stakeholder coordination mechanisms remains a key strategy to the elimination of violence against women and girls in Cambodia.

**Effectiveness:** The results show that all female workers demonstrated an increased understanding of all types of sexual harassment behaviours but that some male behaviours are still seen by female garment factory workers as tolerable, normal or something they must deal with in the course of work or while traveling in public. The peer-to-peer model employed with female HT workers was more successful than working through GF partners systems as it was more direct and comprehensive and provided a much needed support network for female workers to address GBV and other work related issues. Findings show by the end of the project, over 70,000 female GF and HT workers were reached through one to one and group peer sessions, workplace group training and awareness-raising activities, and national campaigns and events, exceeding project expectations.

The project was successful in working with employers to take action to implement GBV and sexual harassment policies at work as almost all female workers recognised that their workplaces had policies against sexual harassment. For garment factories, this is evidenced by an improved SH Workplace Policy, the establishment of sexual harassment committees and training the workforce on sexual harassment and the policy using multi-media Behaviour Change Communications (BCC) packages tailored made for the workforce. For HT outlets, training on labour law and workplace protections by government ministries resulted in increased adherence to workplace safety protections for female workers. However garment factories are reluctant to formally report cases of sexual harassment due to concerns of negative implications for their business.

While the project realised the importance of partnering with local authorities and police at the commune and district level to improve services and capacities of duty bearers in GBV responses, findings show there were only gradual and modest changes in local authorities' attitudes and actions to support women survivors of GBV and sexual harassment. Delays in the roll out of the Good Practice Guidelines: Response to Violence Against Women (VAW) at Commune Level, combined with the strict Village and Commune Safety Policy (CSP) that inadvertently deters formal reporting, and the reluctance of local police to record sexual harassment complaints could have resulted in limited formal reporting of GBV cases.

**Efficiency:** The project successfully reached or exceeded the majority of activities and beneficiaries at the end of the project and expenses were generally in line with the revised budget lines after the first year. SABC outreach to HT workers was steady and timely throughout the project cycle while the 2016 #WhyStop Campaign was extremely efficient in reaching almost 2 million men over a short period of time with targeted messages on the importance of stopping sexual harassment.



While CARE had the relationships and access to the relevant ministries and private sector employers, the technical and adequate financial and management resources to manage all project activities, they may have underestimated the technical resources required at the start of the project as well as the time and human resources needed to liaise and coordinate with multiple stakeholders in the government and private sector. Delays in finalising and roll out of the Good Practice Guidelines: Response to VAW at Commune Level for CC/CCWCs and the multi-media BCC package, which includes the standard SH Workplace Policy for garment factories, until the end of the third year meant that comprehensive implementation and follow-up of prevention and response activities on GBV and sexual harassment with key duty bearers was slower than expected.

**Impact:** The results show that women workers in the target workplaces have experienced a decrease in the risk of sexual harassment at work and target employers have taken concrete actions to prevent and solve sexual harassment problems at the workplace. Compared to the Baseline Survey where all women workers surveyed perceived a 'regular and daily risk' of sexual harassment at their workplace, virtually all (99 per cent) female HT workers and 20 per cent of female GF workers at the Endline Survey perceived a decrease in the risk of sexual harassment over the last three years as a result of project interventions. Furthermore the vast majority of female GF workers (85.5 per cent) and HT workers (99 per cent) at the Endline Survey agreed that their workplace has policies against sexual harassment and many HT workers stated that their employers have implemented workplace protections and they no longer tolerate sexual harassment at the workplace. The majority of restaurant owners/managers surveyed also agreed that there were fewer incidents of sexual harassment by male customers at the workplace as a result of project interventions.

In garment factories, awareness raising on sexual harassment combined with an enhanced SH Workplace Policy and a system to manage sexual harassment complaints have reportedly led to reduced sexually inappropriate verbal teasing by male co-workers, creating a safer work environment for all workers. Furthermore, both female HT and GF workers have expressed more confidence in themselves and their ability to recognise, deal with, and report cases of sexual harassment to their employers and local authorities. However, studies show that 20 per cent of the population still believes that sexual harassment is provoked by women and there is still high tolerance by society for certain sexual harassment behaviours towards female workers in some professions, while local authorities and police attitudes and actions still need to be more gender responsive and sensitive.

**Sustainability:** The project has empowered female HT and GF workers with the knowledge and skills to recognise and take action against sexual harassment at their workplace, and to some extent in their community. With the introduction of the SH Workplace Policy and multi-media BCC package, garment factories and GMAC have demonstrated commitment to institutionalise the implementation of the policy through their own systems and allocation of resources. The strategic links with the CCs/CWCCs for more responsive GBV services through the roll out of the Good Practice Guidelines: Response to VAW at Commune Level, has increased accountability mechanisms of local authorities but requires continued follow up support from future projects, as well as the MoWA and Mol.

**Gender Equality and Human Rights Based Approach:** The project provided female HT and GF workers with the skills and knowledge, including social networks, legal services and contacts with duty bearers to reject sexual harassment as acceptable and to take action directly with customers and employers and appropriate local authorities and police to a lesser extent. Frontline duty bearers, including employers, local authorities, police and government officials also increased their sense of responsibility to better protect and respond to women experiencing GBV and sexual harassment, through knowledge, skills, practical tools and policies though work on challenging social norms blaming women for acts of violence still needs to continue.

**Knowledge Generation:** Promising practices include working with and across multiple levels of stakeholders at the individual, employer, community, and policy level; holding multi-stakeholder dialogues between project stakeholders (i.e. SABC, police, employers, and MoWA) to raise issues and solve problems; and coordinating national campaigns and sharing innovative sexual harassment IEC materials with different stakeholders and events. Furthermore, the 2016 #WhyStop Campaign involving men and boys to change harmful attitudes towards sexual harassment through targeted appropriate social media is a model for future campaigns while the development of the SH Workplace Policy and multi-media BCC packages in partnership with garment factories ensured ownership and can be replicated across different sectors and industries.

## Key Recommendations

- **In line with CARE's Duty Bearers and GBV research (2015)**, continue to increase visibility and attention on sexual harassment as a social issue that needs to be addressed by all stakeholders, including female workers, men and male students, private sector employers, policy makers/government officials, local authorities and police.
- **Provide follow up technical support** to GMAC through the SAFE<sup>2</sup> Working Group and participating garment factories to ensure implementation of the SH Workplace Policy and multi-media BCC packages. This includes ensuring that female team members are properly trained in appropriate knowledge and skills, as well as lobbying for a peer-to-peer approach with garment factories to reach female workers based on project findings.
- **Continue to monitor the implementation of the Good Practice Guidelines: Response to VAW at Commune Level**, including encouraging recording of relevant information, to improve GBV responses and service quality. This includes working with MoWA, MoI, and CCs/CCWCs and promoting the Good Practice Guidelines with other relevant NGOs.
- **Advocate with MoI and Community Policing Initiative (CPI)** through ongoing projects to include GBV and gender sensitivity into the pre-service police training modules.
- **For future projects, ensure local partners are adequately resourced** and supported to reach the target number of beneficiaries with adequate supervision, monitoring and quality control of peer networks and outreach activities.

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<sup>2</sup> The GMAC SAFE working group is composed of interested HR Managers from GMAC members and meets regularly to share information.

- **Promote SABC peer-to-peer model** with other agencies as an effective women's empowerment approach to addressing GBV and sexual harassment in the workplace and communities.
- **For addressing male attitude and behaviour change on GBV and SH**, support MoEYS to incorporate #WhyStop Campaign films and IEC materials into their curriculum to educate young people in school on sexual harassment. For men in the community, consider GBV and sexual harassment outreach activities that are linked with other existing worker associations that have large numbers of male membership and outreach.
- **For future projects with NVWI**, develop a more systematic approach involving MoWA, MoLVT and MoT joint planning, to reach HT outlet owners to ensure high commitment and sustainability of sexual harassment prevention interventions at the workplace.
- **In line with NAPVAW II**, continue to advocate for joint planning and program implementation among government line ministries, linking with UN agencies, INGO and LNGO to provide evidence based arguments for policy and service reform.
- **As per CARE legal analysis research (2015)**, advocate for a sub-decree on sexual harassment in the workplace to ensure consistency in implementation, improved collaboration among duty bearers and increased adherence by employers. Longer-term measures include legal reforms (Labour Law and Criminal Code) to give explicit definitions and enforcement mechanisms of sexual harassment in the workplace.

## 1. Project Context

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In Cambodia, women and girls continue to be subjected to physical, emotional and sexual and economic violence, cutting across all divisions of income, culture and class in their daily public and private spheres. Gender-based violence (GBV)<sup>3</sup> in Cambodia takes place in the context of deeply entrenched cultural norms that disadvantage women and girls. There is no one single cause of GBV in Cambodia but it is rooted in social and cultural attitudes and norms that privilege men over women and boys over girls (MoWA 2014).

Violence against women, both domestic and in the workplace is commonplace in Cambodia. Acceptance of GBV and sexual harassment among the community is still unacceptably high, with 80 per cent of both men and women failing to respond when they hear of cases of abuse (MoWA 2009). While a legal framework to protect women is in place, GBV and sexual harassment both in the workplace and in the community remain a significant risk for women in Cambodia due to weaknesses in implementation of laws and policies. This project aimed to put in place better workplace and community protections for women and shift attitudes towards GBV and sexual harassment to contribute to long-term social change.

Women represent 51.4 per cent of the formal labour force in Cambodia, predominantly in the garment, hospitality and tourism industries (CSES 2014). An estimated 40,000 women are employed in the entertainment industry, working as beer promoters, hostesses and karaoke TV (KTV) girls. Approximately 90 per cent of the people employed by garment factories in Cambodia are women and employment in this sector is growing, from 475,000 when this project began to 525,000 in early 2016 (ILO 2016). These industries attract large numbers of young rural female migrant workers, who generally have low levels of literacy, limited job opportunities and job security, and often end up living and working in unsafe conditions. They are at high risk of exploitation by others because they have limited access to information and forms of protection (SWSC 2015).

Lack of a clear definition of sexual harassment, lack of understanding of the law and low law enforcement means that sexual harassment and GBV both in the workplace and communities are allowed to occur and these patterns are therefore perpetuated. CARE's legal analysis of sexual harassment revealed that almost all relevant Cambodian laws do not clearly define sexual harassment or describe the behaviours that constitute sexual harassment, as it is normally understood. Implementation is further constrained by gender stereotypical attitudes and limited understanding of legal aspects by duty bearers, lack of resources and incentives to implement the interventions and lack of proper reporting and referral mechanisms (SWSC 2015).

Local authorities, including Commune Councils and the Cambodian National Police, are key duty bearers in preventing and responding to GBV in communities. CARE's study however revealed that most women are unlikely to report sexual harassment to police and commune leaders due to negative attitudes, lack of willingness to help and fear of lack of confidentiality

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<sup>3</sup> GBV is any act that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. (Article 1, UN DEVAW 1993; CEDAW GR 19 on VAW, 1992)

(SWSC 2015). Furthermore standardised record keeping systems are often not followed, formal reporting is limited and there have been no standard operating procedures or referral systems for handling reports of sexual harassment prior to this project.

Policing mechanisms are weak in the communities where migrant workers live—individuals and gangs subject women to violence including rape, verbal abuse, sexual harassment, robbery and theft, with limited action taken by local law enforcement. In addition, female migrants who enter the tourism, hospitality and entertainment sectors are often subjected to sexual harassment from clients. The overwhelming evidence therefore indicates that women workers are at risk both inside and outside the workplace.

Cambodia currently has the legal and policy frameworks in place to improve gender equality and address GBV and sexual harassment, as follows:

<b>The Constitution</b>	Has several articles relevant to the protection of women against sexual harassment (Articles 31, 38, 45 and 46), but does not explicitly address sexual harassment.
<b>Rectangular Strategy Phase III</b>	Refers to eliminating violence against women and expanding to culture of non-violence to contribute to promoting social morality, value for women and Khmer family as well as building families, communities and society with harmony
<b>Neary Ratanak IV</b>	Is the 5 year strategic plan (2014-2018) for Gender Equality and Women's Empowerment in Cambodia
<b>NAPVAW II</b>	Identifies three priorities 1) Domestic violence, 2) Rape and sexual violence and 3) violence against women with increased risk. Includes key actions to address sexual harassment in the workplace and community through improvement to laws and policies and improved protections and responses.
<b>2009 Criminal Code</b>	Includes a separate definition and penalty for sexual harassment in Article 250. Sexual harassment is regarded as an act that abuses the power which was vested to him/her functions in order to put pressure again and again on other persons in exchange for sexual favour.
<b>Law on the Prevention of Domestic Violence and Protection of Victims 2005</b>	The Law does not cover the term sexual harassment. Some types of sexual violence such as violent rape, indecent acts of indecent assault, and indecent exposures are regarded as forms of violence, This law applies when violence is perpetrated by people within the same household.
<b>1997 Labour Law</b>	Article 172 is related to sexual violence, which states that 'all forms of sexual abuse are strictly prohibited'. Sexual harassment in the workplace is not clearly defined.
<b>Law on Suppression of Human Trafficking and Sexual Exploitation 2008</b>	Addresses sexual harassment only through Article 15 on sexual aggression. The penalty for sexual harassment is tied to the Criminal Code, which does not include specific examples of sexual harassment behaviours.
<b>MoLVT Prakas No. 194</b>	The Prakas on Working Conditions, Occupational Safety and Health Rules of Entertainment Services, Establishment of Companies refers only to entertainment service enterprises, establishments and companies. Article 8 prohibits violence or indecent acts against entertainment workers by any person, but the terms 'violence' and 'indecent act' are not specified and sexual harassment is not covered.

Sources: *Legal Analysis Sexual Harassment in Cambodia, 2015; NAPVAW II*

## 2. Project Description

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CARE is an international development organisation fighting global poverty with a special focus on working with women and girls to bring sustainable changes to their communities. In Cambodia, CARE has particular focus on women who have migrated to urban areas, women and girls from ethnic minorities and rural women who are denied multiple rights.

The *Safe Workplaces, Safe Communities* (SWSC) project was a three-year project that ran from 1 December 2013 to 30 November 2016 and was aimed at reducing GBV and sexual harassment in Cambodian workplaces and communities.

The goal of the three-year SWSC project was to reduce GBV and sexual harassment both at work and in communities for women working in garment factories and the tourism and hospitality industry. SWSC was a comprehensive project that tackled GBV and sexual harassment in urban areas around Phnom Penh in a number of different ways, by building on best practices from a proven CARE model from the beer-retailing sector in Cambodia developed over the past eight years.

The project took both a multi-sector and multi-level approach to addressing GBV, working at the individual, community and policy levels engaging women, community members including men and youth in schools, private sector employers, commune council authorities and local police as well as government ministries.

The project worked in six communes in four districts in Phnom Penh, focusing on areas that have large populations of women that have migrated and women that are working in garment factories or in the hospitality and tourism sectors. The six communes were: Phnom Penh Thmey in Saen Sokh District, Prek Leap in Chroy Changva District, Chorm Chao and Kakarb in Daungkao District and Toul Sangke and Kilometre Number 6 in Russei Keav District.

The SWSC project had three outcomes:

1. Women in the targeted workplaces are able to report sexual harassment in the workplace and are free from negative consequences.
2. Local authorities are implementing response actions to address GBV in the targeted communities.
3. Ministry of Women's Affairs scales up a multi-sectoral approach to GBV and sexual harassment protection for urban female migrants based on project lessons learned.

Specific outputs under each outcome are as follows:

- 1.1. Female workers are informed, aware and empowered on GBV and sexual harassment
- 1.2. Industry peak bodies and employers are engaged to deliver GBV and sexual harassment communications and workplace practices
- 2.1. Police knowledge on standard operating procedures on GBV and roles and responsibilities with Ministry of Interior increased
- 2.2. Commune authorities and women and children's committees' capacity in GBV prevention, response and implementation increased

2.3. National and community level prevention and awareness campaigns, events and communication strategies are used to promote behaviour change among workers and men on GBV and sexual harassment

3.1. Knowledge on GBV and prevention is increased among government officials

3.2. Partnerships addressing GBV and sexual harassment prevention and response are created and maintained between government, employers, local authorities, workers representatives and civil society service providers

Key Activities include:

- Training women who work promoting beer, serving in restaurants and acting as hostesses in karaoke bars through a peer-to-peer network approach so they know their rights and have the confidence to protect themselves from harassment at work.
- Raising awareness about GBV among workers in garment factories, through training factory human resource managers on sexual harassment communications.
- Providing capacity building to SABC in advocacy to policy makers and service provision for its members.
- Supporting private sector partners such as industry associations, business owners and human resource managers to develop comprehensive sexual harassment policies and reporting mechanisms.
- Training frontline police in appropriate GBV and sexual harassment responses.
- Training and supporting commune councils to develop and implement standard operating procedures for recording and referring cases of GBV, as well as to promote greater awareness of GBV in their communities.
- Engaging youth in schools and universities to change male attitudes and behaviours towards women and GBV through a peer education approach.
- Conducting media campaigns to raise awareness and change attitudes and behaviours about GBV, including engaging men in target communities.
- Designing producing and distributing workplace and community based IEC materials for prevention and awareness campaigns and sessions on GBV and sexual harassment.
- Providing technical support to the Ministry of Women's Affairs to strengthen the policy approach to GBV and sexual harassment issues at the workplace and the community.
- Scaling up the Non-Violent Workplace Initiative led by the Ministry of Women's Affairs to increase employer membership and commitment to safe workplaces.
- Coordinating opportunities for interactions between ministries, police, local authorities, private sector and other partners to address gender-based violence and sexual harassment issues in the workplace and community.

The primary intended beneficiaries included 60,000 female migrant workers in the garment and hospitality and tourism sector. Secondary intended beneficiaries include 72 commune police and judicial officers, 30 local officials from sic commune councils, 30,000 men and boys in the community, and 30 government officials from four government ministries.

The SWSC project was implemented by: a) A team of five to six CARE staff, consultants and volunteers with additional organisational support; b) Two local partners, People Health Development (PHD) and the Solidarity Association of Beer Promoters Cambodia (SABC); and c) Ministry partners, the Ministry of Women's Affairs (MoWA), the Ministry of Labour and

Vocational Training (MoLVT) and the Ministry of Interior (Mol). Additional key stakeholders involved in the project included industry peak bodies, participating garment factories, businesses in the hospitality and tourism sector (restaurants, beer gardens, Karaoke bars (KTV)), commune councils, local judicial police, other key ministries and other NGOs and International Organisations.

The total budget of the three-year SWSC project was \$US 1,098,938 including \$US 981,494 from the UN Trust Fund to End Violence Against Women and \$US 117,444 from CARE and other sources.

### **3. Purpose of the evaluation**

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The external evaluation of the SWSC project is mandatory and required by the UN Trust Fund to End Violence Against Women.

The purpose of the evaluation is to evaluate the level of achievement and impact of the SWSC project toward its expected goal and outcomes and to evaluate the implementation of the methodology of the project. CARE intends to use the findings from the evaluation to gather lessons learned and inform the design of future projects.

The external evaluation took place in December 2016 and January 2017 after the three-year project officially ended on 30 November 2016 and following the completion of the separate Endline Survey on the project indicators.

### **4. Evaluation Objectives and Scope**

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#### **4.1 Scope of the evaluation**

The evaluation covers the entire project duration, from 1 December 2013 to 30 November 2016. The project was primarily implemented in six communes in four districts in Phnom Penh: Prea Leap, Phnom Penh Thmey, Toul Sangke, Kakap, Chom Chao and Kilometre Number 6. The evaluation covers the target primary and secondary beneficiaries as well as broader stakeholders. This includes women working in the hospitality and tourism industries and garment factories, their employers, community duty bearers and ministry stakeholders.

#### **4.2 Objectives of the evaluation**

- To evaluate the entire project in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the outcome and project goals;
- To generate key lessons and identify promising practices for learning in general programming;
- To generate lessons learned about best practices when working with government and local partners;
- To give direction to CARE's future work with women in the garment and hospitality industries on prevention of sexual harassment and GBV.



### **4.3 Key Challenges and Limitations**

- There were difficulties in arranging meetings with some project partners and stakeholders due to the requirement of having proper written protocols to meet officials. This problem was exacerbated by the fact that this evaluation occurred in the middle of the 16 Days of Activism to End Violence Against Women, an event that pre-occupied CARE staff and project partners. This resulted in delays in the scheduled fieldwork from two weeks to over six weeks into January 2017.
- The District Police Focal Points were not available for interviews for this evaluation, thus the findings in the report may not fully reflect their point of view.
- There was limited information available from young men in high school and universities directly involved in project interventions for reflection on implementation as the Endline Survey was conducted during the 16 Days Campaign. Information came from secondary data sources and interviews with school and university officials.
- The full list of participating hospitality and tourist venues under the Non-Violent Workplace Initiative (NVWI) of MoWA was not available because this is a government program and privacy is important so the consultant team had limited information and difficulties in determining which sites to visit.
- The complete list of all participating garment factories was not available to the consultant team for confidentiality purposes so selection was based on instructions to CARE.

## **5. Evaluation Team**

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### **5.1 Description of Evaluation Team**

The consultant team included a female Lead Consultant and a male National Associate Consultant. The consultants jointly planned the research methodology, tools and work plan at the outset, divided stakeholder interviews among the team's language and expertise and conducted some key stakeholders jointly, as well as reviewed and analysed data and findings together to triangulate the data, find common themes, draw conclusions and discuss recommendations. The Lead Consultant prepared the inception report, draft and final evaluation reports with assistance from the National Associate Consultant in drafting relevant sections of the report following evaluation criteria. CVs for the evaluation team are included in Annex 8.

### **5.2 Workplan of Evaluation Team**

The workplan of the evaluation team included three phases, the inception stage, the data collection stage and the synthesis and reporting stage from 28 November 2016 to 31 January 2017 as described in the terms of reference. The inception stage covered a two-week period from 28 November to 12 December 2016 with a desk review of key project documents, design of the evaluation methods and finalization of the inception report. The data collection stage, including desk research, site visits and interviews with stakeholders took place from December 9, 2016 and into the first two weeks of January 2017. The synthesis and reporting stage, including preparing the draft evaluation reports took place towards the end of December 2016 and January 2017. The final evaluation report was completed in February 2017 after review and incorporating feedback from stakeholders.

## 6. Evaluation Questions

Evaluation Criteria	Mandatory Evaluation Questions
<b>Relevance</b>	1) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls? 2) To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
<b>Effectiveness</b>	3) To what extent were the intended project goal, outcomes and outputs achieved and how, or likely to be achieved? 4) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How did the project deal with these factors? 5) To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why. 6) How realistic were the critical assumptions identified by the project?
<b>Efficiency</b>	7) How efficiently and timely has this project been implemented and managed in accordance with the Project Document? 8) What internal organisational constraints, if any, have impacted on the efficiency of project activity roll out?
<b>Impact</b>	9) To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls? Please describe those changes. 10) What are enabling and disabling factors that encourage and discourage the positive changes on the life of the beneficiaries? 11) What are the unintended consequences (positive and negative) resulted from the project?
<b>Sustainability</b>	12) To what extent will the benefits of the project continue after the project's closure? 13) In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalised and sustained? 14) To what extent will the capacity and commitment of stakeholders including the project partners such as government ministries, local authorities, and private sectors be sustained?
<b>Gender Equality and Human Rights-Based Approach</b>	15) To what extent was the project informed by substantive and tailored human rights and gender analyses that identified underlying causes of human rights violations and barriers to human rights (HR) and gender equality (GE)? 16) Did the intervention contribute to the empowerment of rights holders to demand and duty bearers to fulfill HR & GE norms? 17) Were there any constraints (e.g. political, practical, bureaucratic) to addressing HR & GE efficiently during implementation? What level of effort was made to overcome these challenges? 18) Did the intervention activities and results in HR & GE influence the work

	of other organisations and programs?
<b>Knowledge Generation</b>	19) What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls? 20) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

## 7. Evaluation Methodology

<b>Sub-sections</b>	<b>Inputs by the evaluator Consultant</b>
<b>Description of evaluation design</b>	The final project evaluation was conducted by the Consultant Team and took place from the end of November 2016 to February 2017. The full detailed evaluation methodology and overview of the evaluation taken is found in the inception report and in Annex 2. As per the evaluation ToR, the evaluation addressed the criteria of relevance, effectiveness, efficiency, sustainability, impact, gender equality and human rights based approach and knowledge generation and answers the key questions in Section 6. Data collection took place over an extended period of six weeks from December 9, 2016 to January 12, 2017 in Phnom Penh and the target communes, according to the availability of stakeholders. A separate Endline Survey was conducted with female workers, men and male students and other key stakeholders against the project indicators in October and November 2016 so this evaluation drew on the survey results.
<b>Data Sources</b>	Data was gathered through a combination of methods: <ul style="list-style-type: none"> <li>• Desk review of relevant documents including the project proposal, annual and progress reports, communication and training materials, national plans and other studies relevant to the project. A full list of documents reviewed can be found in Annex 7.</li> <li>• The Endline Survey conducted separately by an external consultant.</li> <li>• Key informant interviews (KII) with project partners and relevant stakeholders. The list of stakeholders can be found in Annex 6</li> <li>• Focus Group Discussions (FGD) with peer educators and local authorities in the project. The list of FGDs can be found in Annex 6.</li> <li>• Site visits to selected garment factory, hospitality and tourism establishments and schools participating in the project. The list of sites visited can be found in Annex 6.</li> </ul>
<b>Description of data collection methods and analysis</b>	<b>Key Informant Interviews, Focus Group Discussions and Site Visits</b> Consultations took place in person in Phnom Penh and target communes using semi-structured KII and FGD guides. KIIs were conducted individually or in small groups (typically two to three people), depending on availability. FGDs were held in two different places to accommodate the participants. The KIIs and FGDs guides were developed for each stakeholder to guide the discussion and gather information on key themes based on the evaluation criteria. KII took between 45-60 minutes and FGD took between 1.5 to 2 hrs. Site visits were made to observe

	<p>Information, Education and Communication (IEC) materials and forms developed in the project.</p> <p><i>Key Informant Interviews:</i></p> <ol style="list-style-type: none"> <li>1. Project Partners: CARE SWSC project team (4), MoWA (4), MoLVT (1), MoI (1), SABC (3) and PHD (1)</li> <li>2. Industry Peak Bodies: GMAC (1) and BSIC (1)</li> <li>3. Garment Factory Partners: (4)</li> <li>4. Hospitality and Tourism Outlet Owners/Managers: (9)</li> <li>5. University and Secondary School Teachers/Directors: (2)</li> <li>6. NGOs, UN Women and Consultants (4)</li> </ol> <p><i>Focus Group Discussions:</i></p> <ol style="list-style-type: none"> <li>1. Commune Committee for Women and Children (CCWC): 1 FGD of female CCWC focal points was held with 6 women from 5 of the 6 target communes.</li> <li>2. Commune Councils (CC): 1 FGD was conducted separately with 6 CC members, including 3 CC members (men) and 2 village leaders (female) from 4 of the 6 target communes.</li> <li>3. Peer Educators: 1 FGD was held with 6 female peer educators working in the hospitality and tourism sector.</li> </ol> <p><i>Site Visits:</i></p> <ol style="list-style-type: none"> <li>1. Garment factory partners: 4</li> <li>2. Hospitality and Tourism Outlets (NWWI): 7</li> <li>3. Commune Council Offices: 3</li> </ol> <p><b>Analysis</b></p> <p>Analysis of information was based on project evaluation criteria and the evaluation questions. The information from the desk review, including the Endline Survey and project documents, and from different participatory techniques, stakeholder groups and data sources was assessed for common recurring themes and subthemes. Patterns and themes were then compiled for each evaluation criteria. Comparisons between different stakeholder sub-groups (i.e. female garment workers and hospitality and tourism workers) on related indicators and themes were explored for findings across occupation and establishments. Information and data were triangulated and cross-referenced with information and findings from the Endline Survey and stakeholder interviews to validate findings. Progress and achievements against goal and outcome indicators were assessed and achievements ranked as fully, largely, and partially achieved based on the relevant indicators and themes. Quotes from FGDs and KILs were included to illustrate the findings from the Endline Survey, and from the desk review of reports, studies and other sources. Please see the Evaluation Matrix in Annex 2.</p>
<b>Description of sampling</b>	The evaluation included target beneficiaries and key stakeholders across the six target communes in the four districts in Phnom Penh. Female

garment workers, female hospitality and tourism workers, men in the community and male students were interviewed as part of the separate Endline Survey. Private sector employers were selected from a cross section of target districts and communes and interviewed based on their availability. Local authorities from all target communes were included.

Purposeful qualitative sampling was used to identify key informants who could best help the evaluation team understand the project. Participants were selected based on their relevance and involvement with the project.

For project partners, (MoWA, MoLVT, Mol, SABC and PHD) and industry peak bodies (Garment Manufacturers Association in Cambodia (GMAC) and Beer Selling Industry in Cambodia (BSIC), the designated contact person(s) for the SWSC project were interviewed as they have the best understanding of project implementation. Available female peer educators from SABC were invited to take part in a FGD to gain deeper insight into project implementation. All relevant CARE SWSC project team members were interviewed.

Out of the six long-term garment factory partners with a Memorandum of Understanding (MoU) with CARE, two factories were randomly selected by the consultant team from the list provided by CARE, based on the criteria of at least 1,000 employees and two different geographical locations. For the other garment factories that received training from CARE through GMAC, CARE randomly selected two factories based on the same criteria of a least 1,000 employees and two different geographical locations for the consultant team. The designated Human Resource/Administration Officers were contacted and interviewed based on their willingness and availability.

For hospitality and tourism establishments, including beer gardens, smaller restaurants and KTV outlets, participating in the NVWI of MoWA and receiving training from MoWA on GBV and sexual harassment, seven establishments were randomly selected from the available lists provided by CARE and MoWA in three different districts. Short interviews were conducted on site with establishment managers/supervisors based on their availability and willingness. For the larger hotel and restaurants involved in direct training on GBV and sexual harassment from CARE, two restaurants and two hotels were randomly selected from the CARE list provided but only two people were available to be interviewed. The designated Human Resource, Administration or Training Managers were interviewed based on their willingness and availability.

For local authorities, female CCWC focal points from all six communes were invited to join the FGD and at least one CC member who had participated in project trainings or events from each of the six communes were invited to join a separate FGD. Two District Police Focal Points

	<p>were contacted for interviews but none were able to participate.</p> <p>Out of the six universities and four secondary schools that PHD collaborated with on peer education and campaigns with men and boys to address GBV and sexual harassment, one high school and one university was selected by PHD and were interviewed based on their availability.</p> <p>The project baseline and endline indicators have been included in the final evaluation report as well as relevant GBV statistics from national surveys such as the CDHS 2014, Neary Rattanak IV, NAPVAW II, and the 2015 National Survey on Women’s Health and Life Experiences in Cambodia. Other relevant information from project reports and studies, including the CARE research on Duty Bearers and GBV (2015) and the Legal Analysis on Sexual Harassment in Cambodia (2015) and the ActionAid Women and the City studies have been referenced.</p>
<p><b>Description of ethical considerations in the evaluation</b></p>	<p>The guiding principles of this external evaluation include a participatory approach with stakeholders, respecting the rights of stakeholders, demonstrating gender sensitivity and inclusiveness and ethical integrity in reporting data collected. A review of ethical considerations as outlined in the UN Evaluation Group (UNEG) Ethical Guidelines for Evaluation, UNEG Code of Conduct, World Health Organisation (WHO) <i>Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women</i> and the UN Women Evaluation Handbook: <i>How to manage gender responsive evaluation</i> was undertaken.</p> <p>The following measures were undertaken:</p> <p><b>Safety and Training:</b> The evaluation team held a half day review session on the key documents above to ensure the key ethical principles including safety, informed consent, confidentiality and privacy of responses, voluntary nature of participation as well as recognizing potential signs of stress or behaviours that might occur during interviews. Appropriate responses were discussed and written information on social, health and legal services were on hand. We did not interview female target beneficiaries directly.</p> <p><b>Informed consent and confidentiality:</b> All people interviewed were informed of the purpose of the external evaluation, the confidentiality of their responses and the use of the information for the final evaluation report. All participants were asked for their verbal consent prior to administering the interviews, informed their participation was voluntary, with the freedom to stop the interview or not answer questions at any time without repercussions. No names or pictures are used in the report.</p> <p><b>Gender sensitivity:</b> Stakeholders were interviewed separately taking into account their gender and positions of authority. Individuals were interviewed in a private setting away from others to limit outside disturbances and were not pressured for answers.</p> <p><b>Integrity of reporting:</b> Only the evaluation team has access to the KII</p>

	<p>and FGD interview notes. Summary FGD and KII transcripts in English and Khmer will be handed over to CARE for safekeeping, or destroyed as necessary, and all documents kept will be marked confidential. Names of people interviewed are not included.</p>
<p><b>Limitations of the evaluation methodology used</b></p>	<p>As the external evaluation is qualitative in nature, the information collected from stakeholders interviewed depends on the willingness of interviewees to provide honest feedback. It is not possible to independently verify the accuracy of all information, however this was mitigated as much as possible by interviewing different stakeholders on similar topics and by including information from different reports and studies, including the Baseline and Endline Surveys and any pre-post tests conducted, as a means to verify the data collected.</p> <p>Resource constraints, including sampling size and time for interviews with a limited number of participating garment factories and hospitality and tourism establishments, meant the sample size was not representative of the target group of employers reached through the project. However the intent of the interviews was to gain rich, in-depth information on project implementation, responses and lessons learned for future project interventions, to supplement statistical information from the Endline Survey and progress reports.</p>

## 8. Findings and Analysis

### 8.1 Relevance

Evaluation Criteria	Relevance
Evaluation Question 1	To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?
Response to the evaluation question with analysis of key findings by the evaluation team	<p><b>Project Goal</b>  <b>Female migrant workers and GBV:</b> The SWSC project addresses GBV and sexual harassment in the workplace in high-risk industries employing large numbers of female migrant workers in target communities in Phnom Penh. The project aimed to build on best practice from a proven CARE model from the beer-retailing sector in Cambodia developed over the past ten years. Studies show that 20 per cent of women garment factory workers face sexual harassment at work (ILO 2012) and 67 per cent of women beer promoters interviewed reported experiencing unwanted sexual touching (CARE 2010). At the Baseline Survey all women workers interviewed perceived a daily and regular risk of sexual harassment at work and in their surrounding communities.</p> <p><b>Approach:</b> The project’s innovative rights-based strategy took a multi-sector and multi-level approach, working at the individual, community and policy levels. This was through direct engagement and training with female workers and duty bearers (including local authorities, police and private sector employers) and coordinating with key government ministries, while including community men and young male students in broader awareness raising activities aimed at changing male attitudes and behaviours towards women and GBV. These approaches correspond to three UNTF interventions of: primary prevention, improving service delivery and strengthening institutional responses.</p> <p>Importantly the SWSC project interventions directly support and are aligned with the Cambodian Government’s 2<sup>nd</sup> National Action Plan to Prevent Violence Against Women 2014-2018 (NAPVAW II), which includes key actions to address sexual harassment in the workplace and community through improvements to laws and policies and improved protections and responses. The MoWA is the lead government ministry for the NAPVAW II and alignment has created linkages and buy-in with Ministry partners and legitimacy at the policy level for the SWSC project. The SWSC project interventions support all five priority areas of focus of NAPVAW II including Strategic Area 1: Primary Prevention with a focus on awareness raising of GBV and harassment free workplaces and communities; Strategic</p>



Area 2: Legal Protection and Multi-Sectoral Services with a focus on strengthening response and referral systems at the community level; Strategic Area 3: Formulating and Implementing Policies and Laws with a focus on gender-sensitive protocols; Strategic Area 4: Capacity Building with a focus on enhancing MoWAs multi-sectoral coordination approach to addressing GBV and sexual harassment with key institutions. Strategic Area 5: Review, Monitoring and Evaluation with a focus on supporting evidence based programs and implementation of NAPVAW II.

In addition, CARE tested the relevancy of project interventions in the first half of the project, by commissioning further research into duty bearer knowledge, attitudes and practices – the Duty Bearers and GBV report – and legal protections and implementation of the law – the Legal Analysis on Sexual Harassment report<sup>4</sup>. These two pieces of research confirmed the relevancy of the design of the project and gave weight and direction to the implementation of interventions. One example from the Legal Analysis was that there are gaps in the law that need to be filled by workplace policies. One example from the Duty Bearers report was that police and commune councillors held entrenched beliefs about the “seriousness” of certain sexual offences against women. These pieces of research continued to be used as advocacy tools throughout this and other projects.

**Outcome 1: Women in the targeted workplaces are able to report sexual harassment in the workplace and are free from negative consequences.**

**Primary prevention thorough women worker peer networks:** The peer-to-peer model, implemented by SABC with female hospitality and tourism (HT) workers using CARE’s women’s empowerment framework, was relevant for outreach to female HT workers, who are often perceived as falling outside the formal workforce. Formal workplace training is not usually available and formal workplace protections are limited. Peer sessions were relevant to increasing women’s knowledge on GBV, sexual harassment, their rights and policies and providing a support system for women. At the Baseline Survey all women perceived a regular daily risk of sexual harassment but very few women were willing to make formal complaints of sexual harassment. The Endline Survey found that almost all female HT workers surveyed would be willing to report harassment at the end of the project. The peer-to-peer model was not possible to implement in garment factories, due to sensitivities of collective gatherings at garment factories at the time of project commencement.

**Capacity Building for SABC and peer educators:** Strengthening SABC enhanced their capacity to advocate with government institutions, police and local authorities for their rights and to intervene in cases of sexual harassment.

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<sup>4</sup> The cost of commissioning and producing these reports was shared between the SWSC project and the related project funded by the Australian Government, Protections for Marginalised Urban Women.

Ongoing capacity building for peer educators and strengthening networks provided a support system for female HT workers to address sexual harassment and GBV at workplaces and in communities, as well as to help women seek assistance both in and outside of the workplace.

**Targeting Garment Factory HR Managers and Health and Safety Focal Points:** At the Baseline Survey, larger garment factories were determined to have sexual harassment policies but few were actively implementing them while smaller employers did not have policies. Furthermore there was low reporting of incidents of sexual harassment at the workplace. Factories identified a need for comprehensive training, material development and support for developing a workplace policy and mechanism for addressing sexual harassment. Therefore training garment factory middle management was highly relevant in order to effectively reach female (and male) garment workers and put in place policies and processes that would be useful. Engagement with factory management led to the development of a comprehensive sexual harassment workplace Behaviour Change Communication (BCC) package complete with policy, implementation guideline and training sessions for garment factories. The roll out of the full multi-media BCC package only occurred in late 2016, but with on-going follow up by CARE is expected to be institutionalised through garment factory systems.

**Working with GF HR Managers and HT employers to develop workplace sexual harassment policies:** The sexual harassment policy in the BCC package was developed in close consultation with six garment factory management representatives, to ensure that it was industry-relevant. The development of these policies was identified as a need only after engagement with employers and discovering that ILO's sexual harassment workplace policy would not work. CARE's legal analysis research on sexual harassment identified gaps in the legal framework making the development of sexual harassment workplace policies even more relevant to "plug" these legal gaps.

**Labour Law and Policy Training:** Training on workplace safety and protections was relevant to ensure employers fulfil their obligations under the law to maintain safe and efficient workplaces. In addition, "workplace health and safety" was already conceptually understood and seen as a priority for employers, so framing sexual harassment protections in these terms was relevant to ensuring buy-in. CARE carried out training for factories and for hospitality and tourism outlets on GBV and sexual harassment, as well as relevant laws and policies, including the MoLVT Prakas<sup>5</sup> No. 194 on workplace health and safety, in conjunction with government (MoLVT) and private sector (GMAC) partners. This activity was critical for ensuring employers understood existing workplace protections for female workers and compliance standards as well as international standards, such as ILO sexual harassment workplace

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<sup>5</sup> Prakas is a Ministerial Order

policies.

**Private Sector Engagement and Industry peak bodies:** Engagement and support to industry peak bodies was initially considered a key approach to reach businesses to address GBV and sexual harassment in the workplace in a more systematic sector wide manner. This approach was essential to gain buy-in with garment factories through GMAC, was important to some extent to contact HT outlets through BSIC, and more recently gained the attention of the Cambodia Federation of Employers and Business Association (CAMFEBA). However similar engagement did not materialise with the restaurant and hotel associations. Therefore the approach was relevant but the results were mixed.

**Outcome 2: Local authorities are implementing response actions to address GBV in the targeted communities.**

**Targeting Police:** Addressing police attitudes, behaviours and knowledge was highly relevant to the project. Police are responsible for ensuring security, public order and social safety in communes under the Village and Commune Safety Policy (CSP). Yet training and follow-up support to police and police trainers in appropriate responses to GBV and sexual harassment did not necessarily improve services for women survivors of GBV. Minor forms of sexual harassment are not considered serious and many police officials believe female garment and HT workers are willing to accept minor forms of sexual harassment because it is part of their job or they are considered women of a lower social class. At the Baseline Survey, the inadequate reporting system for GBV and sexual harassment was identified and the Duty Bearers report states there is no clear guidance on which cases to include in the records.

**Targeting Local Authorities:** Linking prevention and response through training CCs and CCWC on GBV prevention approaches and improving coordination with other service providers was identified as highly relevant for the safety of women in the community. The CCWC focal person addresses issues relating to women and children in the community, coordinates with the CC chief, village chiefs and other representatives, and reports to the District/Khan Women and Children Consultative Committee (WCCC) monthly meeting. The Duty Bearers report found that most local authorities, with the exception of the CCWC focal point, and some female village authorities did not see GBV or sexual harassment as their main priority. The CSP is the most commonly known and important policy among the police and local authorities, yet acts a deterrent to the recording of GBV and sexual harassment cases, because communes with the lowest recorded rates are unfortunately seen as the most successful implementers of the CSP. The CSP is no longer considered a relevant measure of success for this project. Under another related project, *Protections for Marginalised Urban Women* (PMUW), the Good Practice Guidelines: Response to VAW at Commune Level (formerly referred to as Standard Operating Procedure (SOP) Guidelines: Response to GBV and sexual

harassment at Commune Level) was developed. These Good Practice Guidelines were rolled out to all communes under the SWSC project, though this only occurred in the last six months of the project indicating more follow up work needs to occur.

**Prevention awareness campaigns and events:** There are still high levels of acceptance by society of sexual harassment and GBV towards women, and female HT and garment factory workers are particularly vulnerable due to their socio-economic and migrant status as well as their low awareness of their rights and legal protection system. Increasing awareness of women's rights and laws around GBV and sexual harassment is critical to a comprehensive prevention strategy aimed at changing society's attitudes and behaviours. In line with the NAPVAW II, to promote positive social norms to end violence against women, prevention awareness campaigns and events are highly relevant to reach the target community as well as broader society. The project developed innovative communication and campaign strategies, using different media channels (including social media), created targeted IEC and BCC materials for distribution and conducted numerous community and national events in line with international campaigns to end violence against women. Furthermore, materials, messages and events have been tested for relevancy with stakeholders and beneficiaries through formal FGDs and informal interviews. Campaign materials have been well coordinated and shared among all project stakeholders, including project partners, government ministries, private sector partners, schools, HT outlets as well as shared through social media.

**Engaging Men and Boys:** The project recognises that engaging with men is key in order to change deep-rooted attitudes and harmful gender and social norms that value men over women. The 2013 United Nations Multi-Country Study on Men and Violence found that one in three ever-partnered men in Cambodia reported perpetrating physical or sexual violence against an intimate partner and one in five Cambodian males had perpetrated rape against a woman either inside or outside the marriage (Fulu 2013). As such, the project activities involving peer education and media campaigns aimed at changing male attitudes and behaviours towards women were highly relevant. The Endline Survey noted that men in the target communities have increased understanding that sexual harassment is against women's rights. The 2016 #WhyStop campaign strategy was considered particularly exceptional in its reach, scope and content to engage young men nationwide, while local Orange Day events targeted local community men and women. While important, the young male peer networks in target high schools and universities were somewhat limited in outreach as students had limited time available to conduct peer sessions and required extensive capacity building and follow-up by the implementing partner, PHD. PHD in turn faced some capacity, staff turnover and resource constraints, both the approach and methodology may need to be revisited in future projects.

**Outcome 3: MoWA scales up a multi-sectoral approach to GBV and sexual harassment protection for urban**

	<p><b><u>female migrants based on project lessons learned.</u></b></p> <p><b>Stakeholder coordination:</b> Increased coordination and cooperation at all levels is a key priority under NAPVAW II and is therefore very relevant for the project. CARE’s interventions involved capacity building for government ministries, (MoWA, MoLVT, Mol, MoT) to address GBV and sexual harassment in the workplace and community, participating in multi-stakeholder forums on gender equality and ending violence against women and increasing MoWA’s leadership role on GBV. While MoWA works in cooperation with other ministries through the Technical Working Group on Gender Subcommittee-GBV (TWGG-GBV), there is still limited bilateral engagement with relevant ministries on responses to GBV and sexual harassment, despite the SWSC project building connections here.</p> <p><b>Partnerships addressing GBV:</b> Improved multi-sector cooperation addressing GBV and sexual harassment at the workplace and community was identified as a key priority under NAPVAW II, which found that more coordination was required to better protect women. This coordination and cooperation was therefore very relevant for the SWSC project. The emphasis has been on increasing the commitment of employers to protect the rights of women, including sexual harassment in the workplace and linking with ministries to provide capacity building on relevant laws and policies. The NVWI has focused primarily on the HT and entertainment sectors, which employs tens of thousands of women, many who are migrant workers and at high risk of sexual harassment. The SWSC project and the NVWI has also spearheaded multi-stakeholder dialogues between SABC, peer leaders/female HT workers and police to address workplace protection related issues, and is seen as a good practice to discuss and improve workplace safety for women.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>A review of literature reveals the relevancy of actions to prevent and respond to GBV and sexual harassment in Cambodia. The 2012 ILO research on garment factory workers found that one in five women garment factory workers reported sexual harassment, or sexual harassment with sexual undertones, which led to a threatening work environment (ILO 2012). The 2011 ActionAid <i>Women and in the City</i> study, found that women garment factory workers were at increased risk of rape, verbal abuse and sexual harassment from men who hang around the factories due to unsafe housing conditions, such as poor lighting infrastructure and not enough policing (Taylor 2011). CARE’s 2010 Baseline Survey for the <i>Promoting the Safety of Women Workers in the Beer Industry</i> (PSWWBI) project found that 67 per cent of beer promoters interviewed reported experiencing unwanted sexual touching (CARE 2010). BSIC’s 2012 study found that 61 per cent of women working in beer companies that were members of the BSIC experienced some form of sexual harassment in the last 12 months as compared to 79 per cent of beer promotion workers affiliated with non-BSIC brands (Racz and Grumiau, 2012). This implies that sexual harassment of beer promotion workers is still high but was less in businesses that participate in the professional association.</p>

The 2015 National Survey on Women's Health and Life Experiences in Cambodia found that 14 per cent of all women had experienced physical violence by a non-partner in their lifetime and strangers, work colleagues and friends were identified as the most common perpetrators of non-partner sexual violence after the age of 15 (MoWA 2015). In addition, five per cent of women reported having experienced any form of sexual harassment in their lifetime, which included workplace harassment.

The 2015 Women and the City study revealed that 22 per cent of women in surveyed in Phnom Penh had experienced sexual or physical harassment in a public place in 2013, with 77 per cent citing verbal abuse or sexual remarks, 25 per cent as physical abuse and 10 per cent mentioning assault, rape or fear of rape (ActionAid 2015).<sup>6</sup> When asked where these incidents of sexual harassment had occurred, 55 per cent said on the street, 11 per cent reported factories and 2 per cent reported brothels (ActionAid 2015). Interviews with NGO stakeholders noted there are still high levels of acceptance by society of sexual harassment and GBV towards entertainment workers and negative views of women who work as entertainment workers and travel home at night.

The 2013 United Nations Multi-Country Study on Men and Violence study found that 8.3 per cent of men surveyed in Cambodia had perpetrated rape of a non-partner female and 5.2 per cent had perpetrated in gang rape. (Fulu et al, 2013) More than half (52 per cent) of the men had first perpetrated rape when they were younger than 20 years of age and 15.8 per cent had committed rape when they were younger than 15 years of age. The most common reasons cited were a sense of sexual entitlement (45 per cent) and anger and punishment (42 per cent). CARE/PHD's work on gender equality and GBV prevention with men, particularly younger male students in secondary schools and outreach through campaigns and social media remains an important strategy to change male harmful attitudes and behaviours towards women.

CARE's legal analysis research revealed challenges that needed to be addressed to improve the prevention and response to sexual harassment in workplaces. For the general public, women and victims, the main obstacles include: 1) a lack of general awareness by the public on sexual harassment and its impacts, 2) people regarding sexual harassment as a joke or blaming the victim 3) lack of trust in the legal and judicial systems (stemming from a lack of response or forced mediation outside the judicial system and 4) fear of being hurt, or the perpetrator will seek revenge, or that they themselves may get in trouble. On the duty bearer side, including local authorities, police,

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<sup>6</sup> The study states this percentage appears low compared to other countries and studies, attributing it to varying definitions of the term sexual harassment and lack of comfort in reporting it.

employers and government officials, respondents reported 1) a lack of awareness of sexual harassment as to whether it is an issue and if it is against the law 2) no clear definition of sexual harassment at the workplace 3) negative attitudes of certain duty bearers towards sexual harassment and victims (delaying the response, not taking it seriously, victim blaming) 4) not all workplaces have sexual harassment policies and complaint procedures 5) no meaningful cooperation from employers of entertainment settings 6) lack of collaboration and coordination among duty bearers (i.e. MoLVT and Garment Factories; MoT and entertainment establishments) and 7) no budget for duty bearers to address the issue thoroughly (CARE 2015).

The national regulatory frameworks related to prevention of and response to violence and sexual harassment against women are specifically mentioned in the 2005 Law on the Prevention of Domestic Violence and Protection of Victims (DV Law), 2008 Law on Suppression of Human Trafficking and Sexual Exploitation (Article 15), 1997 Labour Law (Article 172) and in the 2009 Criminal Code (Article 250). However sexual harassment is not well defined, is limited to sexual violence or sexual aggression and there are no clear examples of sexual harassment behaviours leaving grey areas across the prevention, protection and response to GBV.

The MoLVT Prakas No. 194 on Working Conditions, Occupational Safety and Health Rules of Entertainment Service Enterprises, Establishment of Companies prohibits acts of violence or indecent acts against entertainment workers, the terms are not specified and sexual harassment is not covered. Furthermore, sexual harassment in the workplaces has not been included in the MoLVT's Inspection Checklist yet. (CARE 2015) In response CARE continued to raise awareness and provide capacity building to all stakeholders using the current existing legal frameworks, including training on sexual harassment and GBV in the workplace for managers and developing sexual harassment workplace policies, while supporting the development of appropriate response and referral guidelines on GBV for local authorities (and police) at the commune level.

The SWSC project is also viewed by stakeholders are meeting the needs of women workers to be free from sexual harassment and violence in workplaces, in communities and in Cambodian society by taking a three-tiered approach. *"The SWSC project approach works at the institutional level (with government and private sector), directly with female workers and addresses GBV and sexual harassment with men, and is quite a comprehensive approach," (KII with NGOs).*

Interviews with stakeholders confirmed that the sexual harassment workplace policy, trainings and awareness-raising

	<p>activities at garment factories, with workers and with HT employers directly were relevant interventions and directly contributed to changing behaviours and attitudes towards sexual harassment. <i>“The SWSC project activities and the sexual harassment workplace policy has been very helpful for changing behaviour of our workforce and addressing the issue of sexual harassment at the factories in a comprehensive manner. Many workers have also shared this information with co-workers, family members, friends, and are acting as agent of change,”</i> (KII with GMAC).</p> <p>Project partners have also noted that providing trainings and conducting activities with both women workers and employers on gender, GBV and sexual harassment, as well as the relevant laws and legal services has proven important in creating more positive safer working environments for women where sexual harassment is not tolerated. <i>“The SWSC project interventions are appropriate in working with HT owners (duty bearers) and female workers (rights holders). Female workers now feel they have better workplace protections and are confident to claim their rights under the laws while many HT owners know their obligations under the laws and are more committed to protect female workers from GBV and sexual harassment at their workplace,”</i> (KII with MoWA and SABC).</p>
<b>Conclusions</b>	The SWSC project strategy and activities, through a multi-level and multi-sectoral coordinated approach, have been relevant in addressing GBV and sexual harassment at the workplace and in communities, through prevention interventions and response mechanisms in line with NAPVAW II.

<b>Evaluation Criteria</b>	<b>Relevance</b>
<b>Evaluation Question 2</b>	<b>To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b>Project Goal</b>  <b>Reduce GBV and sexual harassment in workplaces and communities:</b> The results show that there have been some positive changes in that female workers perceive a reduced risk of sexual harassment in their jobs, they feel more confident to seek help from their employers when this behaviour occurs, and more employers have implemented GBV and sexual harassment protections at work. Yet the vast majority of female workers still feel that they are at regular risk of sexual harassment at their work place and in public spaces, highlighting that GBV and sexual harassment remain a major concern for female garment factory and HT workers in Cambodia. Stakeholders interviewed recognised that the SWSC project interventions have filled an important gap in Cambodia’s GBV prevention and response by addressing sexual harassment in workplaces and communities, as most other organisations are working on domestic and intimate-partner violence as part of GBV prevention and response. Addressing sexual harassment and GBV in a holistic manner remains important in promoting positive gender norms,</p>



challenging harmful gender attitudes and behaviours and demonstrating women's value and equality in society, including the right to be free of all forms of violence. Research shows that gender inequalities increase the risk of violence by men against women and inhibit the ability of those affected to seek protection while evidence shows that school, community and media interventions can promote gender equality and prevent violence against women by challenging gender stereotypes that give men power over women (WHO 2009).

### **Outcome 1**

**Women worker empowerment:** The results of project interventions have been significant in increasing the understanding of female workers about what sexual harassment is and that they do not have to tolerate it. In particular, the Endline Survey shows that there has been a significant increase in women's willingness to report sexual harassment (100 per cent for female HT workers and 95.5 per cent for female GF workers), demonstrating that the project has been relevant to building women's confidence and increasing awareness of their rights. All female HT workers surveyed knew someone who has reported sexual harassment to either their employer or local authorities, while about one-third of garment factory workers knew someone that had reported sexual harassment. This signifies a change in that more women are willing to seek help when faced with GBV, especially when employers take action to prevent sexual harassment at work, and they understand that they are not at fault for being sexually harassed. This is backed by the increase in women who perceive that their employer has a policy against sexual harassment.

**Private sector engagement:** The project approach focused on both prevention and responses to GBV and sexual harassment in the workplace using appropriate methods to seek changes at both the individual and institutional level. The project has been successful in training HR personnel on gender and sexual harassment to challenge entrenched attitudes and also developed the sexual harassment workplace policy in close consultation with the industry to ensure buy-in. Some garment factory partners have included the sexual harassment policy and information into induction sessions for new workers indicating increased ownership and recognition of the importance of addressing sexual harassment in a systematic business manner. Employers are still hesitant to record formal complaints of sexual harassment but are taking more concrete actions. However with the late completion and roll out of the BCC package training to a limited number of garment factory partners, it is imperative that CARE continues to scale up, roll out and provide on-going support to garment factory partners in the implementation of the multi-media BCC packages in the next year. This remains highly relevant to the future success to reach more garment factories and to possibly expand to other industries beyond the garment factory and HT sectors.

**Industry peak body engagement:** This approach to reach businesses through industry peak bodies remains relevant for garment factories (GMAC) and to some extent with HT outlets and other businesses through BSIC and CAMFEBA

as this engagement promotes take-up by members and business of policies and practices to stop GBV and sexual harassment. According to GMAC, HR managers and SAFE (Strengthening Activity for Factory Education)<sup>7</sup> working group members have shared the information and policy on sexual harassment with other GMAC members as well as internally with their own General Managers. Furthermore, some GMAC members are engaged in other business associations (i.e. Cambodian Business Coalition on AIDS) and are well-placed share their experiences with sexual harassment policies with other sectors. This may also facilitate leverage into other industries in the future. Future efforts to engage with less established sector associations such as the hotel and restaurant associations will require revisiting models of engagement, though relationships with GMAC and BSIC could be possibly be leveraged for outreach.

### **Outcome 2**

**Capacity building for local authorities:** The results of interventions to address negative attitudes of community duty bearers and develop and implement procedures and forms to enhance responses to GBV were directly relevant to the needs of women seeking support from their local authorities. Training was given on first line support, which included simple concepts such as listening without judgement, which participants will hopefully continue to practise. The Good Practice Guidelines: Response to VAW at Commune Level was made available to enable the CCWC to better manage GBV cases. However the tool is not yet being utilised to the fullest extent possible for improving GBV responsive services, so further efforts to institutionalise the Good Practice Guidelines should be a focus for the next project intervention.

**Working with Police:** The results of interventions so that many police are unwilling and/or unable to record complaints and take the immediate actions demonstrating there is still much work to be done on changing police attitudes and behaviours to provide better services for GBV survivors. This may require examination of the current behavioural change module with police and identify alternative methodologies to extend interventions beyond training. One promising activity was the regular multi-stakeholder dialogues with SABC peer educators, employers, police and MoWA that resulted in the improvement in community police responses due to increased understanding of problems faced by female HT workers. New avenues of collaboration are being explored through linking with another project, the Community Policing Initiative (CPI) in the future.

**Prevention awareness campaigns and events:** Well-coordinated, targeted and visible prevention awareness

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<sup>7</sup> The GMAC 'SAFE' working group is composed of interested HR Managers from GMAC members and meets regularly to share information.

campaigns and events remain a relevant approach to reach target communities and broader society with specific messages on sexual harassment and eliminating violence against women in Cambodia. It is difficult to determine what impact these have had on specific target groups, but given the wide societal acceptance of certain types of violence against women, on-going efforts to raise awareness on sexual harassment remains critical to changing harmful attitudes towards women and girls. Key stakeholders stated the project's mass media campaigns and interventions have heightened the general public's awareness that sexual harassment is a form of GBV and a violation of women's rights.

**Engaging Men and Boys:** There is some evidence that men and young male students have increased their understanding that sexual harassment is a form of GBV and that it is against women rights as a result of project interventions. For example, the Endline Survey revealed that generally all male tuk tuk<sup>8</sup> drivers and students had increased their understanding of types of behaviours that are considered as sexual harassment, including verbal and physical harassment. Interviews with garment factory HR managers revealed that male factory workers now understand that verbal sexual harassment is a form of abuse and there has been a reduction in sexually charged jokes and actions at work. One GF HR manager noted that some male and female workers laughed when they first learned about the different forms of sexual harassment and did not think it was relevant to garment factory workers. *“Some workers thought that sexual harassment was only sexual violence and only happened to female workers in restaurants and HT outlets. Now they understand the meaning and types of sexual harassment and there is less teasing and joking at the workplace,”* (Kil with GF HR Manager).

Given that there is a high degree of tolerance and acceptance towards the use of violence against women in Cambodia, continued interventions involving peer education and media campaigns aimed at changing male attitudes and behaviours towards women remain highly relevant. The 2016 #WhyStop Campaign is widely seen to be a successful campaign that effectively engaged young men and boys in the fight to end sexual harassment using a robust media strategy, a nationwide touring road show and a film completion with mass media coverage. There is interest in including the films in the public school curriculum so that the young men who made the films are peer advocates and the voices of change. This could complement any future male peer network model.

### **Outcome 3**

**Stakeholder coordination and partnerships in addressing GBV:** The needs of women and girls are best met when stakeholders have a coordinated approach, something that could be strengthened despite achievements of this

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<sup>8</sup>Tuk Tuk is a common form of local transportation in Cambodia that uses a motorcycle to pull a cart that can carry large numbers of people.

	<p>project. Support to increase cooperation between MoWA and the private sector and between MoWA and other line ministries in line with the NAPVAW II remains relevant. Project partners noted that employers that participated in trainings and activities led by relevant government ministries on workplace safety protections, including sessions on gender, GBV, sexual harassment and relevant laws and policies demonstrated increased understanding of their obligations to provide protections for female workers, and took positive steps to prevent and address sexual harassment. MoUs between government, industry peak bodies and private businesses did not materialise, but stronger enforcement of sexual harassment policies and guidelines, including clearly defining sexual harassment under the legal framework, may be warranted to reach more employers.</p> <p><b>Support for MoWA leadership on GBV:</b> Continued support for MoWA's leadership under NAPVAW II, specifically the TWGG-GBV, and increased cross-ministry collaboration and integration of GBV and sexual harassment into policies and plans remains important to prevent violence against women and protect GBV survivors. While MoWA, Mol and MoLVT have collaborated on various project activities to improve gender responsive services, any future activities with NVWI and the HT sector should involve the MoT to a greater degree. Furthermore, monitoring of the implementation of the Good Practice Guidelines: Response to VAW at Commune Level to address GBV requires strong coordination between MoWA and Mol to support CC/CCWC and community members.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The Endline Survey reports that 39 per cent of all female workers surveyed perceived a reduced risk of sexual harassment at work and in communities, while 98 per cent of female HT workers and 76 per cent of female GF workers agree that sexual harassment is a daily risk. At the same time stakeholders interviewed saw that through the project interventions, female workers and women in the community no longer kept silent about GBV and were more confident to discuss and seek help when sexual harassment occurred. <i>"We have observed that women in the community, including female garment and HT workers, are more confident to raise issues of violence against women and are more confident to report cases to the CCWC"</i> (FGD with CCWC) Local authorities have noticed that after awareness raising sessions in communities, more people are aware of the laws and negative impact of VAW and sexual harassment on women and the community, as well as their role to protect the rights of citizens. <i>"We duty bearers have a role to advocate for women's rights to be free from violence and to prevent and protect women from sexual harassment"</i>, (FGD with CCWC).</p> <p>At the Endline Survey, 86 per cent of female GF workers and 99 per cent of female HT workers surveyed reported that their employer has a policy against sexual harassment, and 96 per cent of female GF workers and 100 per cent of female HT workers stated they would report a case of sexual harassment in the workplace to an employer. Interviews with garment factory personnel revealed that sexual harassment awareness activities combined with the sexual</p>

	<p>harassment policy is contributing to a better working, safer working environment for women workers, where sexual harassment has decreased and women are no longer willing to tolerate abusive and demeaning actions by male co-workers or customers. <i>“Women workers know they don’t have to tolerate any type of verbal sexual harassment, and they know where to report incidents and also will confront their male co-workers themselves if they feel they are being harassed or feel uncomfortable,” (KII GF HR Manager.)</i> Male garment factory workers also recognise that sexual harassment is against the workplace rules and is inappropriate behaviour. <i>“Male workers now understand that sexual harassment also includes verbal harassment such as joking and teasing, and they have stopped these actions as they realise they are wrong. They also are afraid that female workers will file a complaint as those behaviours are against the workplace policy,” (KII with HR Manager).</i></p> <p>However, both the Endline Survey and KIIs with garment factories personnel revealed that while formal reports can be made, employers are hesitant to record cases due to the perception of negative consequences. While all garment factory personnel interviewed expressed great appreciation for the CARE training, policy and materials on sexual harassment, most said that they were not aware of any reported cases of sexual harassment at the workplace. One HR manager stated, <i>“I don’t know if there are really no cases or whether women workers are ashamed to report sexual harassment cases to management.”</i> This statement shows that the type of interventions of the SWSC project to educate and reduce stigma of sexual harassment were relevant and remain so.</p>
<b>Conclusions</b>	<p>The SWSC project results remain highly relevant to ending violence against women in Cambodia, which requires women’s full empowerment through the elimination of gender inequalities and discrimination (MoWA 2015). The fact that the risk of harassment of female workers is still extremely high calls for even more intense efforts towards attitude change to prevent sexual harassment before it occurs.</p>

## 8.2 Effectiveness

Evaluation Criteria	Effectiveness
Evaluation Question 3	To what extent were the intended project goal, outcomes and outputs achieved and how?
Response to the evaluation question with analysis of key	<p><b><u>Project Goal: Women workers in garment factories, tourism and hospitality industries experience less GBV and sexual harassment in the targeted Cambodian workplaces and surrounding communities.</u></b></p> <p>The project made substantial progress towards the overall goal in that women workers in garment factories and tourism and hospitality industries experience less GBV and sexual harassment in the targeted workplaces and</p>

<p><b>findings by the evaluation team</b></p>	<p>surrounding communities. Female HT workers see more of a reduced risk of sexual harassment than female GF workers over the past three years yet the majority of female HT and GF workers feel that there is still a high risk of sexual harassment at their work place. On a positive note, the vast majority of women workers in both the target garment factories and HT outlets reported their employer has a policy against sexual harassment while more than half of the targeted businesses are estimated to have taken some positive action to implement GBV and sexual harassment protections at work.</p> <p><b><u>Outcome 1: Women in the targeted workplaces are able to report sexual harassment in the workplace and are free from negative consequences.</u></b></p> <p>The project has been largely successful in the respect that almost all of the women workers surveyed in the Endline Survey say they would report a case of sexual harassment either to their employer or local authorities. All female HT workers knew someone who has reported sexual harassment to either their employer or local authorities while about one-third of female GF workers knew someone that had reported sexual harassment. This is a significant achievement in that very few women were willing to make formal complaints of sexual harassment at the workplace at the start of the project, while no women had ever made a report and few even knew of other women that had made formal complaints of sexual harassment.</p> <p>Many employers have put specific sexual harassment workplace policies and mechanisms in place and have taken action to both prevent and intervene in cases of sexual harassment when their workers report incidents. However formal reports are not usually recorded due to concerns over the negative implications that formal sexual harassment reports might have on their business and reputation. Some garment factories now have a formal written sexual harassment workplace policy in place, including committees to address sexual harassment in the workplace. Complaints are usually informally addressed through this system with most cases being dealt with verbally with no written record. Garment factory management usually deals with any sexual harassment cases through internal processes and there is a reluctance to contact the police or local authorities. Garment factory human resource personnel reported that there were very few sexual harassment cases that were formally reported to them or came to their direct attention.</p> <p>Very few HT outlets have adopted formal written sexual harassment workplace policies or put specific formal mechanisms in place to record sexual harassment cases at the workplace. On a positive note, virtually all female HT workers at the Endline Survey reported their employer has a sexual harassment workplace policy in place, indicating</p>
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they feel their employers is committed to taking action against sexual harassment. At the same time, targeted HT outlet owners and supervisors participating in the NVWI have directly intervened when a female worker reports sexual harassment by a male customer at the workplace and some have sought the assistance of police and local authorities as needed.

**Under Outcome 1**, the project has fully achieved both **Outputs 1.1 and 1.2** and reached all planned targets under each output, with the exception of establishing MoUs between government, and industry peak bodies and employers, as this is not common practice in Cambodia.

**Outcome 2: Local authorities are implementing response action to address GBV in the target communities.**

The project has made some progress towards equipping commune councils and police with the knowledge, tools and skills to provide more gender responsive services and support for all women who experience violence. However there is still hesitancy by police to formally record GBV cases, and it was felt that cases of sexual harassment could be handled without a formal police case. The lack of a consistent reporting form was cited as an issue in interviews with police and while CARE had worked on documentation, it had not been fully implemented.

Commune Council members, especially the CCWC, have demonstrated increased understanding of sexual harassment, can describe the process for receiving a GBV survivor and for providing referral services, and have conducted awareness raising events on gender-based violence in their communities through outreach activities. In FGDs with CC/CCWCs, they reported that some women who sought help from them but they had made no official reports of sexual harassment to the police in their communes.

There has also been progress towards increasing men's knowledge on GBV and sexual harassment and the legal framework that applies. Men in the community were reached through different means and to a different extent. Male students were reached through peer education, participation in Orange Day events, school forums and workshops as well as participating in 16 Days Campaigns and the Engaging Men Campaigns in 2015 and 2016. Male tuk tuk drivers in the targeted communes and garment factory partner truck drivers participated in short trainings and community events including Orange Day, 16 Days Campaigns and the Engaging Men Campaigns in 2015 and 2016. Male garment factory workers were reached indirectly through the garment factories training, awareness raising events and other events on sexual harassment while male customers were reached indirectly through the SH IEC materials and events on sexual harassment held at participating HT outlets.

The Endline Survey revealed that generally all male tuk tuk drivers and students had increased their understanding of types of behaviours that are considered as sexual harassment, including verbal and physical harassment. Verbal harassment is considered as not as serious. The 2016 #WhyStop Campaign is widely seen to be a positive campaign that effectively engaged young men and boys in the fight to end sexual harassment.

**Under Outcome 2**, the project has partially achieved **Output 2.1** by exceeding the target number of frontline police and district police focal points trained on GBV, sexual harassment and the Good Practice Guidelines: Response to VAW at Commune Level, however the GBV and sexual harassment modules have not yet been included in future police training and more work needs to be done on changing attitudes and behaviour of police in how they respond to GBV and sexual harassment cases. **Output 2.2** was fully achieved and all planned targets were met, though the roll out of the Good Practice Guidelines: Response to VAW at Commune Level to four communes did not occur until late 2016. **Output 2.3** was also fully achieved and all planned targets were either met or exceeded, though male peer networks in target high schools and universities were somewhat limited in outreach to other male students. PHD shifted their focus away from male University students in year 3 and peer sessions to working more with high school students, reaching out to male tuk tuk drivers and garment factory truck drivers in the target communities and to the Engaging Men Campaign. The 2016 #WhyStop Campaign to engage young men in the efforts to end sexual harassment was extremely successful and was estimated to reach 2 million young men through various social media of whom 54 per cent are aged 13-34 years.

**Outcome 3: MoWA scales up a multi-sectoral approach to GBV and sexual harassment protection for urban female migrants based on project lessons learned.**

The project made significant progress in supporting MoWA, as the lead agency, to engage key ministry partners, private sector partners, local authorities and police, NGO partners and civil society to address GBV and sexual harassment under the NAPVAW II through providing technical expertise on gender and GBV, training government officials and local authorities and leading multi-stakeholder dialogues with project partners. While MoWA works in cooperation with other ministries through the TWGG-GBV, there is limited bi-lateral engagement with relevant ministries on responses to sexual harassment. With the support and assistance of CARE and NGO partners, MoWA has increased their capacity to lead, and expanded the scale, scope and types of multi-sectoral campaigns and public events to promote gender equality, advance women's rights and work towards the elimination of violence against women, including raising awareness that all types of sexual harassment are forms of violence against women, should



	<p>not be tolerated and are not the fault of women.</p> <p><b>Under Outcome 3</b>, the project has fully achieved <b>Output 3.1</b> by exceeding the target number of government officials trained on GBV and sexual harassment and with the development of the SH Workplace Policy and successful roll out of the Good Practice Guidelines: Response to VAW at Commune Level. <b>Output 3.2</b> has only been partially achieved as there were no MoUs signed with industry peak bodies and there was a shift in focus to the Good Practice Guidelines: Response to VAW at Commune Level as a means to effectively implement the CSP to address GBV. Including the CSP might have been a design flaw of the project and not pursuing that output was warranted in that the CSP tends to deter formal reporting of problems and safety concerns by local authorities.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p><b><u>Project Goal: Women workers in garment factories, tourism and hospitality industries experience less GBV and sexual harassment in the targeted Cambodian workplaces and surrounding communities.</u></b></p> <p><b>Increased understanding of sexual harassment by women workers</b></p> <p>During the Baseline and Endline Surveys, six short video clips depicting different forms of sexual harassment were shown to separate groups of female GF and HT workers. They included visual, verbal and physical sexual harassment including coercive behaviour. (See separate Baseline and Endline Survey reports)</p> <p>All female workers in the Endline Survey demonstrated increased understanding of all types of sexual harassment behaviours and were quicker to point why the behaviour was wrong. Overall a greater percentage of female HT workers (88 per cent to 100 per cent) identified the different types of sexual harassment behaviours as compared to female GF workers (34 per cent to 100 per cent). All workers identified that the physical behaviour in the two clips of the male supervisors touching female workers was sexual harassment. In the two beer garden scenes, one showing verbal harassment and the other physical harassment by male customers, 100 per cent of female HT workers saw this as sexual harassment while 82 per cent and 95 per cent of the female GF workers did. While female HT workers said this was common, some female GF workers said this was “part of the job in that kind of setting.” In the video clip showing young men saying rude remarks to a group of young women walking from work, only 63 per cent of the female GFs workers saw this as sexual harassment compared to 96 per cent of female HT workers. Female GF workers said this was common and that people looked down on them because they were GF workers. In the last scene in an office showing a male co-worker repeatedly sending a young female co-worker emails, texts and flowers. She ignores but he does not stop. Responses were more varied as 88 per cent of female HT workers and only 34 per cent of female GF workers saw this as sexual harassment, as some saw this behaviour as a sign of love. The findings</p>

show that female HT workers have a clearer understanding of different types of sexual harassment than female GF workers, but that some male behaviours are still seen by women as tolerable, normal or something they must deal with in the course of work or while traveling in public.

#### **Perceptions of reduced risk of GBV and sexual harassment**

The Endline Survey found that 39 per cent of all women workers perceive a reduced risk of sexual harassment. There were significant differences in responses between female HT and GF workers. Virtually all female HT workers (99 per cent) compared to 20.26 per cent of female GF workers perceive their risk of sexual harassment has decreased over the past three years. At the Baseline Survey all women workers surveyed reported a regular and daily risk of sexual harassment at work and in their communities. At the Endline Survey, 98 per cent of female HT workers still perceive sexual harassment as a daily risk while 76.21 per cent of female GF workers agreed that sexual harassment is a daily risk. So while the overall risk of sexual harassment is reduced women workers still feel there is a high risk of sexual harassment at their workplace.

At the Endline Survey, many female HT workers participating in the FGDs described that they had learned more about their rights and that they did not tolerate abuse any more, and since they did not tolerate it any more it did not happen as much as before. Interviews with both SABC staff and peer leaders confirmed that through the project interventions more female HT workers understand that sexual harassment is wrong, is not acceptable behaviour and will speak up against sexual harassment if it happens at the workplace. *“Now women HT servers can confidently explain the relevant laws and rules of the restaurant against sexual harassment to the customers, using the IEC materials provided by the SWSC project,”* (KII with SABC). In the short survey with HT outlet owners/managers, five out of seven persons agreed that there were fewer incidents of sexual harassment of female workers by male customers at their workplace since they had joined the project activities and learned about sexual harassment and related laws.

#### **Employers taking positive action to implement GBV and sexual harassment protections at work**

The Endline Survey found that 85.5 per cent of female GF workers and 99 per cent of female HT workers surveyed agreed that their workplace has policies against sexual harassment. Interviews with select GF partners revealed that many had revised or developed a SH Workplace Policy based on the project intervention and some had formed sexual harassment committees. *“Our sexual harassment policy now includes the definition of sexual harassment, the role of the sexual harassment committee which has 13 people (9 women and 4 men) and a formal complaint mechanism”,* (KII with GF partner).

CARE reports that out of 133 garment factories (126 through GMAC and seven with MoUs) reached through the project activities, over 100 have received training and over half of the targeted businesses have taken some positive action to implement GBV and sexual harassment protections at work, including training line leaders, sharing information with supervisors and participating in 16 Days Campaign events. Interviews with GF HR managers confirmed that some had conducted extensive and organised training with sexual harassment committees, line leaders and workers while others have disseminated information to workers through IEC materials and campaign events. Other garment factories were in the planning stages for 2017. *“We have done a short awareness raising for line leaders, posted IEC materials around the factory and plan to roll out more awareness training to workers in 2017,”* (KII with GF partner).

Through the NVWI with MoWA and peer networks, SABC estimates that about 60 per cent of the 224 HT outlets have taken some positive action to implement GBV and sexual harassment protections at work and have participated in meetings and trainings with MoLVT, MoWA and SABC on labour law and sexual harassment policies. *“As a result, some owners really support women to create a better workplace for their female workers, free from sexual harassment. But some HT managers still force their female workers to sit and drink with customers to sell more beer when the women don’t want to,”* (KII with SABC’s Peer Educators (PE)). In the short survey with HT outlet owners/managers, all said that they had helped solve a sexual harassment problem when female workers reported to them and five out of seven managers agreed that employers should have a sexual harassment workplace policy.

**Outcome 1: Women in the targeted workplaces are able to report sexual harassment in the workplace and are free from negative consequences.**

**Indicator 1: #/% of female workers expressing a willingness to report sexual harassment in the workplace**

The Endline Survey found that 95.5 per cent of female GF workers and 100 per cent of female HT workers surveyed would report a case of sexual harassment to their employer. Furthermore 96.45 per cent of female GF workers and 100 per cent of female HT workers would report a case to the local authorities or police. These are significant findings in that few women were willing to report at the Baseline Survey while other studies show that help seeking behaviour by women for GBV is very low.

In the Endline Survey, female workers described reporting to SABC, local authorities and to employers. Women also knew where to report including the national hotline number 1288, telling their employer, or calling the police or local

authorities. Interviews with SABC staff and peer leaders confirmed that female HT workers are more confident to raise problems of sexual harassment at work directly with their supervisor or owner, especially if the managers or owners had participated in the NVWI activities with MoWA. In the brief survey with the HT outlets, four out of seven persons agreed that their female employees were more confident to report incidents of sexual harassment to their supervisor, but only one person agreed that their female workers were more confident to report sexual harassment to the police or local authorities, while two people disagreed and four were unsure. This is an indication that important gains have been made at the workplace with regards to women workers speaking up against sexual harassment at the workplace while more work needs to be done on improving the GBV protection and responses with duty bearers.

Indicator 2: # of incidents of sexual harassment reported in the workplace

The Endline Survey found that while formal reports of sexual harassment can be made in garment factories, employers were hesitant to record sexual harassment complaints due to fear of negative impact on their business. The SH Workplace policy and BCC package includes a reporting form but garment factory HR personnel interviewed expressed concern that having a high number of complaints could signal a problem at their business and result in buyers or brands cancelling orders. This perception is therefore a disincentive for formal reporting of sexual harassment cases. However other GF HR managers interviewed said that having a sexual harassment policy is part of their Corporate Social Responsibility and is a requirement of their company's main buyers, and they did not see the reporting of sexual harassment cases as a major concern.

Interviews with other GF HR managers revealed that some were setting up formal sexual harassment committees as per the SH Workplace Policy which were tasked to train workers, disseminate information and manage sexual harassment complaints. Some factories have verbal, written and anonymous complaint systems in addition to SH committees, such as internal hotlines and suggestion boxes, though no sexual harassment complaints have been filed. There is a tendency to settle complaints verbally, often informally, though most GF HR managers interviewed said they were not aware of many sexual harassment cases at the workplace.

The Endline Survey also found that 100 per cent of female HT workers and 34.7 per cent of female GF workers knew someone that had reported sexual harassment. This is not surprising given that research in Cambodia shows there are higher rates of sexual harassment in HT venues than in GFs.

Interviews with HT outlets revealed that no HT outlets have put specific formal mechanisms in place to record SH

cases at the workplace. A few HT outlet supervisors have shared information on sexual harassment with their workers after attending trainings on an ad hoc and informal basis. At the same time all target HT outlet owners and supervisors surveyed said they had helped solve sexual harassment problems when their female workers request their assistance. Some HT owners will directly intervene and tell customers not to harass female workers as it is against the law. This is all done verbally and no formal reports are recorded. Ministry officials have also noted changes in HT outlets owners and supervisors engaged in the NVWI in that they will tell customers not to harass female workers as it is against the law.

Indicator 3: # of sexual harassment reports that result in actions

The Endline Survey reported that while few complaints are formally recorded, garment factories were taking more actions to protect women from sexual harassment at the workplace. The most common action if a complaint is made is to try to settle the complaint verbally and most were referred to as small cases of verbal harassment that could be dealt with through internal mechanisms. Separate interviews with other GF HR managers revealed that for more serious cases, considered as physical sexual harassment or sexual assault, the GF HR managers would follow internal procedures asking whether the survivor wanted to file a formal complaint with local authorities or police in addition to firing the perpetrator. None of the GF HR managers interviewed said they had received such serious sexual harassment complaints and none had contacted the police. Furthermore, some employers felt that contacting the police would only make the problem worse, saying 'Why do you want to make the fire burn' indicating that it was best not to move forward with more formal responses out of the company.

In FGDs with female HT workers, they reported very clearly that their employers were much more likely to intervene and help them than they were a few years ago. Some employers intervened directly to stop the harassment while others ignored their complaints. Interviews with SABC and peer leaders confirmed that more HT owners have changed their attitude and behaviour to protect their female workers from sexual harassment at work as a result of their increased understanding of gender, sexual harassment and the law from the trainings under the NVWI by MoWA. Some will tell customers directly to stop harassing their workers as it is against the law. In the short survey with HT outlets all responded that they had helped their female employees report sexual harassment incidents to the police or local authorities as necessary. SABC has also assisted female HT workers to approach both police and local authorities in cases of sexual harassment, including contacting legal services.

**Output 1.1: Female workers are informed, aware and empowered on GBV and sexual harassment.**

Indicator 1.1.1: Number of workers demonstrate awareness on GBV and sexual harassment

The project reached a total of 69,793 female workers (exceeding the target of 60,000), including over 16,000 female HT workers and over 53,000 female GF workers. The majority of female HT workers were reached through peer education while almost all of the female GF workers were exposed to information on sexual harassment through the factory system. The Endline Survey highlighted that female HT workers can identify all types of sexual harassment while there is still a grey area for female GF workers who are more likely to perceived unwanted and persistent but not physical attention as a tolerable sign of love rather than bad behaviour.

Indicator 1.1.2: Number of employers allow training on GBV

The project reached over 519 businesses and employers (target of 300) directly with GBV and sexual harassment information, including the relevant laws, through different activities such as training, meetings and events, including 386 HT venues and 133 garment factories.

Indicator 1.1.3: % of female workers participate in peer to peer networks

All (100%) of the female HT workers were reached through SABC peer networks while female GF workers were reached through garment factory management.

**Output 1.2: Industry peak bodies and employers are engaged to deliver GBV and sexual harassment communication and workplace practices**

Indicator 1.2.1: MoUs between government, industry peak bodies and employers

The project maintained close working relationships with GMAC, BSIC and to a lesser extent CAMFEBA for work on SH workplace policies and training though no MoUs were established (target 3) between government, and industry peak bodies and employers, as this is not common practice in Cambodia.

Indicator 1.2.2: Number of employers from tourism, hospitality, entertainment and garment factories implementing specific prevention practices around GBV and SH

At the end of the project, a total of 243 HT and garment factory employers (target 250) were implementing specific prevention practices around GBV and sexual harassment, including 18 garment factories through the SH Workplace Policy and BCC package and 223 HT establishments through the NVWI. An estimated 50 per cent of the 133 garment factory partners have been trained and are implementing different sexual harassment prevention and protection measures in the factories. CARE developed policies for both the HT and GF sectors, and developed the multi-media

BCC package for the garment factories in response to their needs, though this only became available in the last few months of the project.

**Outcome 2: Local authorities are implementing response action to address GBV in the target communities**

Indicator 4: # of formal police cases opened on women experiencing GBV and registered with Ministry of Interior

The Endline Survey found that there was an inadequate documentation system for formal police cases on women experiencing GBV as well as an unwillingness to document formal cases of women experiencing violence due to the negative views held by commune authorities and police that downplay the seriousness of GBV and the importance of taking meaningful action. Interviews with police and ministry officials revealed that they found the Good Practice Guidelines: Response to VAW at Commune Level tool and forms too complicated and so police were not inclined to use them, despite having been trained and welcome more training and follow up by CARE.

Stakeholders interviewed were found to have mixed experiences with contacting and reporting to police in cases of violence against women. SABC reports that some police are more open to listening to the problems that women HT workers face around GBV and sexual harassment and have attributed part of the change to the training on GBV and the joint meetings between police, SABC, MoWA and local authorities where issues are discussed. Other female HT workers are afraid to go to the police and have not found police responses or attitudes very helpful. *“The police will only take cases of physical abuse and they don’t really listen to women,”* (Endline Survey, FGD with female HT worker). Women did say they wanted the police to be more responsive and protect women from harm, especially those women who work at night. *“We want the police to listen to women’s stories, problems and difficulty and change their attitude and behaviour to help female workers,”* (FGD with SABC’s PE).

Indicator 5: # of cases of women experiencing violence reported by the commune council to the police for further investigation (in line with the commune safety policy)

The end line survey found that there was an inadequate documentation system for reporting cases on women experiencing GBV as well as an unwillingness by authorities to formally document cases of women experiencing violence due to the negative views held by commune authorities that see increases in GBV or sexual harassment as an indication of their poor performance. This is reinforced by the Commune Safety Policy’s strong stance against types of illegal behaviours, which gives an incentive to communes to underplay the incidences of GBV and sexual harassment in their communities so they appear better “on paper” but hide the extent of the problem.

In FGDs with CCWCs, all participants demonstrated an understanding of their role to help women in cases of sexual

harassment and said they advised women in the community during outreach activities to contact them directly, even by phone. They also clearly described the process for receiving a survivor and for providing and referring services in line with the Good Practice Guidelines: Response to VAW at Commune Level, including referring only with the consent of the woman experiencing violence. Other CC members said they would try to solve small cases of verbal sexual harassment or domestic violence or refer to CCWC, but in serious cases involving physical violence that are against the law, they would refer the case to the police for action, in accordance with the law.

Indicator 6: # of men in targeted communes have knowledge on GBV and sexual harassment and the legal framework that applies

The Endline Survey revealed that generally all male tuk tuk drivers and students had increased their understanding of types of behaviours that are considered as sexual harassment, including verbal and physical harassment. Physical harassment such as forced touching when a woman resisted or other forced sexual contact was considered serious, while verbal harassment was not seen as serious. Compared to the Baseline Survey, male tuk tuk drivers were quicker to say that women working in certain occupations, such as beer gardens and restaurant servers should not have to tolerate being harassed at work.

The project reached 34,733 men and boys, (target 30,000) including students, male tuk tuk drivers, garment factory truck drivers and workers directly through various events including peer sessions, school gender debates and workshops, Orange Day and 16 Days campaign events at various HT venues, schools, garment factories and public forums. The hugely successful 2016 #WhyStop Campaign effectively engaged young men in the efforts to end sexual harassment and is estimated to have reached 1,989,642 men through various social media of whom 54 per cent are aged 13-34 years. Additionally 1,000 young people aged 15-29 were involved in making 50 short films on sexual harassment for the competition and a nationwide tour road show visited over 50 schools, universities and youth groups to discuss sexual harassment as part of the 2016 #WhyStop Campaign and short film competition.

There are other indications that men, young male students and male garment factory workers have gained a better understanding of sexual harassment, GBV and the laws through training and awareness raising events through project activities. For example, pre-post tests results showed that after GBV/SH training, more men understood that GBV and sexual harassment was against certain laws, that unwanted crude sexual remarks were a form of sexual harassment and that women are not to be blamed for sexual harassment because of the way they dress. However results still show that a high proportion of young men still do not recognise verbal sexual harassment as a problem



and believe that women invite violence by their dress.

Sample questions from Pre-Post Test Training	Male drivers (N=87)		Male students (N=109)	
	Pre	Post	Pre	Post
Disagree with Statement				
If a person uses vulgar words and does not intend harm or harass others, it is not sexual harassment	64%	79%	28%	57%
If a women wears a sexy dress, she can not complain about sexual harassment	60%	83%	53%	70%
Agree with statement				
Sexual harassment is form GBV and is sometimes against the criminal code and labour law	61%	93%	72%	84%

GF HR managers have also noticed changes in male attitudes and behaviour at work as a result of project activities. They observed that before male workers considered sexual jokes and teasing as harmless and did not think it was problem as it was only 'words'. Now they understand that verbal sexual harassment is also abuse. *"Now more men know that using inappropriate sexual language makes women feel uncomfortable and it is a form of abuse. As a result some men have become more aware of their actions and we have seen less verbal harassment at work,"* (KII HR Manager).

**Output 2.1: Police knowledge on SOPs on GBV and roles and responsibilities increased**

Indicator 2.1.1: Number of frontline police in selected communes have increased knowledge on GBV and SH SOPs

The project exceeded the planned number of commune police (73 achieved vs. 60 target) trained on GBV and sexual harassment and the Good Practice Guidelines: Response to VAW at Commune Level within the first two years of the project. Knowledge, attitude and behaviour changes were not directly measured as part of the evaluation though reports from stakeholders indicate there is still much work to do in improving police attitude and service for GBV response.

Indicator 2.1.2: Number of police trainers receive train the trainer courses in GBV and sexual harassment SOPs

The project exceeded the planned number of commune police and gender district police focal points (44 achieved vs. 12 target) trained in the Good Practice Guidelines: Response to VAW at Commune Level within the first 18 months of the project. Twelve District Police Focal points trained an additional 195 officers on GBV and sexual harassment in year 2 and carried out awareness-raising activities in the community under the CSP. CARE reports there was limited

engagement with Mol and police on training in the last year though contact was maintained with existing District Police Focal Points who continued to carry out their responsibilities under MoWA's Annual Operational Plan.

Indicator 2.1.3: GBV and SH modules are included in future police training, pre service and in service

While GBV modules exist at both the Mol and MoWA, the emphasis has been to include them as part of pre-service training for police. This has not been achieved during the life of the project due to delays in the start of the CPI until mid-2016. CARE is still involved in discussions with Mol and the CPI to include GBV, sexual harassment and gender sensitivity in pre-training modules for police.

**Output 2.2: Commune authorities and women and children's committees' capacity in GBV prevention, response and implementation increased.**

Indicator 2.2: Six (6) communes adopt the CSP and allocate resources for implementation

CARE reports that all six communes have adopted the CSP, however the more meaningful measure was the adoption of the Good Practice Guidelines: Response to VAW at Commune Level. Despite significant delays in getting formal approval (which was never obtained), by the end of the project the six CCs had received the full suite of training using the Good Practice Guidelines. FGDs with CC members indicated that GBV, VAW and sexual harassment are part of the monthly CC/CSP meetings, and discussions are held with men and their role in preventing violence against women.

Indicator 2.2: 30 officials and committee members from 6 communes are trained in GBV prevention approaches

The project exceeded the planned number of CC and CCWC members (62 achieved vs. 30 target) trained on GBV and SH within the first year (42 trained) in all six communes. The lengthy development, pilot and approval processes for the Good Practice Guidelines: Response to VAW at Commune Level, in the 2 pilot communes in the PMUW project meant that the formal roll out of the Good Practice Guidelines training was not conducted with the four remaining communes until September 2016, though refresher trainings continued with old and new CC/CCWC members throughout the project.

Indicator 2.2: Networks of service providers established in 6 communes

CARE completed mapping of networks of service providers for all six target communes in 2016, including NGO legal and women support services, and through another project (*Safe Homes, Safe Communities* (SHSC)), has worked to link health service providers with local authorities. This is part of the improvements for GBV response as part of the

Good Practice Guidelines: Response to VAW at Commune Level.

**Output 2.3 National and community level prevention and awareness campaigns, events and communication strategies are used to promote behaviour change among workers and men on GBV and sexual harassment**

Indicator 2.3.1: Workplace based materials are developed, published and disseminated to 250 workplaces

The project developed and distributed various innovative SH IEC materials with specific sexual harassment messages to 299 workplaces (target 250). Examples included hotline card, easy card with contact information, fans with relevant laws, and posters with laws and information on sexual harassment. Many materials (easy card) were also shared across different partners and stakeholders, project activities (Orange Day) and at different venues (CC offices/Schools). Most materials were of excellent quality with clear messages, though site visits to HT venues revealed insufficient quantities and poor condition, with posters damaged and poorly placed in areas not visible to customers.

Indicator 2.3.2: Number of male high school and university students establish peer GBV prevention networks and participate in events (Target 1,200; Achieved 5,246)

PHD reached 5,246 male high school and university students, men in the community and male tuk tuk drivers (target 1200) directly through different trainings, school and public events and peer networks throughout the project. PHD had trained 277 male students (and 160 female students) as peer educators and estimated that 60 per cent of the peer educators were active in participating in follow up activities related to GBV and sexual harassment.

Indicator 2.3.3: Number of national events and media campaigns are supported annually (Target 3; Achieved 12)

CARE conducted and supported MoWA and local partners with 3-6 major events per year (target 3 per year), for a total of 12 major events and campaigns, including International Women's Day, Labour Day, 16 Days Campaigns, Engaging Men and Boys Campaigns, and Orange Day Events at different venues including HT venues, schools, garment factories, and communities reaching thousands of people. Media campaigns including the 2015 Sexual Harassment Stops Here and the 2016 #WhyStop campaigns reached millions of people on social media and Facebook.

**Outcome 3: MoWA scales up a multi-sectoral approach to GBV and sexual harassment protection for urban female migrants based on project lessons learned.**

The SWSC project worked in close collaboration and cooperation with MoWA. The key priorities were to provide

support to increase cooperation between MoWA and the private sector and between MoWA and other line ministries in line with the NAPVAW II.

Indicator 7: # / type of signed MoU commitments with MoWA

CARE worked with MoWA to develop different MoUs with different business sectors and industries, including the garment factory industry and hospitality and tourism and entertainment sectors. The MoUs are intended to increase the commitment of employers to protect the rights of women. Engaging with industry peak bodies such as GMAC was considered an effective and efficient strategy to harness sector-wide support for workplace protections for women, especially for prevention against GBV and sexual harassment and for outreach to specific private sector employers and businesses in these sectors. Eventually seven GFs signed MoUs with CARE, though it did take time to convince garment factories of the practical positive benefits that the SWSC project would have on their business as well as their workforce.

While no formal MoUs have been signed, MoWA and CARE worked closely with GMAC and BSIC to promote SH Workplace Policies and to conduct training and activities on prevention and protection on violence against women for businesses. CARE and MoWA also engaged CAMFEBA in several meetings and activities on workplace protections for female employers. CARE and MoWA reached out to the Restaurant and Hotel Associations on several occasions and through several meetings, but there was little sustained engagement. Both of these associations are not well resourced and had limited organisational capacity to fully participate in the SWSC project. The project intended to work with five peak body industries for outreach to businesses within the sector and as members.

Interviews with GMAC and garment factory partners who had signed MoUs with CARE to engage long term on the SH Workplace Policy revealed they valued the partnership with CARE and MoWA. They have seen concrete improvements in both their organisational and staff capacity as well as business practices as they have increased protections for women in their workplace. *“The SAFE Working Group members have increased their capacity to implement the SH Workplace Policy and have shared their experiences with other GMAC members. Furthermore, some have been active in training their workforce and feel that it has contributed to a peaceful working environment,”* (KII with GMAC). Others recognised the connection between improved worker safety and protection and good business practices. *“Our female workers feel more confident and safe from sexual harassment at work. This has resulted in increases in production and workers don’t stop from work,”*(KII with GF partner).

Through the NVWI outreach activities, 224 HT venues signed commitments to improve workplace practices for workers, including ensuring the safety of female workers and improving working conditions under the labour law. An important aspect of the NVWI is having employers participate in training and meetings on workplace safety and protections, including sessions on GBV, sexual harassment, working conditions and the labour law. Interviews with MoWA and SABC noted that employers who had joined the project activities demonstrated their understanding and obligations under the laws to protect their workers. *"Since providing training and materials on sexual harassment and the relevant laws, more HT outlets understand and refer to the law to protect workers from sexual harassment,"* (KII with MoWA). SABC has noticed the link between the HT owners that have engaged in the NVWI and employers those who have not. *"Many HT owners are more careful to protect the women workers from sexual harassment at work and don't cut their pay anymore if they leave work early or can't show up for work, as they know it is against the law. They also want to protect their business,"* (KII with SABC). However all stakeholders interviewed expressed difficulty in approaching larger HT outlets and KTV and noted that few owners of the HT outlets joined meetings.

Indicator 8: #/types of Multi-sectoral campaigns led by MoWA (Target 3: Actual 13+)

CARE worked to support MoWA to deliver on their mandate and strengthen areas of collaboration with different stakeholders under NAPVAW II. A key approach has been to promote multi-sectoral coordination to prevention and response to GBV. With support of CARE and other development partners, MoWA has increased their leadership role on two major prevention campaigns, the 16 Days Campaign of Activism to End Violence Against Women and the Good Men Campaign. In addition, CARE worked with MoWA and local partners on other public events to promote women's rights and gender equality including International Women's Day, Labour Day with MoLVT, Orange Day events and CARE's 2015 Sexual Harassment Stops Here and 2016 #WhyStop campaigns. At the end of the project, a total of 13 different campaigns and events had been conducted including involving multiple stakeholders (line ministries, NGOs, private sector, school officials and local authorities) and held at different locations (garment factories, HT outlets, schools and universities, target communities).

A significant achievement of the SWSC project was strategically linking and building momentum from Sexual Harassment Stops Here Campaign in 2015 to the #WhyStop Campaign in 2016 aimed at creating mass awareness among Cambodian men of what sexual harassment is, the impact it has on women and why this behaviour must stop. The 2016 #WhyStop campaign strategy was innovative using social media as the core media channel to reach young men, and engaged many different stakeholders, including government ministries (MoWA, MoEYS), local partners (PHD), and the private sector for the competition sponsorship.

MoWA has engaged with MoLVT and Mol and other key ministries and partners through the TWGG-GBV, the MoWA working group for NAPVAW II implementation, on coordinated actions on GBV and sexual harassment. Through the project, MoWA has worked with Mol to support training on GBV and the Law under the Commune Safety Policy (and eventually the Good Practice Guidelines: Response to VAW at Commune Level) to local authorities and the police and linked the HT outlets under the NVWI with MoLVT for training on Prakas No. 194 and the Labour Law. While there has been increased coordination among ministries and project stakeholders on responses to GBV and sexual harassment through project activities and events, there is a continued need to support MoWA's leadership under NAPVAW II and direct engagement with relevant ministries. *"Working with MoWA, MoLVT and Mol in a multi-stakeholder approach was good practice and in support of NAPVAW II, but it was not without its challenges, especially coordination,"* (Kill with CARE Project Team).

**Output 3.1: Knowledge of GBV and prevention is increased among government officials**

Indicator 3.1.1: Number of government officials from 4 agencies knowledge on GBV increased

CARE worked with MoWA to sensitise 53 government officials (target 30) from at least six government agencies (MoLVT, Mol, MoT, MoEYS, MoC and NCDD) and two parliamentarians on gender, GBV and sexual harassment as part of NAPVAW II. Officials were involved in different capacities through direct trainings, meetings, public events and campaigns such as Orange Day, 16 Days Campaigns and the #WhyStop Campaign 2016.

Indicator 3.1.2: New policy directives and instructions related to GBV prevention and response (Target 3: Actual 3)

CARE worked with MoWA to increase cross-ministry collaboration and integration of GBV and sexual harassment into policies and laws in support of NAPVAW II, Prakas No. 194 (MoLVT), and the Commune Safety Policy (Mol). CARE finalised the SH Workplace Policy for garment factories and rolled out the Good Practice Guidelines: Response to VAW at Commune Level,

**Output 3.2: Partnerships addressing GBV and sexual harassment prevention and response are created and maintained between government, employers, local authorities, worker's representatives and civil society providers.**

Indicator 3.2.1: MoUs signed with industry peak bodies and workplace agreements established with 250 workplaces

No MoUs were signed with industry peak bodies as originally planned (target 3) though CARE maintained relationships with GMAC, BSIC and CAMFEBA to promote sexual harassment workplace policies and trainings within

	<p>their sector and with their members. A total of 224 HT outlets (target 250) had signed agreements under the NVWI by the end of the project, demonstrating their commitment to a safe working environment for women. As part of the agreement, HT outlets received SH IEC materials and HT owners and supervisors joined meetings and/or trainings on GBV and sexual harassment, including relevant laws at the workplace.</p> <p><u>Indicator 3.2.2: Number of Commune Safety Policy implementation plans agreed and resourced</u></p> <p>All six communes adopted the CSP although it was no longer a meaningful measure. The emphasis shifted to the Good Practice Guidelines: Response to VAW at Commune Level as a means to effectively implement the CSP to address GBV. All six communes were trained and provided with the tools, including forms. FGDs with CC/CCWC indicated that all CCWCs have a small budget to continue to conduct activities and outreach to communities on women's rights including GBV prevention and response.</p>
<b>Conclusions</b>	<p>Significant progress has been made towards achieving the project goal in that all female HT workers surveyed perceive a reduced risk of sexual harassment, but fewer female GF workers saw a decrease indicating more work with garment factory workers is needed. At the same time, the vast majority of women workers still feel there is a high risk of sexual harassment at their workplace. Outcome 1 was largely achieved though employers are reluctant to record formal sexual harassment complaints. Outcome 2 was only partially achieved as GBV/SH response and protection with police and local authorities needs to be strengthened. Outcome 3 was largely achieved though continued support for MoWA's leadership under NAPVAW II is recommended. The number of beneficiaries reached by the project exceeded the target number at both the goal and outcome levels.</p>
<b>Others</b>	<p>See Beneficiary Data Sheet (Annex 4) and Results Monitoring Plan (Annex 3)</p>

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
<b>Evaluation Question 4</b>	<b>What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How did the project deal with these factors?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b><u>EXTERNAL FACTORS</u></b></p> <p><b><u>Project Goal: Women workers in garment factories, tourism and hospitality industries experience less GBV and sexual harassment in the targeted Cambodian workplaces and surrounding communities.</u></b></p> <p><b>Gender norms:</b> Cultural attitudes play a significant role in the lives of women. Women who are stigmatised because of their occupation (i.e. entertainment worker), economic situation or social status are particularly vulnerable to rights</p>

abuses. Both men and women readily accept some detrimental behaviours because of accepted social norms that state men are socially superior to women. For example, many people regard sexual harassment as a joke or an accepted part of certain types of jobs (i.e. entertainment work), while also blaming the victim. The SWSC project worked to heighten awareness among all stakeholders of the negative impact of sexual harassment on women and society, and while some progress has been made, gender norms are difficult to address and change is often slow.

**Gaps in legal framework:** CARE's legal analysis of sexual harassment revealed that almost all relevant Cambodian laws do not clearly define sexual harassment or describe the behaviours that constitute sexual harassment, as it is normally understood. Furthermore there is a lack of awareness of sexual harassment as to whether it was an issue and if it is against the law. As such, CARE worked to both explain and raise awareness of sexual harassment behaviours as a type of violence against women as well as developing sexual harassment workplace policies to fill the gaps in the legal framework.

**Lack of trust in the justice system:** There is a general lack of trust by the public in the legal and justice systems in Cambodia, stemming in part from a lack of response or forced mediation outside the judicial system. CARE's legal analysis also identified negative attitudes of certain duty bearers towards sexual harassment and victims as a key obstacle to effective responses to GBV and sexual harassment, which in turn deters help seeking behaviours such as reporting to police and local authorities. As such CARE worked with both rights holders and duty bearers to raise awareness of sexual harassment as a violation of women's rights and improve GBV response mechanisms.

### **Outcome 1**

**Political tensions in 2014** following the 2013 National Elections and the subsequent sensitive nature of collective gatherings of garment factory workers in Cambodia, delayed the initial engagement with garment factories to work on prevention of sexual harassment. Garment factory management concerns that the work on sexual harassment might negatively affect their business and production resulted in some hesitancy in joining the initial project activities and delayed implementation of some activities and outputs in the early stages of the project.

**Securing buy-in from the private sector:** It took time and resources to get the attention of and secure buy-in from the private sector on the importance of sexual harassment workplace protections for female workers. This included businesses in the hospitality and tourism industry, garment factories and industry peak bodies. While GMAC and BSIC remained engaged throughout the project, CAMFEBA was only marginally involved and the project was never able to gain the interest of the restaurant and hotel associations, despite CARE's continued outreach through several channels.

**Strong working relationship with GMAC:** CARE has had excellent working relations with GMAC since 2000,



especially the SAFE Working Group with over 60 GF Human Resource Managers, which provided a platform for CARE's engagement with garment factories. This was especially important in the participatory development of the sexual harassment workplace policy with garment factories as well as the roll out of the final BCC package, complete with the SH Workplace Policy, implementation guide, training sessions and materials on sexual harassment to garment factories in 2016.

**ILO Sexual Harassment Workplace Policy and Curriculum:** CARE initially planned to roll out the ILO sexual harassment workplace curriculum and policy with garment factories, and/or help garment factories implement their own policy but quickly realised that the ILO policy did not adequately fit the situation of the garment factories in Cambodia. So CARE and MoWA went ahead with planned two-day trainings on gender and sexual harassment with garment factory personnel and helped them to develop a plan on how to reach their workforce with information about sexual harassment. CARE realised the need for and importance of working together with interested garment factories to develop an industry relevant sexual harassment policy through a highly consultative process to ensure buy-in. This process, while not originally planned, eventually involved CARE and seven interested garment factories spanning over a period of several months in 2015 and 2016.

**Reluctance to formally record cases of sexual harassment:** Many garment factories are reluctant to record reports of sexual harassment cases for fear that any formal sexual harassment complaints might have a negative impact on their businesses, such as buyers and brands cancelling orders. As such the nature of the garment factory business with garment factories and international brands and buyers not wanting to see sexual harassment complaints on the books has contributed to a lack of formal recording of sexual harassment cases at factories.

**Limited time for workforce training:** Garment factory managers expressed their challenges of the limited time for their workforce to attend formal training sessions during business and production hours. As a result sexual harassment awareness sessions were generally limited to lunch breaks, through special events such as the 16 Days campaign events or informal sessions through line managers. CARE provided on-going technical support and encouragement to HR managers to assist them with the roll out of sexual harassment information to garment factory workers. The multi-media BCC package also provides additional resources and alternative methods to rolling out training and awareness-raising sessions on sexual harassment.

**Local partner SABC readiness:** Through previous projects with the HT industry and women HT workers themselves, the local NGO SABC had a training curriculum, materials, and peer networks in place at the start of the project which enabled them to begin training and outreach activities through the peer education approach with female HT workers almost immediately. They were then well placed to take up and incorporate new information and activities on sexual harassment and legal services with members and female HT workers. Despite some staff turnover, SABC was able to

effectively manage and implement their project activities with technical support from CARE.

### **Outcomes 2 and 3**

**Government financial constraints:** Changes in rules regarding technical fees in 2015 and the differing expectations when working on projects with NGOs by ministry officials caused delays in signing project agreements and MoUs with the SWSC project and led to the disruption in the implementation of some project activities by ministry project partners in 2016. Furthermore, ministries are typically under resourced, have budget constraints and face other competing priorities, so they do not have any extra resources to pick up the slack when project budgets are reduced or funding is delayed. The issue was finally resolved in mid-2016, MoUs were signed and project activities were completed on time.

**Ministry staff changes:** Changes in MoWA key personnel for the project in 2015 as well as the need for on-going capacity support for the project interventions, required additional time for CARE staff to re-establish working relations, especially with the NVWI. As such, CARE provided additional support to MoWA to reach HT outlets in 2016 and in some cases took over project implementation directly, as with the outreach to large hotels and restaurants for sexual harassment workplace training activities in 2016.

**There was limited external coordination** between government ministry partners (MoWA, MoLVT, Mol) for joint efforts to address GBV and sexual harassment at the workplace and communities. As a result, there was some confusion over whether the Good Practice Guidelines: Response to VAW at Commune Level needed to be approved at the ministry level (they did not) while the sexual harassment workplace policy was never officially endorsed by the government. This resulted in some disruption in project activities and delays in the roll out of the Good Practice Guidelines until 2016.

**Engagement with Mol and police:** Despite CARE's best efforts, the project staff had some difficulties in understanding and managing the complex relationships with the different departments within the Mol and between other ministries, as they related to the project activities. This includes working with the Cambodian National Police, the Anti-Human Trafficking Police as well as the NCDD, the department overseeing sub-national development, especially the commune councils. Furthermore, the CPI, funded by the Australian Government in partnership with the Mol, was late in starting (July 2016) and CARE never managed to incorporate GBV, sexual harassment and gender sensitivity into the pre-training modules for the police. CARE did train both commune police and District Police Focal points on gender, GBVs and sexual harassment and worked with District Police Focal point champions on improving GBV response and quality of services for GBV survivors.

**The Commune Safety Policy's** strict stance against certain types of illegal behaviour gives a misguided incentive to communes to underplay the incidences of GBV and sexual harassment in their communities so they appear better "on

paper” but in fact may hide the extent of the problem. As a result many GBV incidents at the community level were not formally recorded. As such, CARE emphasised the training and roll out of the Good Practice Guidelines: Response to VAW at Commune Level with local authorities and police to improve the quality of services to GBV survivors by duty bearers, with less focus on formal reporting.

**Limited CC budgets for activities**, reporting, referrals and follow-up of cases, as well as general awareness raising activities. Furthermore, Commune Councils, especially the CCWC focal points, have heavy workloads and limited resources to effectively manage and follow-up on GBV and sexual harassment cases.

**Good collaboration with school officials.** High school and university officials welcomed the SWSC project and activities on GBV and sexual harassment and some high school teachers and ministry officials engaged in trainings and events. Some universities also had student clubs and organised annual events to support activities on prevention of GBV and sexual harassment. Some high schools were actively using the project materials on GBV and sexual harassment in the regular class on Morality and Citizenship.

**Students at high school had limited time and capacity** to conduct peer education sessions on GBV and sexual harassment. As a result in years 2 and 3, PHD placed more emphasis on reaching more men and male students through school events, community events and larger campaigns, including the 16 Days campaigns and engaging men and boy campaigns.

**Working with local partners and quality control.** While PHD forged excellent relationships with school and university partners, they had limited human and financial resources under the SWCS project. They also had some staff turnover during the project cycle, which affected both the quality and quantity of the project activities, especially in managing the peer education model. Furthermore, PHD had other competing work priorities. As such CARE provided additional technical support to PHD and engaged them more in national campaigns and community and school events designed to reach men and male students on a larger scale.

### **INTERNAL FACTORS**

**Program-Based Approach:** Under CARE’s *Socially Marginalised Women* program, CARE takes a thematic approach in considering the complex needs of the women they work with and the overlapping factors that affect their lives. By addressing multiple themes, including GBV, women’s economic empowerment, women’s voice and sexual, reproductive and maternal health rights, CARE works to address the underlying causes of poverty and social injustice. The SWSC project is one of CARE’s many complementary projects that focuses on the empowerment of marginalised and vulnerable women and has benefited from close collaboration with and has leveraged the work of other current

	<p>and past projects, including PMUW, Sewing for a Brighter Future and PSWWBI, to name a few.</p> <p><b>Nature of project funding:</b> Under CARE’s program based approach, many different projects contribute to the overall program goal that women have a legitimate voice and benefit equitably from social change<sup>9</sup>, and at anyone time are in different stages of project development and funding cycle. At different times in the SWSC project stages, the uncertainty of funding for complementary projects that assisted this project, (i.e. PMUW and SHSC) meant a change in direction, or held up the project for coordination purposes.</p> <p><b>Staff changes:</b> CARE had several staffing changeovers throughout the project cycle and as a result project management spent a lot of time in managing relationships with project stakeholders, particularly with ministries, local NGO partners and private sector partners. The SWSC project management remained consistent throughout the life of the project, providing strong leadership, clear direction and institutional support during times of staff changes and project implementation.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Against a target of 250 garment factories, only six garment factories agreed to join in the project activities in 2014 to implement sexual harassment prevention activities at garment factories. Furthermore, it was then determined that a sexual harassment workplace policy should be developed to assist garment factory management and that garment factory HR managers should be trained before garment factories would implement extensive sexual harassment prevention activities at garment factories. By the end of the project 133 garment factories has attended trainings and meetings, however the comprehensive BCC package complete with the SH Workplace Policy, implementation guide and five multi-media training sessions for HR managers to implement was only completed and rolled out in October 2016 to 18 factories.</p> <p>SABC reached 10,627 female HT workers directly through peer education out of an estimated total of 16,000+ female HT workers. Garment factory partners reached an estimated 53,455 female workers, with approximately ten per cent (5,300) directly through group training and induction sessions and 90 per cent (50,155) through mass information sessions, special events and campaigns. A total of 69,783 female workers were reached from the garment factory and hospitality and tourism sector. The peer-to-peer sessions are seen as a more effective approach and this is reflected in the Endline Survey results in that 100 per cent of female HT workers saw a reduced risk of sexual harassment.</p> <p>Of the 224 HT outlets that had signed up to the NVWI through MoWA at the end of the project, 69 new signatories were only added in November 2016, leaving little time for awareness raising activities or distribution of materials.</p>

<sup>9</sup> CARE Cambodia SMW program: <http://www.care-cambodia.org/poor-vulnerable-women>

	<p>Many of the HT outlets reportedly did not receive any materials. In addition, CARE directly trained 35 hotel and restaurant managers from 15 different larger hotels and restaurants on gender and sexual harassment in the workplace in October 2016, as part of direct outreach. This left little time for CARE staff to provide any needed follow up to support the implementation of the sexual harassment workplace training with these businesses.</p> <p>The Endline Survey noted that while formal reports can be made, employers were hesitant to record due to negative consequences and though while formal actions were limited, more actions were reported to protect women. Separate interviews with GMAC and GF HR managers revealed that very few sexual harassment cases happened at work or were brought to the attention of the HR manager, and no cases were ever referred to the police. Some GFs are planning or have already set up Sexual Harassment or Safety Committees as the frontline mechanism to address sexual harassment cases, based on the SH Workplace Policy and guidance.</p> <p>The Endline Survey noted that there was inadequate documentation system and an unwillingness to formally document cases due to negative views of the commune or police. Interviews with local and national police found they felt most cases of sexual harassment could be resolved without a formal police case. Participants in the FGDs and with CCs and CCWC reported they had not received many sexual harassment or GBV cases and had made no official reports to the police in their communes, however they had some women seek help. The few serious cases mentioned were related to intimate partner violence (physical) or rape, which were then referred to health clinics or the police.</p>
<b>Conclusions</b>	<p>CARE remained responsive to changes in the internal and external environment, which necessitated adapting previous project approaches (i.e. peer model to working through GF HR managers) to reach female workers and employers (i.e. direct approach to larger hotels and restaurants). Perceptions that formal reports of sexual harassment cases by employers and local officials is somehow a reflection of poor business safety practices or government performance need to change so that responsible prevention and response actions to sexual harassment are encouraged.</p>

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
<b>Evaluation Question 5</b>	<b>To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why?</b>
<b>Response to the evaluation question with</b>	<p>In Cambodia, there is vagueness about what the law says, what everyone says that the law says, and how it is implemented. CARE put considerable effort into properly understanding these issues for the SWSC project so that advocacy was on target, including commissioning the legal analysis research on sexual harassment. For example,</p>

<p><b>analysis of key findings by the evaluation team</b></p>	<p>while Prakas No. 194 brings the entertainment, hospitality and tourism sector under the coverage of the Labour Law, the protections in this Prakas against sexual harassment are no more comprehensive than the labour or criminal law as it stands. Officials often mistake Prakas No. 194 for an instrument that goes further than it truly does.</p> <p><b>Sexual Harassment Workplace Policy:</b> While no laws were changed, the SWSC project contributed to the policy debate and established clearer direction about what needs to change. For example, criminalising all forms of sexual harassment is not a good solution as the criminal justice system is too unwieldy and severe to deal with all matters. Better solutions might be through the labour law or an independent tribunal. By developing the workplace policy in consultation with MoLVT, CARE has given the ministry a resource that it can use if there is appetite to regulate this further. The project was very successful in working with garment factories to develop a sexual harassment workplace policy that forms the basis of the multi-media BCC package. CARE provided intensive training to garment factories that were implementing the policy, including training for members of the sexual harassment committee. This package was also developed due to demand from factories as they identified early on that they needed more assistance to roll out training to their workers.</p> <p>CARE’s legal analysis research (2015) suggested that the current checklist of the MoLVT Inspection Team on occupational health and safety be revised to include a section on sexual harassment in the workplace, as well as appropriate training and support on how to assess this issue. However this was seen as a longer-term action and neither CARE nor the MoLVT had the resources to dedicate to this action under the SWSC project.</p> <p><b>Good Practice Guidelines: Response to VAW at Commune Level:</b> CARE rolled out the training package on the Good Practice Guidelines to all of the six target commune councils, with particular focus on the topics of first line support and good practice to respond to violence against women. CARE worked to give duty bearers the tools, forms, resources and the soft skills, such as empathizing, listening not judging, respecting the privacy and choices of women, etc., that they need to adequately respond to GBV survivors. Endorsement of the Good Practice Guidelines was sought but not obtained and CARE was passed between ministries who were not able to confirm who would have sign off. However, by providing the training and implementing at the commune level, this creates the ground for higher endorsement and further rollout.</p>
<p><b>Quantitative and/or qualitative evidence gathered</b></p>	<p>The Endline Survey found that the vast majority of female workers surveyed agree that their workplace has policies against sexual harassment, including 86 per cent of female GF workers and 99 per cent of female HT workers. For female HT workers, it is likely they are referring to unwritten policies on sexual harassment not just written policies,</p>

<p><b>by the evaluation team to support the response and analysis above</b></p>	<p>and a commitment by their employer to addressing workplace safety. Furthermore, CARE reports that at the end of the project, 18 garment factories had committed to implementing the BCC package, which includes training for all workers and adoption of the SH Workplace Policy. All of these factories received TOT from CARE.</p> <p>Interviews with GF HR managers and the GMAC representative all confirmed that CARE provided technical expertise to develop and implement the sexual harassment workplace policy, and while some factories already had a policy in place, all reported adjusting and improving their workplace policy based on CARE’s training and support. <i>“We had our own sexual harassment policy before but we included more information from CARE’s training and technical support. For example before we thought that sexual harassment only meant rape or sexual violence but now we have included most of the definitions of sexual harassment in the CARE package into our new policy,”</i> (KII with GF HR Manager).</p> <p>CARE’s lesson learned reflection report stated that while the Good Practice Guidelines: Response to VAW at Commune Level and accompanying forms were seen as cumbersome, they provided a basic system for identification and referral of survivors to other services with guidance on how to communicate effectively. FGDs, KIIs and site visits with CC and CCWC members confirmed that all focal points had been trained on the Good Practice Guidelines and had attended many training with CARE and MoWA on GBV, sexual harassment and the Good Practice Guidelines but no-one had or was currently using the standard forms. <i>“I feel that the forms are very complicated and so using my referral letter is easier. I also rarely have any cases to refer, and have forgotten how to use it,”</i> (KII with CCWC). Other CCWC focal points surveyed were newer CC members and were not fully aware of the Guidelines and forms, indicating refresher and on-going trainings and mentoring are still needed.</p>
<p><b>Conclusions</b></p>	<p>The SWSC project was successful in supporting the development of two relevant policies/guidelines at the implementation level (SH Workplace Policy for GF and HT establishments, and the Good Practice Guidelines: Response to VAW at Commune Level), neither of which requires formal government approval. However forms and records are not yet being routinely used or kept.</p>

Evaluation Criteria	Effectiveness
<p><b>Evaluation Question 6</b></p>	<p><b>How realistic were the critical assumptions identified by the project?</b></p>
<p><b>Response to the evaluation question with</b></p>	<p>The SWSC project was an ambitious complex project involving many different stakeholders (female workers, NGO partners, private sector employers, government ministries, local authorities and police as well as men and male students) at different levels (individual, workplace, community and policy) across different sectors (GF and HT) and</p>

<p><b>analysis of key findings by the evaluation team</b></p>	<p>required different technical, management and advocacy skills required to plan, implement and manage activities to achieve results.</p> <p><b>Access to garment factories:</b> CARE expected to have strong relationships and access to garment factories and this was largely true, despite some initial delays in starting project activities due to political tensions in 2014. As mentioned above, it took time and resources to get the attention of and secure buy-in from the private sector on the importance of sexual harassment workplace protections for female workers. CARE’s previous work with garment factories through other projects and long standing working relationships with GMAC, which provided a platform for CARE’s work on sexual harassment with garment factories.</p> <p><b>Buy-in from industry peak bodies:</b> CARE expected more engagement from industry peak bodies for outreach to employers for sexual harassment workplace training. Only the relationship with GMAC and the SAFE working group resulted in outreach with garment factories for sexual harassment training while BSIC was also engaged with CARE and MoWA on sexual harassment training and outreach to HT outlets through the NVWI. However the Restaurant and Hotel Associations were never board for this project, despite outreach directly by CARE, through ministries and CAMFEBA. Furthermore, no MoUs between the government and industry peak bodies were established, despite CARE’s strong relationships with GMAC, BSIC and to a lesser extent CAMFEBA.</p> <p><b>Support from key ministries:</b> CARE expected to have strong working relationships and buy-in for the SWSC project activities on sexual harassment from the MoLVT and Mol, through leveraging existing relationships developed through collaboration on past projects. MoLVT fully supported the project activities through training on the labour law and Prakas No. 194 with the HT outlets and garment factories, while Mol was engaged with the project through trainings with police and local authorities. However, ministries do have their own set of constraints and at times were not available to participate in key activities or provide timely endorsements.</p> <p><b>Engagement with MoT:</b> The Ministry of Tourism was identified early on as a key stakeholder for the Hospitality and Tourism sector leadership, as well as for engagement with local authorities and police on licensing and oversight of relevant businesses. Beyond attending trainings and workshops, the MoT never fully engaged with the SWSC project, in part due to the overlap with the role of the MoLVT and engagement with other NGO projects.</p> <p><b>MoWA and NVWI:</b> The project was designed so that MoWA was largely self-sufficient in taking the lead on the NVWI and outreach to HT outlets. However ministry staff turnover, competing priorities, project related budget issues and some capacity constraints meant that CARE staff spent more time and resources than originally planned in providing both additional technical and management support to the ministry and the NVWI.</p> <p><b>Multi-sectoral coordination:</b> CARE had identified the importance of MoWA leadership and coordination for the multi-</p>
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	<p>sector response to GBV under NAPVAW II for project interventions, as well as for the engagement of MoLVT and Mol in the different project activities. CARE also recognised that ministries were often under resourced, both financially and in terms of human resources and the project budget reflected allocation of finances for activities. Despite CARE’s best efforts, it was sometimes difficult to engage ministries in coordinated project activities with other ministries and the private sector to some extent.</p> <p><b>Commune Safety Policy:</b> The SWSC project included the assumption that the Commune Safety Policy was going to lead to higher engagement and reporting of sexual violence by local authorities and police. However, this was not correct. The CSP instead acted as a deterrent to the formal recording of “perceived negative incidents” as villages and communes are viewed favorably and considered safe under the CSP if they do not have any of the “nine” safety concerns listed.<sup>10</sup></p> <p><b>Technical expertise:</b> CARE had the expertise to carry out most of the technical aspects of the project, especially in support of local partners and for gender and GBV and sexual harassment trainings and activities. CARE was able to engage qualified consultants in legal analysis and policy related aspects of the project but also relied on external volunteer expertise to carry out policy consultations and develop the 2016 #WhyStop Campaign.</p> <p><b>Adequate human resources:</b> CARE may have underestimated the amount of time, effort and human resources required to achieve results and coordinate project activities with five different project partners (SABC, PHD, MoWA, Mol, MoLVT), four different Ministries (MoWA, MoLVT, Mol, MoT), and five industry peak bodies (GMAC, BSIC, CAMFEBA, CRA, CHA), to reach 500 employers in two different sectors (garment factories and HT) employing female workers, while also working with local authorities and police and engaging with men and boys to address GBV and sexual harassment. CARE did have strong project leadership to manage stakeholders, despite periods of staff turnover.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The project planned to encourage MoUs between the government ministries and industry peak bodies for specific prevention practices on sexual harassment at the workplace, however MoUs are not common practice. No MoUs between the government and industry peak bodies were established, despite CARE’s strong relationships with GMAC, BSIC and to a lesser extent CAMFEBA. As the Restaurant and Hotel Associations were never board for this project, CARE approached 15 hotels and six restaurants directly and trained 35 Human Resource and Administration Managers in the tourism sector about gender, sexual harassment and addressing sexual harassment in the workplace on October 2016.</p>

<sup>10</sup> The CSP “nine” safety points include: 1. No stealing, snatching or robbery; 2. No production and trafficking in illegal drugs 3. No prostitution, trafficking of women and children, DV and VAW; 4. No youth gangs; 5. No illegal gambling, illegal weapon use and crimes; 6. No traffic accidents; 7. No danger from unexploded ordnance (UXOs); 8. Effective prevention and response to natural disasters; 9. No illegal check points.

	<p>Interviews with CARE staff and other ministries revealed that despite CARE's efforts to engage the MoT in the SWSC project, the MoT never fully participated with the project activities beyond attending a few trainings and workshops. SABC peer leaders mentioned there was a lack of clarity over which ministry (MoLVT, MoWA, MoT) was responsible for inspections at HT outlets as well as a lack of involvement of the MoT in the SWSC project activities.</p> <p>CARE had identified the importance of MoWA leadership and coordination for the multi-sector response to GBV under NAPVAW II for project interventions, as well as for the engagement of MoLVT and Mol in the different project activities. CARE also recognised that Ministries were often under resourced, both financially and in terms of human resources and the project budget reflected allocation of finances for activities. However, Ministries have their own set of constraints and at times were not available to participate or take the lead in key activities. Despite CARE's best efforts, it was often difficult to engage ministries in coordinated project activities with other Ministries and the private sector to some extent. CARE project staff reportedly spent more time on managing the many different relationships with government officials and this may have implications for ownership of some of the results and sustainability.</p>
<b>Conclusions</b>	<p>Overall CARE had the relationships and access to the relevant ministries and private sector employers, the technical expertise required for the project through existing staff, volunteers and consultants as well as adequate financial and management resources to manage all project activities. However there were specific gaps in technical expertise and human resources at the start of the project as well as less engagement from some ministries (MoT) and industry peak bodies (CRA and CHA) than anticipated. Furthermore the CSP was not conducive to improved GBV responses by local authorities, hence CARE's shift to focus on the Good Practice Guidelines: Response to VAW at Commune Level.</p>

### 8.3 Efficiency

Evaluation Criteria	Efficiency
<b>Evaluation Question 7</b>	<b>How efficiently and timely has this project been implemented and managed in accordance with the Project Document?</b>
<b>Response to the evaluation question with analysis of key findings by the</b>	<p>The project presented a mixed picture of efficiency and timeliness, including expenses by budget, across different outcomes, outputs and activities, with different implementing partners and stakeholders and with different target beneficiaries across the life of the project.</p> <p><b><u>Timeliness and cost efficiencies</u></b></p>

<p><b>evaluation team</b></p>	<p><b>Annual project expenses:</b> Annual project expenses ranged from 74 per cent to 98.5 per cent of the original budget and revisions were made based on sound evidence and experience as the project unfolded. By the end of the project, CARE had fully completed all key activities as planned and had reached the target number of all beneficiaries.</p> <p><b>Overall Trainings:</b> The project was quick to take off in the first year with many TOT, gender, GBV, sexual harassment and labour law trainings, meetings, workshops and outreach activities with SABC and PHD and with peer educators, as well as with police, Mol gender focal points, and commune councils, in coordination with MoWA, MoLVT and Mol.</p> <p><b>Garment factory employer trainings and outreach:</b> Relationships were established with GMAC and SAFE Working Group to address GBV and sexual harassment at the workplace and the two-day employer training of garment factory managers was rolled out efficiently and consistently throughout the project. Outreach to female GF workers through factory management was constrained in the first year but then accelerated and surpassed targets in years two and three, largely due to a combination of campaigns and awareness-raising events on GBV and sexual harassment through garment factories and with support of CARE.</p> <p><b>SABC and outreach to female HT workers:</b> Outreach to female HT workers through peer education and other events at HT outlets remained on target and consistent throughout the project cycle. SABC managed their activities exceptionally well and continued to conduct trainings, outreach activities, meetings and participate in national campaigns and other events in line with the project plans.</p> <p><b>District Police Training:</b> CARE met the planned number of commune police and GBV District Police Focal points to be trained on the Good Practice Guidelines: Response to VAW at Commune Level within the first 12-24 months so follow up activities in year 3 focused more on working with District Police Focal Points as champions as well as engaging new commune police in Good Practice Guidelines trainings and joint meetings and discussions with SABC and MoWA. Training for local authorities on GBV and sexual harassment exceeded planned numbers within the first year across all six communes and refresher and additional trainings on the Good Practice Guidelines continued until the end of the project.</p> <p><b>Development of Good Practice Guidelines: Response to VAW at Commune Level:</b> The Good Practice Guidelines were developed based on the GIZ model with MoWA at the district level and are aligned with government policies and international best practices. The development of the Good Practice Guidelines through collaboration and links with the PMUW project was quick and completed in early 2015, but confusion over government approval processes and the Safe Homes, Safe Communities project start up led to delays in the roll out of the Good Practice Guidelines to communities.</p> <p><b>National Campaigns:</b> The different national campaigns and events, including the annual 16 Days and Engaging Men and Boys, and especially the 2016 #WhyStop and 2015 Sexual Harassment Stops Here campaigns, were well</p>
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managed and coordinated among all partners, efficiently run in different locations and far exceeded the number of people reached by millions. Campaign and IEC materials were efficiently shared among all project stakeholders for use in different venues, events and target audiences as well as through various social media channels.

**Annual meetings:** CARE and project partners held planned regular meetings to discuss project implementation, progress and challenges faced as well as discussing plans and solutions. Other important meetings included sexual harassment workplace policy consultations with garment factories and discussions between SABC, peer educators and police to address work related sexual harassment problems and solutions.

### **Delays and Inefficiencies**

**Delays in SH workplace policy and BCC package:** While not part of the original planned project design, but once decided as critical to the project, the development of sexual harassment workplace policy for garment factories and HT outlets took longer than expected due to lack of in-house technical expertise and the need to recruit a volunteer expert. This did not occur until year 2 of the project. In addition, the training materials on sexual harassment developed into a much more comprehensive package than originally envisioned, with the incorporation of the workplace policy, implementation guide and training all into one multi-media BCC package. The eventual roll out could have moved faster but was held up in year 3 due to staff changeover in the team and slowness in checking the Khmer translation.

**Karaoke outlets:** KTV venues are often highly sexualised workplaces where there is a significant amount of consensual sexual behaviour, so a standard sexual harassment policy for workers was considered overly simplistic to manage behaviour in such workplaces. CARE reports that this held up the process of developing a SH workplace policy for other hospitality outlets and required a different approach to working with other HT outlets. In response, CARE conducted a small study on KTV and sexual harassment in the workplace to better inform future project strategies in addressing sexual harassment in these establishments.

**Working with commune councils:** The lack of clarity from the relevant ministries regarding official approval of the Good Practice Guidelines in the two pilot communes under the PMUW project meant that the formal roll out of the Good Practice Guidelines training was not conducted with the four remaining communes until September 2016. CARE also attributed some delays in rolling out the Good Practice Guidelines training and other GBV and sexual harassment prevention and response related activities with local authorities in the four communes to the need to coordinate and align activities with the complementary SHSC project.

**Links with police and CPI:** CARE planned to work closely with the MoI and CPI (formally the Cambodia Community Justice Assistance Project CCJAP) to incorporate GBV, sexual harassment and gender sensitivity into the pre-training modules for the police. This has not been achieved during the life of the project due to delays in the start of the CPI

	<p>until mid-2016.</p> <p><b>PHD and outreach to men:</b> Outreach to men and younger male students was also slow in the first year as it was mainly through peer networks and school events, but then exploded towards the end of year two and year three, through a multitude of well organised and targeted public and school events, national campaigns, social media and mass media campaigns specifically targeting men and boys, with the direct involvement and support of CARE. PHD was under resourced, experienced staff turnover and had other competing priorities that delayed key activities.</p> <p><b>MoLVT and Trainings with HT outlets:</b> There were delays in labour law and policy awareness trainings to HT outlets by MoLVT in the first year due to time required to revise sessions to fully incorporate sexual harassment into lessons and materials and to establish relationships with businesses. Unfortunately, due to changes in the provision of technical fees for government officials and the discussions that ensued, ministry partner’s engagement in key outreach and training activities slowed down visibly in 2016, especially additional training and outreach to HT establishments under the NVWI. CARE reports some disruptions in activities due to the delay in finalising a new MoU with the MoLVT covering multiple projects rather than individual projects as previously held.</p> <p><b>NVWI and outreach to HT outlets:</b> There were delays and disruption in outreach to HT outlets due to limited capacity constraints, lack of resources and staff change overs at MoWA, and CARE stepped in to organise meetings with HT outlets. As such, MoWA and CARE spent a lot of time on outreach to restaurants and entertainment establishments under the NVWI to encourage HT owners to become involved. There does not seem to be a well-coordinated mechanism in place to systematically reach out to HT outlets, through MoWA, MoLVT, MoT or industry peak bodies.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p><b>Project Expenses:</b> According to project reports, CARE expensed 94.7 per cent of total funds by the end of the project and is expected to spend 98.5 per cent of the total budget with approved end of project activities by project closure. Total project expenditures against planned budgets ranged from 74 per cent in year 1, to 84.5 per cent in year 2 to 86.7 per cent in year 3, and justified budget revisions were submitted for years 2 and 3 to ensure key activities were carried out in full and to achieve the objectives. Major underspends (\$US 88,759) in year 1 were largely due to delays in developing the SH Workplace Policy as the CARE research on duty bearers and legal analysis was still underway and shifting requirements and timeframe for developing IEC materials and conducting campaigns and awareness raising events to year 2. Major underspends (\$US 62,000) in year 2 were for consultants for technical expertise on sexual harassment in the workplace and for the multi-sectoral publication on NAPVAW II progress which were shifted to year 3. Smaller underspends in year 3 were mostly related to late submissions for budget modifications for MoWA, Mol and SABC leaving insufficient time to carry out final activities.</p> <p><b>Personnel Budget:</b> The total three-year personnel budget and expenses for CARE, SABC and PHD combined was</p>

about 20 per cent of the total budget compared to the combined project activities of all partners of 67 per cent, with the remaining 12 per cent of expenses for other cross cutting costs. Considering the strong capacity development nature of the project, human resource allocations may have been too low, especially for local partner peer network activities. However, many local and technical expert consultants were engaged throughout the project for specific activities (approximately 26 per cent) which added significant value to the outputs and outcomes, especially in year 2 and year 3, particularly on legal and policy work, private sector engagement and media and campaign strategies.

**Expenses by Outcome:** According to CARE reports, expenditures across outcomes by year showed that Outcome 1 was consistently high at 85 to 94 per cent of budget allocation while Outcome 2 was 31 per cent underspent in year 1 but around 90 per cent of the budget the last two years. Outcome 3 was significantly underspent by about 50 per cent the first two years. This is an indication of a slower start to the project activities in the first year, and budget adjustments based on project realities, but demonstrating increased efficiency and meeting targets in the second and third years.

Delivery Rate (Expenses against project budget funds)

Outcomes	Year 1	Year 2	Year 3	Total*
Outcome 1	91%	94%	85%	94%
Outcome 2	71%	89%	94%	98%
Outcome 3	49%	52%	90%	95%
Total	69%	83%	91%	97%

Source: CARE SWSC Project Annual Report 2016

**Garment Factories:** It took time to develop relationships with individual GFs, and GMAC and the SAFE Working Group were instrumental in moving the project forward. CARE was only able to obtain MoUs with seven garment factories throughout the project but eventually reached an additional 126 factories through trainings on GBV and sexual harassment, against a target of 250. Garment factory personnel reportedly needed a lot of convincing that this specific activity on sexual harassment would not negatively affect their production and required technical expertise to develop the SH Workplace Policy and training materials to educate their workforce, which CARE provided. While acknowledging that garment factories were reactive and slow to embrace the SH Workplace Policy, some also felt that CARE had some financial or human resource constraints that limited the timely roll out of the policy and training. *“It would have been better to roll of the sexual harassment workplace policy, documents and provide more training packages and IEC materials at least one year before the project end so we can monitor the implementation together.*

*Many garment factory staff will still need technical support,” (KII with GMAC). CARE project staff agrees and they are prepared to follow up with GMAC and garment factories over the next year as needed.*

**Outreach to HT workers:** The table below demonstrates the faster pace of outreach to female HT workers by SABC through peer educators and in year 2 and year 3 by participating in organised and coordinated campaigns and events through CARE and MoWA. By year the end of year 1, SABC had reached over 50 per cent of target female HT workers and far exceeded the planned target (163 per cent) by the end of the project. As explained above, due to the slow uptake of the sexual harassment trainings and activities with garment factories, the project had only reached five per cent of female GF workers in year 1, but this climbed to 60 per cent in year 2, largely through campaigns and events and finally achieved over 100 per cent of the target beneficiaries by the end of the project.

**Outreach to men and male students:** Outreach to men and younger male students was low at only 13 per cent in the first year but increased dramatically by the end of year 2 reaching 90 per cent of the target population through a combination of peer networks, well targeted public and school events, and the onset of national campaigns, including the 2015 Sexual Harassment Stops Here campaign. The #WhyStop campaign in year 3 was especially innovative in engaging 1,000 young people directly in submitting 50 short films (16 finalists) that ultimately reached an estimated 1.99 million men (54 per cent aged 13-34) through various forms of social media.

Beneficiary type	Total Target	Year 1		Year 2		Year 3		Total Actual	
		# Actual	%	# Actual	% (Cum)	# Actual	% (Cum)	#	%
Total Female Workers	60,000	7,878	13%	34,206	70%	27,699	116%	69,783	116%
Female HT Workers	10,000	5,466	55%	6,164	116%	4,698	163%	16,328	163%
Female Garment Factory Workers	50,000	2,412	5%	28,042	61%	23,001	107%	53,455	107%
Men and young male students	30,000	3,766	13%	23,240	90%	7,727	116%	34,733	116%
Male- #WhyStop	N/A					1.99 Million			

Source: CARE SWSC Project Progress Report, 2015-2016 (year 3)

**Local Authorities and Police:** The project exceeded the planned number of commune police (73 vs. 60) and GBV District Police Focal points (44 vs. 12) trained in GBV and sexual harassment within the first 18 to 24 months of the project (117 vs. 72). Twelve GBV District Police Focal points trained an additional 195 officers on GBV and sexual harassment in year 2 and carried out awareness-raising activities in the community under the CSP. There was limited engagement with MoI and police on training in the last year due in part to the outstanding issue of technical fees as well as other competing ministry priorities. The project also exceeded the planned number of CC and CCWC members (62 vs. 30) trained on GBV and sexual harassment within the first year (42) in all six communes. The confusion between MoWA and MoI over whether government approval was required for the Good Practice Guidelines (it was not) piloted in two communes in the PMUW project meant that the formal roll out of the Good Practice Guidelines training was not conducted with the four remaining communes until September 2016, though refresher trainings continued with old and new CC/CCWC members throughout the project.

**NVWI and HT outlets:** Against a target to scale up the NVWI to at least 250 members, a total of 224 HT outlets signed commitments to safe workplaces, spread out fairly evenly over the three-year project cycle. (Year 1=75; Year 2=79 and Year 3=69). Supported by CARE, MoWA estimated they did outreach to 250-300 HT outlets, signing an estimated 80 per cent, though this was time consuming and the last 69 HT outlets did not receive SH IEC materials as they joined in the last few months of the project in late 2016. *“Most restaurant owners and supervisors are very cooperative once they understand the purpose of the NVWI is to create a safe workplace for women. But some of the larger restaurant / KTV owners do not welcome us, refuse to join with our activities and we have to spend a lot of time explaining and convincing them,”* (KII MoWA). CARE provided a lot of back up support to MoWA and the NVWI.

The MoLVT linked with the HT outlets under the NVWI for training sessions and meetings on relevant labour law information to HT and entertainment establishments including Prakas No. 194 on workplace health and safety, which includes prohibition of sexual harassment. Against a target of 500 businesses, MoLVT reached a total of 345 participants in the HT and GF sector (69 per cent), with nine training sessions conducted in late 2015 and two in early 2016 reaching 215 people (62 per cent) in the HT sector. Very few GFs (estimated 40 participants) attended any meetings or trainings with MoLVT. MoLVT experience has been that smaller HT outlets joined the meetings, and 90 per cent of the participants were supervisors/managers, not the establishment owners, and they were not sure how the information was further disseminated at their workplaces or what changes had occurred. *“We have been able to train more HT establishments on workplace health and safety and reach more female HT workers. This project has helped us with outreach and increasing our numbers. We have not really engaged with garment factories through this project,”* (KII with MoLVT). The MoLVT official recognised that a clearer government policy explicitly prohibiting sexual



	harassment at the workplace and linked to the legal framework would enhance enforcement and implementation of a SH Workplace Policy in the HT sector. CARE provided a lot of technical support to MoLVT throughout the project.
<b>Conclusions</b>	By the end of the project, CARE had reached or exceeded the majority of outputs, activities and beneficiaries as planned, with exceptions being fewer numbers of HT outlets and GFs reached for training sessions on GBV, sexual harassment, labour law and policy courses due revisions of training lessons and difficulties to access HT outlets and some garment factories. The lack of clarity on the need for government approval for the Good Practice Guidelines meant the roll out to four CC/CWCS did not occur to the last half of 2016. Furthermore the issue of technical fees with ministries disrupted and delayed some activities in 2016 with ministry partners. The 2016 #WhyStop Campaign was extremely effective and efficient in reaching almost 2 million men over a short period of time.

<b>Evaluation Criteria</b>	<b>Efficiency</b>
<b>Evaluation Question 8</b>	<b>What internal organisational constraints, if any, have impacted on the efficiency of project activity roll out?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b>Technical resources:</b> CARE did not budget sufficient technical resources to develop the SH Workplace Policy and BCC package until year 2, which delayed implementation and training on the SH Workplace Policy and the multi-media BCC package with target GFs until year 3. Furthermore, budget limitations and revisions may have restricted the number of BCC packages and IEC materials distributed to GFs and HT venues. For example, MoWA reported that many HT outlets that joined the NVWI in late 2016 did not receive any SH IEC materials.</p> <p><b>Internal restructure:</b> CARE conducted an internal restructuring of the organisation that shifted significant administrative responsibilities on to project teams. As a result, the technical members of the team had less time to spend on project activities, as they were busy keeping up with recruitment, financial processing, and administrative work. This in turn held up activities. One example was the hold up on the finalisation of the BCC package as there was no one to check the content and translation into Khmer.</p> <p><b>Human Resource constraints:</b> CARE underestimated the human resources and time needed to implement many project activities in a timely manner, especially the time intensive coordination efforts required to liaise with ministries and employers for initial buy-in and follow up on sexual harassment work. Both SABC and PHD reported insufficient budget for human resources needed to implement key activities, reach target populations and provide quality follow up and supervision to peer educators as per the original project document. Furthermore PHD reported some staff turnover, high peer educator turnover and limited time of students to fully engage in activities as peer educators.</p>
<b>Quantitative and/or qualitative</b>	The SH Workplace Policy for garment factories was not finalised until June 2016 and the multi-media BCC package was not rolled out to participating garment factories until November 2016. Out of 58 factories trained (81 HR

**evidence gathered by the evaluation team to support the response and analysis above**

managers) in 2016, only 18 GFs (31 HR managers) had committed to implementing the BCC packages, including training and adoption of the SH Workplace Policy at the end of the project. CARE plans to scale up and roll out the TOT and BCC packages to over 100 GFs in 2017 through the *Protections for Urban Marginalised Women* project.

Site visits revealed all four garment factories prominently displayed the new sexual harassment IEC materials distributed by CARE in September-October 2016 in places accessible to workers, some more extensive than others, though some posters were already visibly damaged by weather. In the HT venues visited, five out of seven had some IEC materials and posters on sexual harassment displayed, though many were old, wet and already damaged. Most HT venues visited had only two or three A4 posters, and there did not appear to be enough materials to cover the larger restaurants. Some IEC materials were from the previous PSWWBI project and were of notably better quality and in better condition (i.e. tissue boxes, light boxes with criminal code articles). *“We distributed a lot of SH IEC materials to HT establishments in 2014 and 2015, but because of some budget and procurement delays we were not able to distribute any IEC materials in 2016. The HT owners really want to post these materials as the messages on sexual harassment help them inform customers about sexual harassment and the various relevant laws,”* (KII with MoWA). No posters or IEC materials on GBV or sexual harassment were seen at the three CC offices visited, though one CCWC official did mention that all previously distributed IEC materials on sexual harassment had been damaged by rain and the weather.

The project document called for 500 peer educators with SABC and at the end of the project SABC had trained 541 participants, including 106 current peer educators, with 75 active peer leaders and 25 women demonstrating strong capacity and commitment. Peer leaders did reach 10,627 female HT workers, though 53 per cent received only 30-minute sessions compared to 47 per cent who attended the full two-hour sessions. SABC felt that they did not have enough strong peer leaders as some women did not have the confidence to conduct peer sessions or outreach activities and would have benefited from additional financial and human resources to mentor and coach the peer educators and networks.

PHD was expected to train 600 new and 600 previously trained peers for the Engaging Men Campaign. At the end of the project PHD had trained 277 male students (160 females) as peer educators while an estimated 60 per cent of the peer educators were active in participating in follow up activities related to GBV and sexual harassment. Fifty-six male peer educators were involved in the end of project reflections. PHD had only 1 full time staff and observed that male students had limited time to engage in direct peer sessions and in refresher trainings to increase their knowledge and

	<p>skills. Many young peer educators did not have the organisational or leadership skills to conduct effective outreach sessions with peers and required a lot of capacity building. Some peer educators lacked the confidence and commitment. Furthermore a fairly high number of peer educators, even after training, believed that there were some circumstances that justify violence towards women (SWSC Project Annual Report 2015), so this did not necessarily make them the most effective agents of change.</p> <p>In year 2, PHD and CARE worked to expand outreach to male students and to community men through different events such as Orange Day events and social media such as Facebook. The vast majority (90 per cent) of the male students and community men were reached through school events, public forums, Orange Day events, 16 Days Campaigns, including the 2015 Sexual Harassment Stops Here and the 2106 #WhyStop campaigns, and through mass media and social media such as Facebook, including PHD's Safe Community Forum Facebook page.</p>
<b>Conclusions</b>	CARE underestimated the technical resources required at the start of the project as well as time and human resources needed to liaise and coordinate with multiple stakeholders in the government and private sector, so that implementation and roll out of some key activities took longer than originally planned, leaving less time at the end of the project to provide much needed follow up support to project implementers.

## 8.4 Impact

Evaluation Criteria	Impact
<b>Evaluation Question 9</b>	<b>To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls? Please describe those changes</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<b>Sexual harassment as a form of VAW:</b> The SWSC project is one of the few interventions in Cambodia that has addressed and sought to raise awareness among the wider society that sexual harassment is a form of violence against women. The project interventions have contributed to the conversations on sexual harassment as being a violation of women's rights and have increased understanding among women and men of the different types of behaviour that constitute sexual harassment, beyond the commonly understood meanings of only physical or sexual violence and rape. As one stakeholder commented, " <i>The SWSC project has mainstreamed sexual harassment into the general discourse on violence against women in Cambodia and raised awareness that sexual harassment is not to be tolerated as it normalises acts of violence against women,</i> " (KII with NGO).

**Decrease in risk of sexual harassment:** The Baseline Survey found that all female GF and HT workers surveyed perceived a 'regular and daily risk' for some type of sexual harassment in their jobs. The Endline Survey revealed that the percentage of women who perceive this risk is still high, 98 per cent for female HT workers and 76 per cent for female GF workers. Yet 99 per cent of female HT workers also perceive a decrease in the risk of sexual harassment over the last three years while a much lower percentage of female GF workers, 20 per cent, saw their risk reduced. This difference is partly attributed to the direct peer-to-peer training approach with female HT workers and building off past programming with beer promoters while the majority of female GF workers received sexual harassment information through general awareness-raising activities and informal information sharing by line managers.

**Women's empowerment:** In FGDs with female workers, the vast majority reported that the risk for sexual harassment was reduced. Many female HT workers described that they had learned more about their rights and that they did not tolerate abuse any more, and as a result it did not happen as much as before. SABC, peer educators and MoWA officials also explained how women HT workers now have a better understanding of women's rights, gender equality and the laws that protect them from violence as well as increased confidence to speak up for their rights against sexual harassment and GBV, with colleagues, customers, employers and to a lesser extent local authorities and police. *"In the past, women HT workers did not dare to tell customers if they felt uncomfortable with their behaviour, but now they can explain their rights, laws and rules of their workplace using their knowledge and the IEC materials provided by the project,"* (FGD/KII with SABC).

In garment factories that had conducted sexual harassment training with their workers, they noted that female workers now understood that sexual harassment is a form of abuse and they no longer have to tolerate it as acceptable behaviour. Furthermore, they felt that many women workers know where to report sexual harassment incidents and have the confidence to tell their supervisors, as they know that there is a formal system in place. *"Female workers now have more knowledge on sexual harassment and the confidence to report incidents to the sexual harassment committee or Human Resource department. Furthermore, female workers recognise sexual harassment actions as unacceptable behaviour and are more confident to tell men to stop if they are uncomfortable,"* (KII with GF HR Managers).

**Less tolerance for sexual harassment at workplaces:** In FGDs with female HT workers, most women commented that their employers did not tolerate sexual harassment at the workplace as much as compared to the past. Interviews with SABC, peer educators and MoWA also revealed that many target restaurant owners and supervisors were more protective of their female workers against sexual harassment through increased understanding of gender, GBV and

the laws and would help solve any GBV/SH related problems at the workplace, including telling customers that sexual harassment is against the law. Furthermore many HT owners now welcome SABC and peer educators to their venues to train female workers on gender, GBV/SH and their rights as they have seen a better working environment for their business. *“Now many restaurant supervisors/owners have changed their behaviour to protect their female HT workers from sexual harassment at the workplace as a result of MoWA NVWI trainings and meetings. They now understand that sexual harassment is against the law and are afraid their business will be closed if they do not protect their workers and are in violation of the law,”* (KII with SABC). At the Endline Survey, some garment factory workers described their risk of sexual harassment as low as they had not experienced sexual harassment and did not expect to. In FGDs with female GF workers, some women quoted the company sexual harassment policy stating that their workplace did not tolerate sexual harassment.

**Change in harmful male attitude and behaviour:** SABC and peer educators have also observed that many customers have become more aware that sexual harassment is wrong, and have stopped touching (unwanted) female HT workers and do not verbally harass (sexual jokes and teasing) them like before. *“Customers used to call us “Srey Langse”<sup>11</sup> but now they call us by our real names, are friendly and speak nicely to us,”* (FGD with SABC’s PE). The representative from BSIC also observed that male customers had a greater understanding of sexual harassment and had changed certain inappropriate behaviours, such as no longer forcing women to sit and drink with them. During site visits, the majority of restaurant owners/managers surveyed also agreed that there were fewer incidents of sexual harassment by male customers at the workplace now.

Interviews with HR managers at garment factories that had conducted sexual harassment training with their workforce also noted changes in the actions of male workers towards their female co-workers. They observed that before male workers considered sexual jokes and teasing as harmless behaviour but after the training sessions, more men know that using inappropriate unwanted sexual language is a form of abuse. *“Many male workers have reduced sexually inappropriate teasing of women workers as a result of awareness raising on sexual harassment and due to the enforcement of our sexual harassment workplace policy”,* (KII with GF HR Managers).

PHD also observed that men and young male students participating in project activities aimed at preventing GBV and sexual harassment had a better understanding of harmful gender norms and behaviours, and also how their actions could either help or harm women. *“Before many male students used to tease girls, made sexual jokes and did not see that these actions as sexual harassment. After involving with the project, many young male students stopped these*

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<sup>11</sup>Khmer slang for selling your clitoris, describing female HT workers as bad women and selling themselves for sex

	<p><i>behaviours themselves and also intervened to help female students if they were being harassed by male students,” (Kil with PHD). This increased understanding by young men participating in the 2016 #WhyStop Campaign that sexual harassment is harmful to women and society was evident in the films submitted by young men as part of the competition. As explained by the winner for best film in the 2016 #WhyStop film competition, “Our society must not accept sexual harassment. It makes women feel humiliated and offended, and can make women feel unsafe when they are on their own in a quiet place. I want to change the behaviour of men who harass women and those who don’t do it yet,” (CARE media report, The 2016 #WhyStop Short Film Competition).</i></p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Women working in businesses targeted by CARE for this project now feel much more confident in seeking help from their employers when this behaviour occurs: 85.5 per cent of female GF workers and 99 per cent of female HT workers agree that their workplace has policies against sexual harassment. Furthermore, 95 per cent of female GF workers and all female HT workers surveyed now say that they would report a case of harassment to their employer. This is an exciting result as at the Baseline Survey, few women were willing to report sexual harassment and studies show that most women do not report incidents of violence against them.</p> <p>SABC peer leaders estimated that 50 to 60 per cent of the target restaurant owners/managers that have participated in the project now understand that sexual harassment is a violation of women’s rights and is against the law, and have taken action to both prevent and protect female workers from sexual harassment. In a brief survey with target restaurant owners/managers, all agreed with the statements that sexual harassment was sometimes against the law, that employers should help solve problems of sexual harassment with their female workers and all had helped their female workers solve sexual harassment related problems. While the majority agreed that employers should have a workplace policy against sexual harassment, only one HT establishment had a formal written sexual harassment policy, indicating more work could be done in this area.</p> <p>Interviews with the GMAC representative and GF HR managers confirmed they all had sexual harassment workplace policies as a result the SWSC project activities, and had conducted or were planning on holding awareness raising or training activities with managers, supervisors and/or workers on sexual harassment utilising the SWSC project materials. The GMAC representative noted that all 62 SAFE Working Group members now have a SH Workplace Policy. In GFs that had conducted sexual harassment training with their workers, HR Managers interviewed noted that female workers now understood that sexual harassment is a form of abuse and they no longer have to tolerate it as acceptable behaviour.</p>

	Interviews with PHD on their work with men in the community and young male students confirmed an increased understanding of the meaning and types of sexual harassment as well as the importance of stopping sexual harassment by male participants. The 2016 #WhyStop Campaign and film competition also demonstrated that young men have a deeper understanding of sexual harassment as form of violence against women and a commitment to stop sexual harassment in their community.
<b>Conclusions</b>	There has been progress in raising awareness that sexual harassment is a violation of women's rights, and women workers and employers have taken concrete actions to prevent and solve sexual harassment problems as they occur at the workplace. Female HT workers have expressed more confidence in themselves and their ability to deal with sexual harassment at the workplace. They also commented that sexual harassment has decreased over the years at their workplace and are treated more respectfully by male customers than they have been in the past. At the same time, some HT outlet owners do not tolerate sexual harassment from customers and are more protective of female workers. GF HR managers have noticed that awareness raising on sexual harassment at the workplace combined with a having a system in place to manage complaints, has reduced sexually inappropriate verbal teasing by men at their workplace, and that women are more comfortable to tell their male co-workers directly to stop certain inappropriate behaviours.

<b>Evaluation Criteria</b>	<b>Impact</b>
<b>Evaluation Question 10</b>	<b>What are the enabling and disabling factors that encourage and discourage the positive changes in the life of the beneficiaries?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b>Enabling Factors</b></p> <p><b>Women's networks:</b> SABC as a network of female HT workers and through the peer education model has provided female HT workers with a social support system, sense of community and solidarity for each other, especially in addressing GBV and sexual harassment at work and in the community. This is important as many female HT workers are far away from home without traditional family support networks.</p> <p><b>Nature of Garment Factory Industry:</b> Many international brands and buyers include sexual harassment workplace policies as part of their corporate social responsibility of their business and with garment factories, so GMAC and many GFs through the GMAC SAFE Working Group welcomed support for the sexual harassment workplace policy and training. The formalised nature of the garment factory industry and the work of the ILO to improve labour conditions have also contributed to improving working conditions for female garment factory workers.</p> <p><b>HT sector:</b> Private sector employers in the HT sector are more aware of the need to address sexual harassment at the workplace and are more willing to put in workplace protections that eliminate harassment. There has been</p>

progress in formalising the HT sector through the Prakas No. 194 that brings the HT sector under the labour law so there is more formal protections for workers. Many employers have also demonstrated a willingness to demand respect for their female employees. In addition, there has been more funding and NGO work for labour rights in the HT sector in recent years, including NGOs such as ACTED, ActionAid and APHEDA.

**Working with local authorities and police:** There are commitments from other NGOs for funding for improvements in the services at the commune level, including the work of the ActionAid Safe Cities program as well as the CPI.

**Men and boys:** There is evidence of a gradual social change in attitudes towards gender and accepted gender norms, and this is particularly evident across generations with younger men. Young men and boys who have engaged in the SWSC project activities, including peer education sessions and the 2016 #WhyStop Campaign, have demonstrated an awareness of harmful gender norms and behaviours as well as an enthusiasm for wanting to be the voice of change. *“I decided to make a short film to join #WhyStop campaign because I want to help stop sexual harassment. I hope my film will send a message to men who want to harass women that it’s not right, and they must stop it,”* (CARE media report, #WhyStop Best Filmmaker under age 20).

**Government policy and commitment:** There are comprehensive policy documents in place regarding addressing GBV and sexual harassment, most notably the NAPVAW II. Government ministries have demonstrated a commitment to a multi-sectoral approach and there is evidence that other line ministries recognise and are willing to embrace their roles under NAPVAW II to eliminate violence against women.

### **Disabling Factors**

**Victim blaming:** Sexual harassment is still viewed by many members of society as the fault of women and many women still feel ashamed or afraid to report incidents of sexual harassment. Furthermore, many people do not know what sexual harassment behaviours are, or feel that certain types of sexual harassment are “acceptable” and should be tolerated by female HT workers, as it is part of their work.

**View of migrant workers:** Many female migrant workers do not feel connected to or a part of the local urban community (commune) in which they live (often rented rooms or dormitories) and feel that local authorities often do not see them as part of their community, but as “outsiders or temporary residents”. As a result, some female migrant workers say they are less inclined to seek help from local authorities.

**Devaluing women’s labour contribution:** Cambodia’s garment industry is dependent of the supply of cheap labour and there is an over supply of young female workers who have migrated from rural areas away from family members to work in Phnom Penh. Young women’s decision to migrate is usually a matter of economic necessity rather than individual choice: poverty and lack of wage employment act as a push factor, while formal wage work and the urban



	<p>life style act as pull factor (ILO 2012). While women represent almost 90 per cent of the garment industry workforce, career advancement is limited except for a few positions as group leaders. Furthermore, women form a minority among union leaders, thus limiting their representation and undermining opportunities for women to empower themselves, gain equal opportunities and tackle discrimination in the workplace (ILO 2012).</p> <p><b>Self-selection of employers who participate in the project:</b> The voluntary nature of employer participation in the SWSC project means that the “better” employers are more likely to join in the project. Thus the very worst entertainment venues and garment factories remain hidden and have not participated in activities aimed at improving workplace protections for female workers. This means that the most vulnerable female workers who are in the greatest need of workplace protection have not necessarily been reached.</p> <p><b>Traditional values and stereotypes of female workers:</b> The Duty Bearer on GBV report revealed that local authorities and police have a stereotype of female garment workers and HT workers and believe that they are poorly educated and willing to accept minor forms of harassment because it is part of their job. <i>“More importantly, they view that those minor incidents happened not only because of men alone, but also because women themselves were acting or dressing in ways that invited those behaviours,”</i> (Duty Bearer Report 2015). These harmful gender norms are difficult to address and change in attitudes and actions is often slow, especially when they are held by government officials who tasked to protect and serve citizens.</p> <p><b>Limited government resources:</b> Government ministries are often under resourced, both financially and in terms of human resources. While the SWSC project allocated a budget for project activities conducted by ministry partners, ministries are still largely dependent on NGO partners for financing key interventions. This is also true for commune councils and police.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p><b><u>Enabling Factors</u></b></p> <p>Interviews with SABC/SABC peer educators revealed they have gained confidence to advocate on behalf of other female workers to police and local authorities, and have helped women solve GBV and sexual harassment related problems by contacting the local police, including taking some women to nearby health clinics. <i>“A lot of women know us as peer leaders and contact us to help to solve problems. I have been able to help a lot of women solve problems related to GBV and sexual harassment at the workplace,”</i> (FGD with SABC’s PE). Furthermore, they indicated that employers, particularly supervisors, are much more willing to both prevent sexual harassment through displaying IEC materials and talking to customers, as well as taking action with female workers and customers when and if a sexual harassment problem arises. MoWA officials also noted that female HT workers felt confident to raise GBV problems with their peers and supervisors, and that SABC and peer leaders had developed a support mechanism for female HT workers. MoWA officials noted that restaurant owners and supervisors were more protective of their female</p>

employees after joining meetings with their increased understanding of sexual harassment as well as women's rights under the various laws, citing also the usefulness of SH IEC materials in informing customers about various laws, GBV and sexual harassment.

Interviews with private sector employers in both the GF and HT sectors indicated improved understanding of sexual harassment, their role on preventing sexual harassment at the workplace, including taking action to respond to incident of sexual harassment. GF HR managers noted they had reviewed and updated the company's sexual harassment workplace policy after they attended the CARE training on GBV and sexual harassment, in line with the requirement of their company as well as their main buyers. Interviews with larger hotel and restaurant HR managers revealed strong institutional support by the establishment owners for sexual harassment workplace policies and training with staff. In a brief survey with HT outlets under the NVWI, all managers/supervisors said they had helped female workers report incidents of sexual harassment to police or local authorities at some point, while acknowledging some forms of sexual harassment are clearly against the law.

#### **Disabling Factors**

Studies show that 20 per cent of the population still believes that sexual harassment is provoked by women. In a survey with 2000 HT customers as part of 16 Days Campaign 2016, 47 per cent did not think that customers touching female HT workers in restaurants was a form of sexual harassment while 41 per cent did not think that using disrespectful terms or sexually inappropriate words (i.e. *Srey Langse*) with female HT workers was a form of sexual harassment. This demonstrates lack of understanding about sexual harassment as well as high levels of tolerance of certain sexual harassment behaviours in certain settings and with certain types of female workers.

While all local authorities and police in the project area have been sensitised and trained on gender, GBV and sexual harassment through the Good Practice Guidelines and attitudes are slowly changing, some local authorities and police are still dismissive of verbal sexual harassment cases as not very serious and few formal actions are taken. In separate FGDs with women workers and SABC peer leaders one woman reported having to pay a fee to file a police report while another said that whenever they went to the local authorities they had to fill out a lot of forms, were asked a lot of questions regarding their work, living situation and formal registration documents. They felt it was a waste of time and a form of harassment. Interviews with local authorities revealed that while they had a good understanding of sexual harassment and describing processes for receiving survivor and for providing referrals, forms were seen as too complicated so they relied more on informal processes.

	In FGDs with CC/CCWCs, some local authorities raised the issue of unsafe living conditions where many migrant workers lived, and the absence of a landlord. They mentioned that there are many problems such as fighting, drugs and GBV/DV in the areas where female and male migrant workers live, especially in rental rooms/dorms. This is consistent with the ActionAid study findings that 22 per cent of female migrant workers had been sexually harassed in public spaces.
<b>Conclusions</b>	Informal peer networks also provide a much needed support mechanism for many female migrant workers to deal with work (and other) related problems, including liaising with local authorities and police. International standards and high level institutional management support for sexual harassment workplace policies has a positive impact on employers' actions and responses. However there is still high tolerance by society for certain sexual harassment behaviours towards female workers in some professions, i.e. especially in the HT and entertainment sector, and local authorities and police attitudes and actions still need to be more gender responsive and sensitive.

<b>Evaluation Criteria</b>	<b>Impact</b>
<b>Evaluation Question 11</b>	<b>What are the unintended consequences (positive and negative) resulted from the project?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b><u>Positive Consequences</u></b></p> <p>Several positive unforeseen relationships and outcomes have emerged as a result of several project interventions.</p> <p><b>MoEYS and ACC:</b> Through the work with Universities on engaging men and boys on prevention of GBV, PHD established a relationship with the Accreditation Certification of Cambodia (ACC), which operates and manages the accreditation system for higher education in Cambodia. PHD established a MoU with the MoEYS and received strong support for the SWSC project work on GBV and sexual harassment as part of MoEYS Non Violence In School (NVIS) policy.</p> <p><b>Sexual Harassment Workplace Policy:</b> The sexual harassment policy developed by CARE in consultation with the garment factory industry was an unintended positive output of the SWSC project. CARE had originally planned to use the ILO Sexual Harassment Workplace Guidelines, but this needed further adapting to the Cambodia context. The SH Workplace Policy was developed by leveraging off of the consultative process with the development of the policy with garment factories.</p> <p><b>The multi-media BCC package:</b> This was not planned for in the original project design as CARE had planned to provide educational materials only. At the end of the project, the comprehensive multi-media BCC package included</p>

	<p>the sexual harassment workplace policy, guidelines on the use of the policy, training and materials, five multi-media training sessions for HR managers.</p> <p><b>Sexual Harassment Committees:</b> The formation of sexual harassment committees at the garment factories by those factories that used the model that was contained in the CARE sexual harassment policy was an unexpected positive outcome of the SWSC project. Furthermore, CARE provided training to the sexual harassment committee members, in addition to the HR and Administration Managers, bringing sexual harassment training closer to the workers. For example, many of the sexual harassment committees are composed of worker representatives, union representatives, line leaders/supervisors as well as HR and Administration staff and include both men and women.</p> <p><b>#WhyStop Campaign:</b> The 2016 #WhyStop campaign, as part of the 16 Days Campaign and Engaging Men and Boys Campaign was much larger in scope, reach and quality than in the original design. CARE conducted research with men and boys to target messages to different audiences and used different media channels to involve and reach young men raising awareness on sexual awareness. CARE was fortunate to have a volunteer who had the skills and experience to develop and manage such a far reaching exceptional campaign.</p> <p><b><u>Negative Consequences</u></b></p> <p><b>National Hotline 1288:</b> While not a specific outcome or output of the project, the national Hotline 1288 for reporting gender-based violence has been widely promoted through training and IEC materials as an important protection and response mechanism. However reports from partners, peer educators and other key stakeholders are that the national Hotline 1288 is not functioning well due to lack of commitment from government, inadequate resources, staff turnover, poor service and ineffective responses.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p><b><u>Positive Consequences</u></b></p> <p><b>PHD, MoEYS and ACC:</b> PHD worked to support MoEYS and targeted high schools to include sexual harassment topics as part of the social study lessons in the curriculum. PHD reports that the four target secondary schools have included specific information on sexual harassment into the social study sessions as part of the MoEYS curriculum, including the addition of weekly exam questions on sexual harassment. Teachers have participated in gender, GBV and sexual harassment training, technical meetings with stakeholders and public forums with students on addressing GBV and sexual harassment to advocate for inclusion of sexual harassment as part of gender courses in the foundation year. PHD worked to link the project activities on GBV and sexual harassment with university school policies and student associations. Through the project work, PHD has advocated with the ACC on the importance of including gender awareness as part of a standard course in the foundation year, though this is a very long-term process.</p>

	<p><b><u>Negative Consequences</u></b></p> <p><b>National Hotline 1288:</b> The government (MoI) operates the national Hotline 1288 but has a limited budget. Many NGOs and IOs have stopped funding the Hotline 1288 in part due to poor quality and ineffective service. Some peer educators report no longer promoting the Hotline 1288 as they say they have lost credibility and the trust of other female workers when the Hotline 1288 responses have not been effective. (i.e. no one answers the phone, callers are told to call other police offices or are told they can not help or the women need to solve the problem themselves.) In some cases callers have felt dismissed and even verbally harassed, which can lead to further “victimisation”. Many peer leaders are now utilising commune and district police contacts with which they have established relationships through the SWSC project activities.</p>
<b>Conclusions</b>	Both the SH Workplace Policy and the multi-media BCC packages were unplanned positive outcomes of the SWSC project and have far reaching implications beyond the garment factory industry and Cambodia. PHD leveraged its relationships and contacts with Universities, High Schools and MoEYS to advocate for including GBV and sexual harassment information into institutional mechanisms. In addition, it is important that GBV response services promoted through any project are closely monitored so that victims of GBV/SH seeking services are not further stigmatised or “re-victimised”.

## 8.5 Sustainability

Evaluation Criteria	Sustainability
<b>Evaluation Question 12</b>	<b>To what extent will the benefits of the project continue after the project’s closure?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>As mentioned in the above sections, the project has partnered with line ministries, including MoWA, MoLVT and MoI, as well as the private sector to address GBV in particular sexual harassment in a systematic manner that involves prevention and responses. It is noted that the Royal Government of Cambodia (RGC) will continue its commitments to eliminate GBV through international and national policy frameworks (CEDAW, Neary Rattanak IV and NAPVAW II).</p> <p><b><u>Outcome 1</u></b></p> <p><b>Women workers’ peer network:</b> The peer network established through SABC’s work seems to be robust and will continue. The solidarity and capacity of the peer network has been significantly strengthened through participation in the SWSC project. Peer educators interviewed mentioned that they had developed a strong connection with beer</p>

promoters and other women working in entertainment establishments and they worked as a team with SABC to provide social and referral support to women who reported cases of GBV or sexual harassment. Together SABC and the peer networks will continue to work collectively to maintain supportive momentum and hold duty bearers accountable. *“With the Easy Card, we can continue to support each other when women are faced with sexual harassment or any form of violence. We have information in hand such as police and other organisation’s contact numbers for emergency assistance. We have a connection with the police at the central level through the project’s activities. This also enables us to seek different forms of support when it is needed,”* (FGD with SABC’s PE).

**Women workers’ knowledge and skills:** The peer educators trained by SABC through the project will continue to use the knowledge and skills acquired from the project to educate other women on sexual harassment and GBV. *“Though we don’t have any more funds from the project, we will do one to one discussions on gender, GBV and sexual harassment as it is important for women. We do not need money to talk with our peers. For example, when we are free from doing service for customers, we can talk with other women at work and share our experience,”* (FGD with SABC’s PE).

**Capacity of GF HR managers:** The project has developed the capacity of Human Resources/Administration Units of garment factory partners to be able to educate their workforce and to potentially institutionalise the BCC package through the SH Workplace Policy and existing mechanisms such as orientation sessions and safety and security training which are an important part of the recruitment processes of garment factory partners. All the garment factory partners interviewed had used the sexual harassment workplace policy and SH IEC materials to provide training and awareness-raising sessions on sexual harassment for line leaders as well as workers. *“Our factory will use the materials given by the project to educate our workers. This is because showing our concern about preventing sexual harassment in the workplace helps us to maintain a good reputation with our buyers. When our factory does not have sexual harassment, the production increased and workers keep working safely and happily,”* (KII with GF partner).

**Commitment from GFs:** There appears to be strong commitment by garment factory partners to prevent sexual harassment at the workplace beyond the project life through the implementation of the SH Workplace Policy and BCC package with their own capacity and resources. *“In 2017, we plan to conduct 30 minute sessions for all workers by using the materials that CARE has produced. They are easy to understand with a lot pictures and video clips. We will play the video clips provided over lunch time in the canteen where thousand of workers gather everyday,”* (KII with GF partner). This was confirmed by the GMAC representative who said that *“our factory members really appreciated the SH IEC materials developed by CARE and they are very effective as the videos can be shown to workers during lunch time. I believe that the members have the capacity to do this after the project ends and through the SAFE Working Group we will continue our discussion on sexual harassment prevention in the workplace,”* (KII with GMAC).

## **Outcome 2**

**Good Practice Guidelines: Response to VAW at Commune Level:** The Good Practice Guidelines developed in collaboration with MoWA is an important tool that the CC/CCWC can utilise to improve the quality of GBV response services. The CCWC have been trained on how to use the tool consistently and confidentially to support GBV survivors to access available services. *“For example, a woman reported she was sexually harassed at work in massage parlour by a male customer, and I worked with other colleagues in the commune office to address the case successfully. We respected the woman’s decision and we did not proceed with further steps according to the woman’s wishes,”* (FGD with CCWC).

**Increased capacity of CC/CCWC for GBV services:** The CC/CCWC members have increased understanding and awareness on sexual harassment prevention and responses and were able to integrate GBV and sexual harassment topics into regular community forums through the CSP. This is likely to continue, as it is an important agenda of the RGC to ensure the safety of communities. *“As part of our job, I think I am able to continue to disseminate awareness on sexual harassment to community members through public forums and regular and ad-hoc meetings with villagers. I think it is mandatory for the CC to ensure the safety for people and the knowledge we obtained from the SWSC project will be utilised to improve our work,”* (FGD with CCWC). The CCWC maintained relationships with the commune police post in responding to the cases reported when needed. They have also worked collaboratively to support GBV survivors to access legal services that are available at multiple levels.

**Mol and the national Hotline:** According to Mol, the national Hotline 1288 will continue to function after the project ends. In 2017 and 2018, the department of Juvenile Protection and Anti-Human Trafficking plans to use the national budget together with some contributions from development partners to train judicial police at the 12 districts across Phnom Penh on how to operate a hotline in a profession manner. This is a newly developed initiative as it has been recognised that people including GBV survivors tend to use the services at the commune and district level as they are close to villagers. *“We have a hotline at two levels, at the central and district level and we connect with each other. Though the SWSC project will end, our national hotline will continue to operate to provide a service to citizens, in particular GBV survivors. We will train district police to improve the quality of services,”* (KII with Mol).

**Sexual Harassment lessons at high schools:** The project has influenced the public secondary school curriculum from Grades 7 to 12, and as a result teachers who teach Morality and Citizenship subjects have integrated sexual harassment and GBV into their lessons in order to prevent GBV at the earliest stage. The SH IEC materials provided to target high schools were used effectively in school events which enabled both male and female students to fully engage with the discussions on GBV and sexual harassment and work to find solutions to stop all forms of violence

	<p>against women. <i>“In our school, three teachers were trained by the project and we received training kits such as posters, leaflets, colour cards and other necessary stationary. Our teachers have used this training kit to discuss sexual harassment and GBV with students together with the morality and citizenship subject”,</i> (KII with High School Principal).</p> <p><b><u>Outcome 3</u></b></p> <p><b>MoWA and NVWI:</b> Interviews conducted with key informants at MoWA, MoLVT and MoI confirmed that tackling GBV remains a key priority for the government and each ministry’s mandate. For example, MoWA will continue its collaboration with the private sector (i.e. BSIC and entertainment establishments) to maintain the NVWI to engage employers and male customers in efforts to prevent GBV. Interviews with MoWA representatives confirmed that parts of the SWSC project activities and training modules can potentially be replicated and expanded to other target groups and areas by using national funds. <i>“We might find the possibility to use the national budget to organise and conduct awareness raising with beer promoters, students as well as garment factories,”</i> (KII with MoWA).</p> <p><b>MoLVT and Prakas No. 194:</b> The MoLVT continues to implement Prakas No. 194 on Working Conditions, Occupational Safety and Health Rules of Entertainment Service Enterprises, Establishments and Companies through mandatory inspections in which violence and indecent assault is referenced as per Article 8. <i>“Even though we have some budget limitations, we continue to perform inspections now and as planned after the project finishes, as this is part of the MoLVT mandate. We welcome NGO support as this enables us to reach out to more establishment owners but we do not expect any external support. Through our regular inspections, we continue to disseminate related laws such as the labour law and criminal code to owners/managers of entertainment establishments,”</i> (KII with MoLVT).</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p><b><u>Outcome 1</u></b></p> <p><b>Women’s knowledge and peer networks:</b> SABC’s peer educators’ demonstrated high understanding and knowledge on GBV, sexual harassment and women’s rights. They perceived GBV and sexual harassment are forms of violence against women and they took some measures to protect themselves and their peers. Peer educators interviewed reported that they would continue to talk with and educate their peers through the peer model to support women to realise their rights as citizens to stop violence against women. The SABC staff confirmed this. <i>“The peer educators have a good understanding and awareness on sexual harassment, GBV and gender and they are likely to continue to disseminate what they learnt to others in their workplace. They also know how to support each other when someone needs help,”</i> (KII with SABC).</p> <p><b>Garment Factories and SH Workplace Policy:</b> The project has worked to institutionalise the sexual harassment workplace prevention and response practices through the SH Workplace Policy and the BCC package with garment</p>



factory management teams. Key informants interviewed reported that the project provided capacity development to HR/Administration focal persons, and they have improved their existing policies to include all forms of sexual harassment. Some garment factories have circulated the SH Workplace Policy to workers through their information board, orientation sessions for new employees and as part of the regular safety and security training with workers.

Site visits to garment factory partners found that they are promoting key messages to stop sexual harassment in the workplace through displaying posters and stickers provided by the project. The posters and stickers were put in many places around the factory buildings such as the canteen, hallways and corridors, bathroom area, drinking water area, production zones, and information boards in the office and public areas.

### **Outcome 2**

**Improved services by local authorities:** The knowledge and skills imparted to the local authorities engaged with the project is likely to be sustained, even after the project ends. Furthermore, community awareness raising activities on GBV and sexual harassment will be maintained through the commune and district fund. One commune has already allocated commune and district women's affairs funds to conduct small awareness raising activities on sexual harassment and GBV with community members. *"Our commune continues to have a number of small meetings on GBV, sexual harassment and DV prevention. We have monthly meetings involving women and men and we use the commune fund budget for these activities,"* (FGD with CCWC).

**Mol and police hotlines:** The Mol reported that the national Hotline 1288 is an important part of their GBV response system and the operation will be continued. This is because there is a link between the national and district hotlines to refer any incidence reported to the district and commune police post for timely intervention. In 2017 and 2018, a training on sexual harassment, gender, GBV, DV, hotline operation and how to address concerns of callers through the phone will be conducted for district police to enable them to handle the cases that are referred from the national hotline effectively and efficiency.

**Integration of SH lessons in schools:** With the knowledge and skills gained from the project, trained teachers who teach Morality and Citizenship classes in both lower and upper secondary schools were able to continue to mainstream sexual harassment and GBV topic into the formal curriculum for students from grade 7 to 12 by using training materials provided by the project. The mainstreaming of sexual harassment and GBV topic was fully supported by the high school principal interviewed and the commitment will be continue under the school principle's leadership.

### **Outcome 3**

	<b>MoWA mandate:</b> It is reported that MoWA is able to mobilise resources from the private sector to conduct public awareness-raising events on special occasions such as the 16 Days Campaign and International Women’s Day. According to the 2016 national budget briefing, MoWA is implementing a program-based budget, and addressing GBV and violence against women is one of the four programs.
<b>Conclusions</b>	In short, the project interventions have the potential to be institutionalised by relevant stakeholders, including government institutions, factory partners, and education sector. As discussed above, there is sufficient evidence that the knowledge and skills that were gradually developed through technical support provided by the project will enable key partners to continue to conduct awareness raising and information sharing on GBV and sexual harassment aimed at behavioural change and the improvement of quality of services. For example, garment factory partners have included the SH Workplace Policy into their induction sessions with new workers and established SH committees while the implementation of Prakas No. 194 by MoLVT will leverage achievements of the project and maintain focus in addressing sexual harassment and GBV in a systematic manner.

<b>Evaluation Criteria</b>	<b>Sustainability</b>
<b>Evaluation Question 13</b>	<b>In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalised and sustained?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	In this regards, the project was successful in influencing two aspects related to GBV prevention and response. This includes the Good Practice Guidelines: Response to VAW at Commune Level that is recognised by MoWA as a good practical resource for improving GBV/SH response and services at the commune level while garment factory partners developed and/or improved the SH Workplace Policy, with technical assistance and guidance from CARE, showing a commitment to ensuring a safe working environment for workers.
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	<b>The SH Workplace Policy for garment factories is in place and implemented by garment factory partners.</b> This is evidence showing that the project succeeded in getting buy-in from factory management teams to make sexual harassment prevention and protection in the workplace a compulsory mandate. This commitment has translated into real actions such as the integration of sexual harassment information into the induction for newly recruited workers, development of complaint mechanisms, the establishment of SH committees in the workplace with clear roles and responsibilities and a clear work plan for future implementation of sexual harassment prevention and awareness raising activities. <i>“After joining the CARE training on sexual harassment and policy development, our factory immediately established a SH committee which is comprised of 13 members, including nine women, who are worker representatives, HR/Admin staff, supervisors/line leaders and union representatives. The roles of the SH committee</i>

	<p><i>include recording, addressing, and making decisions on cases and providing training to workers”, (KII with GF HR Manager). Another comment was made “The work of the SAFE Working Group influenced other garment factories to join with the SWSC project to advocate with factory managers to endorse the sexual harassment workplace policy and put it into action,” (KII with GMAC).</i></p> <p><b>In addition, workers are informed regularly about the SH Workplace Policy through line leaders and supervisors.</b> The complaint mechanism to encourage workers to report cases confidentially varies between different factories. For example, one garment factory surveyed reported that sexual harassment complaints could be made through SMS of the computerised system, and that committee members as well as the buyer focal person can see the concerns raised privately. <i>“Our factory management and buyers are seriously concerned about sexual harassment in the workplace and we have a system for workers to report cases. The workers can send a SMS directly to the number which is disseminated widely within the factory, and the information remains confidential,” (KII with GF HR Manager).</i></p> <p><b>The recognition of the Good Practice Guidelines: Response to VAW at Commune Level</b> is seen as an important contribution to improving the quality of services in which GBV/SH survivors may obtain better social and legal support. For example the monthly report form, as a tool for recording cases, was reported as the most commonly used form and it was seen as a simple template that is relevant to the general knowledge of the users and their work. <i>“The Good Practice Guidelines has many parts and I think the monthly recording form is simple and suitable for the CCWC,” (FGDs with CCWC).</i> A similar comment was made by another official <i>“I think the Good Practice Guidelines is complicated. However I would suggest using the monthly recording form as it is easy to fill in and it does not require much time,” (KII with Mol).</i></p>
<b>Conclusions</b>	<p>The SWSC project was successful in advocating for the SH Workplace Policy, and garment factory partners have demonstrated commitment to continue the implementation of the policy through allocation of their own resources such as time and funds. Though the continuation of the implementation of the complete Good Practice Guidelines: Response to VAW at Commune Level is questionable, the Good Practice Guidelines is an important tool and resource for local authorities and ministries. Implementation needs to be thoroughly monitored though, including encouraging the use of the different forms. This may mean future revisions to a more friendly user guideline that matches the knowledge and experience of the target audience, in this case the CCWC.</p>

<b>Evaluation Criteria</b>	<b>Sustainability</b>
<b>Evaluation</b>	<b>To what extent will the capacity and commitment of stakeholders, including the project partners such as</b>

Question 14	government ministries, local authorities and private sectors be sustained?
<p><b>Response to the evaluation question with analysis of key findings by the evaluation team</b></p>	<p>The NAPVAW II is a national plan and in this regard, is the national machinery for which MoWA has the coordination and facilitation role to mobilise resources for policy implementation. The project has contributed enormously to building the capacity and skills of the technical team and leaders at Legal Protection Department of MoWA to perform the core functions to strengthen services and facilities, which requires inter-ministerial collaboration and coordination. With additional financial resources from the national budget, the NAPVAW II will be achieved as planned.</p> <p><b>The MoLVT demonstrated high commitment and</b> acknowledged sexual harassment as a serious impediment to the advancement of gender equality. The ministry has the authority to inspect the compliance of entertainment establishments with regards to the labour law. Therefore when sexual harassment concerns are integrated into the MoLVT inspection checklist, it can be argued that sexual harassment issues are systematically addressed.</p> <p><b>For the private sector, the GF HR/Administration</b> focal persons have obtained the skills and experience in integrating sexual harassment information and issues into the current mechanisms of their business. Together with SH Workplace Policy and the multi-media BCC package, this will be maintained. At the same time, more mentoring and coaching to the trained GF focal persons is required and more advocacy work needs to be done to link sexual harassment with the labour law and compliance with the code of conduct of buyers and the SAFE working group facilitated by GMAC.</p> <p><b>Local authorities, CC/CCWC, will continue</b> in their current mandate and were able to link sexual harassment concerns with the CSP that is enforced by the government. Under the direction of the MoWA and Mol, the Good Practice Guidelines: Response to VAW at Commune Level serves as an important instrument and can continue to be rolled out and replicated in other communes, as with the SHSC project. Continued efforts may need to focus on mentoring and coaching through the collaboration between MoWA and Mol so that local authorities, especially the CCWC, are better able to utilise the forms and analyse the data to inform commune planning and budgeting.</p> <p><b>The upcoming CC elections in 2017 may impact the project results in the longer term.</b> It is important to consider mainstreaming the Good Practice Guidelines into an integrated capacity development plan of the sub-national development plan of the government. As per the government’s commitment to CEDAW and the SDGs, this can be seen as an entry point that the Good Practice Guidelines training can be integrated into the existing capacity building plan for the CC/CCWC.</p> <p><b>The commune and district police focal points</b> (judicial police) trained through the project intervention have increased knowledge of GBV/SH and shown a leadership role in creating further change. Nevertheless, changing behaviours and systems may take more time and more investment and leadership will be required through Mol in the</p>

	<p>future to continue this positive trend.</p> <p><b>SABC has a robust organisational structure and a new five-year strategic plan in place.</b> The SABC management committee and organisation as a whole have gained increased recognition from government institutions, private sector as well as women peer networks. The leadership and technical skills have developed overtime to support women who are working in the entertainment sector to have better working conditions and safer workplaces. However, SABC needs more financial resources to continue its mission. SABC has the potential to conduct comprehensive training on gender, GBV/SH and sexual reproductive health, including women’s rights, to the breweries and beer distributors that have already shown an interest through their participation with BSIC.</p> <p><b>PHD organisation is going to be dissolved at the end of the project.</b> However, the knowledge and awareness that individuals obtained through participation with the project will stay last and some demonstrated high commitment to pass on knowledge and skill learnt to others.</p> <p><b>Currently, the NVWI depends on external resources.</b> The project was limited in fully engaging with the HT industry and there does not seem to be a clear exit strategy plan for the NVWI. Therefore, the NVWI may not continue in its current form, as MoWA and other relevant ministries (MoT and MoLVT) have not established joint plans hold the HT establishments accountable. The initiative has the potential to be sustained with more coordinated efforts by the three relevant ministries (MoWA, MoLVT and MoT). This should be a focus as part of NAPVAW II in that harmony of intervention and services were prioritised in the plan.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>For the relevant line ministries, there is sufficient evidence to prove that the government is committed to the elimination of GBV and sexual harassment in the next few years. All three government ministry partners have confirmed to continue the project legacy with their existing yet limited resources. However, future activities will be reduced to fit with their available resources. <i>“For example, through the project activities, the inspection team conducted many workplace inspections and disseminated Prakas No. 194 more frequently and to more businesses. Without the additional project support, we will need to reduce the number of inspections. This is the reality and it does not mean that we will stop working when the project finishes,”</i> (KII with MoLVT). The Mol official interviewed also mentioned this resource limitation, <i>“We will continue to assign judicial police to run the national Hotline 1288, but we may not have sufficient human resources to operate it as when we had additional support from development partners. For example, with the project support we had four officers on duty but without the support of development partners and NGOs, we may only be able to have two officials run the national hotline,”</i> (KII with Mol).</p> <p>The partnership model with garment factory partners can be seen as a good practice approach and the project seems to have utilised CARE’s previous experience to integrate sexual harassment prevention into organisational policies</p>

and mechanisms. There is sufficient evidence that factory partners will continue to mainstream the SH Workplace Policy and the BCC package introduced by the project into their compliance procedures as well as into their own business policies. The sustainability will be further ensured if there is follow up and the SH Workplace Policy is strongly reinforced by GMAC and the MoLVT.

SABC and peer leaders interviewed reported that they have been successful in addressing a number of sexual harassment cases reported to them by female workers. SABC's reputation and negotiation skills have influenced the performance of the police post when cases of sexual harassment have been reported. For example, in 2016 a case involving a male customer who physically abused a female worker was successfully solved when SABC intervened by using their connections and the network that they had built with the central police. *"When another women and I went to the police post to report the case, the policeman did not show any respect for us. Then I called SABC's representative that worked closely with me to come to the police post and she negotiated with him. The situation was different as he listened and processed the work much quicker"*, (FGD with SABC's PE).

Furthermore, SABC's skills and knowledge on sexual harassment and GBV prevention is an asset that can be utilised by the brewery sector as well as other development partners to build ownership of community based organisations to address GBV and sexual harassment. *"I observed that SABC has obtained both management and technical skill through partnering with the CARE project. They delivered TOT to peer educators with limited technical support from CARE and they have conducted peer-monitoring sessions by themselves. Some SABC staff are outstanding in conducting training and awareness raising on sexual harassment, gender and worker's rights and they were invited to co-facilitate the training by other organisations"*, (KII with CARE Project Team). However SABC has not yet diversified or expanded its donor or funding base. This is a limitation to how far SABC will be able to continue their work in the future.

Though the CCWC have gained knowledge and skills on sexual harassment prevention and response through the application of the Good Practice Guidelines: Response to VAW at Commune Level, they still have limitations in applying the Good Practice Guidelines to strengthen their work. The Good Practice Guidelines may be more effective if the forms are less complicated and local authorities/CCWC are mentored and supported from the central level, including MoWA and Mol.

Overall efforts will be more effective when all relevant ministries extend their areas of collaboration and develop joint

	planning for the elimination of GBV. It was found that while relevant ministries have various measures to eliminate GBV and sexual harassment as per their individual ministry mandates and the NAPVAW II, their work has not yet been harmonised. <i>“We have never had a joint plan with all three relevant ministries that collaborated with CARE to tackle sexual harassment and GBV,”</i> (KII with ministry partners).
<b>Conclusions</b>	The sustainability of the project has its limitations. Though the capacity of government institutions and relevant partners was observed to have improved and strengthened, and the continuation of the implementation of some project aspects has been reported, the level of quality of implementation and on-going efforts is not certain. It requires a combined effort and joint planning of relevant ministries to boost the implementation while community based organisations like SABC need funding to keep the same level of support to peer networks and women.

## 8.6 Gender Equality and Human Rights Based Approach

<b>Evaluation Criteria</b>	<b>Gender Equality and Human Rights Based Approach</b>
<b>Evaluation Question 15</b>	<b>To what extent was the project informed by substantive and tailored human rights and gender analyses that identified underlying causes of human rights violations and barriers to human rights and gender equality?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>The SWSC project was a model approach of engaging and empowering vulnerable female HT workers with the knowledge and skills on gender, GBV, sexual harassment and relevant laws combined with activities that involved key duty bearers such as police and CCs to discuss and solve GBV prevention and protection related issues. At the implementation level, this was combined with development of SH workplace polices and training on GBV and sexual harassment to employers and the training and roll out of the Good Practice Guidelines: Response to VAW at Commune Level with local authorities (CC and CCWCs) and police, to further sensitise duty bearers in their roles to end violence against women. At the policy level, MoWA, MoLVT and Mol were engaged to fulfil their obligations under the NAPVAW II, Labour Law, Criminal Code, and DV Law to prevent and protect women against violence. Important interventions included training and multi-stakeholder discussions involving women workers, employers, MoWA, (MoLVT and/or Mol), district police and local authorities on prevention and responses to GBV and sexual harassment.</p> <p>Underpinning the SWSC project goal aimed at reducing GBV and sexual harassment among female migrant workers is the need to also engage men and boys in the efforts to end violence against women. This is rooted in the understanding that achieving gender equality is about transforming unequal power relations between men and women. CARE worked with men in the community, male students, policemen, male CC members, male private sector employers in the garment factory and hotel and tourism industry as well as male government officials, while indirectly</p>

	targeting male customers in HT venues and male GF workers, in addition to women.
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The project's main strategic interventions were prevention of violence and strengthening institutional responses. CARE's core message of all training and awareness raising activities was to increase understanding among all key stakeholders, including female workers, men in the community and especially young men, GF and HT employers and government officials and local authorities, of what constitutes GBV and sexual harassment and that it is not acceptable behaviour. CARE's legal analysis research identified the gaps in the legal framework relating to sexual harassment, so CARE emphasised development of SH workplace policies and training for factories and for hospitality and tourism outlets on GBV and sexual harassment, as well as relevant laws and policies.</p> <p>The training curriculum for female peer educators and workers included sessions on gender and culture, GBV and sexual harassment in the workplace and communities, women worker's rights and the labour law, legal rights and legal services as well as facilitation skills. Peer education training for younger men included sessions on gender, culture and power, forms and types of GBV and sexual harassment, laws and legal framework in Cambodia as well as facilitation skills.</p> <p>Changing male attitudes and behaviours towards GBV and sexual harassment was an important component of the SWSC project activities. National campaigns, public events and social media were aimed at creating awareness among society and particularly men and younger males, that sexual harassment was not acceptable, was a form of violence against women and that women were not at fault or to be blamed for acts of violence. The Engaging Men Campaign, including the 2015 Sexual Harassment Stops Here and the 2016 #WhyStop campaigns, recognised the importance of providing information on GBV and sexual harassment and the legal framework as well as targeted messaging so men would understand the impact of violence on women and the reasons why GBV and sexual harassment must stop.</p> <p>Work with duty bearers, including local authorities and police, was aimed at increasing the interpersonal skills, such as showing empathy and listening, sharing information but not judging, respecting a women's privacy, confidentiality and choice, and joint problem solving, through comprehensive training on GBV and sexual harassment. The GBV/SH training sessions to sensitise police (mainly men) included key topics on 1) gender, culture and power 2) GBV and violence against women (VAW) in the community, GBV forms, and root causes 3) legal framework 4) and key roles and responsibilities. CARE also conducted a review of models of police engagement on GBV in 2016 to provide guidance for future actions. The Good Practice Guidelines: Response to VAW at Commune Level provide a framework</p>



	for an effective response for CCs to prevent and respond to complaints of GBV and sexual harassment in communities, and include the legal framework, guiding principles, key responsibilities, assessments and referrals, recordkeeping and four forms as well as additional recommended training.
<b>Conclusions</b>	The SWSC project worked to reduce violence against women by addressing harmful gender and social norms that value men over women and undermine women's rights by empowering women with the knowledge, skills and tools on their rights, engaging men in the fight against GBV and VAW and helping duty bearers with knowledge, skills and tools to better protect and respond to GBV and sexual harassment in their communities.

<b>Evaluation Criteria</b>	<b>Gender Equality and Human Rights Based Approach</b>
<b>Evaluation Question 16</b>	<b>Did the intervention contribute to the empowerment of rights holders to demand and duty bearers to fulfil Human Rights and Gender Equality norms?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>The project activities all contributed to increasing female workers knowledge, confidence and skills to take action for claim their rights to be free from violence and to not accept discrimination or harassment because of the type of work or because they were migrant workers. Female HT workers demonstrated higher levels of understanding of sexual harassment than female GF workers as well as actions taken, in part because of higher rates of sexual harassment experienced by female workers in HT venues, as well as CARE's longer work with female HT workers on building reporting and support systems around GBV.</p> <p>To the same extent, project activities increased employers and local authorities awareness that sexual harassment violated women's rights and provided them with opportunities to take preventative action against sexual harassment through awareness raising activities at workplaces and in the community as well as improving responses through implementation of SH workplace policies, mechanisms, practical tools and personal skills. However, there is still more work to be done on changing male and duty bearer attitudes and perceptions of the negative implications of sexual harassment and female workers.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	The Endline Survey revealed that women workers have a greater understanding of sexual harassment, where to report and where to seek help. Both female HT and GF workers are more likely to report or seek help when they experience sexual abuse. All (100 per cent) of the female HT workers that they would report to their employer if they experienced sexual harassment at work or to the local authorities or police if they experienced sexual harassment at the community. Almost all (95.5 and 96.5 per cent) female GF workers said they would report to their employer if they experienced sexual harassment at work or to the local authorities or police if they experienced sexual harassment at the community. Furthermore, 100 per cent of female HT workers and about one third (34.7 per cent) of female GF

workers knew someone that had reported sexual harassment. In FGDs, women described reporting to SABC, local authorities and employers, encouraging each other to talk to employers and friends and all knew of different places to report such the national Hotline 1288, employers, police or local authorities.

Interviews with SABC, peer leaders and MoWA officials confirmed that many female HT workers reached by the project now have the confidence to speak up for their rights and against GBV, DV and sexual harassment directly with customers and employers, and to a lesser extent local authorities and police. SABC and peer leaders have also assisted female HT workers in contacting police and local authorities as warranted, and in a few cases, provided contact for legal services. A key activity apart from training has been the many different multi-stakeholder dialogues between CARE, rights holders (SABC/PE) and duty bearers (MoWA, HT outlet owners) and between CARE, rights holders (SABC/PE) and duty bearers (MoWA, Police) to practically address sexual harassment concerns. *“The police are now more open to listening to female HT and entertainment workers when they raise problems of GBV and sexual harassment. Now if we call the police, they will go to help female workers solve problems, especially if related to physical violence or DV at the workplace or community,”* (KII with SABC).

SABC and peer leaders estimated that about 60 per cent of HT establishments have taken positive actions to protecting their workers from sexual harassment at their workplaces, while MoWA officials have observed that many restaurant owners/supervisors reached through the NVWI have taken direct action to intervene with customers to stop sexual harassment of their female workers. The trainings and meetings on gender, GBV/SH and various laws on protecting women and workers from GBV/SH, combined with IEC materials, have both sensitised employers to women’s and workers’ rights as well as their business obligations under various laws to protect women and female workers from violence. *“Many HT managers/owners will help solve problems if their female workers face sexual harassment at work. For example, I know of one case where the HT outlet manager told the male customer his behaviour was wrong, to stop sexually harassing the female workers, and then made him leave the restaurant,”* (KII with SABC).

The brief survey with the NVWI target HT owners/supervisors (women and men) revealed that all had personally helped solve sexual harassment problems when female workers reported incidents and almost all had helped their female workers report sexual harassment to police or local authorities. Furthermore they all agreed that police and local authorities should intervene if female workers are sexual harassed to protect women. However the brief survey with the target HT owners/supervisors revealed that while the majority agreed that sexual harassment has a negative

impact on women, about half (all men) were unsure that women should not have to experience sexual harassment in the workplace and about half (all men) agreed that sexual harassment is normal for women in some jobs. There is clearly more work to do to change harmful attitudes that tolerate sexual harassment and GBV against women. In addition, stronger enforcement of laws and legal reforms to include sexual harassment into various workplace regulations could vastly contribute to improving HT employer's actions to protect female workers against sexual harassment, as many employers feared their businesses could be closed if they were found not to be in compliance with the law.

CARE estimates that about 50 per cent of 133 GFs engaged in the SWSC project have taken some positive actions against sexual harassment at the workplace. Despite some initial reservations and slow uptake of the trainings on sexual harassment and the SH Workplace Policy, workplace systems were slowly put into place. Sexual harassment committees were formed and members were trained on sexual harassment and the SH Workplace Policy while workers have been made aware that sexual harassment is not tolerated in the workplace. Interviews with GF HR managers revealed they saw some changes in both female and male workers, with women recognising sexual harassment behaviours, no longer tolerating sexual harassment and speaking up, while men have changed the way they speak and the words they use with female workers, as they now understand what sexual harassment is. *"We have a safety committee at work to deal with sexual harassment and the workers know who they need to report to and that the committee will keep sexual harassment cases confidential. We had one woman report an incident of sexual harassment at work and we dealt with it through internal mechanisms. After we investigated, the male worker finally apologised to the woman,"* (KII with GF Manager). Another GF HR manager noted that some male and female workers laughed when they first learned about the different forms of sexual harassment and did not think it was relevant to garment factory workers. *"Some workers thought that sexual harassment was only sexual violence and only happened to female workers in restaurants and HT outlets. Now they understand the meaning and different types of sexual harassment and there is less sexual harassment teasing and joking at the workplace,"* (KII with GF HR Manager). While awareness-raising on sexual harassment had an effect on these workers, this shows that sexual harassment is still not well understood and that it is only considered a problem for some women working in certain professions.

The training on GBV and sexual harassment and the roll out of the Good Practice Guidelines: Response to VAW at Commune Level with the CC/CCWC and commune police has resulted in greater awareness of GBV and sexual harassment as well as a better understanding of their roles and duties in protecting and providing responsive services

	for GBV survivors in their community. In the FGDs with CC/CCWC, all replied to the short survey that sexual harassment has a negative impact on women, it was sometimes against the law and that it was their duty to intervene in sexual harassment cases to protect women. All reported to have done outreach with communities to raise awareness on GBV, sexual harassment and relevant laws, and have distributed phone numbers of the CCs/CCWC and police as well as some referral services and NGOs. Many CCWCs have given community members their own personal phone numbers so they are easily contacted. <i>“We have also had meetings with female entertainment workers to discuss GBV and sexual harassment and to help solve problems that women workers face, especially at night,”</i> (FGD with CWCC).
<b>Conclusions</b>	The project provided female workers with the skills and knowledge, including social networks, legal services and contacts with duty bearers to reject sexual harassment as acceptable and to take action directly with customers and employers and appropriate local authorities and police to a lesser extent. Frontline duty bearers, including employers, local authorities, police and government officials have also increased their sense of responsibility to better protect and respond to women experiencing GBV/SH, through knowledge, skills, practical tools and policies though work on challenging social norms blaming women for acts of violence needs to continue.

<b>Evaluation Criteria</b>	<b>Gender Equality and Human Rights Based Approach</b>
<b>Evaluation Question 17</b>	<b>Were there any constraints (e.g. political, practical, bureaucratic) to addressing Human Rights and Gender Equality efficiently during implementation? What level of effort was made to overcome these challenges?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>There were several key constraints to addressing human rights and gender equality during the project implementation.</p> <p><b>Entrenched discriminatory attitudes:</b> There are entrenched gender stereotypes and discriminatory attitudes about women and women’s roles in Cambodia society. Women are often less likely to be protected from violence as a result of their work and economic status, and this includes (but is not limited to) sex workers, entertainment workers, garment factory workers and other female workers (NAPVAW II). CARE’s Duty Bearers on GBV report revealed that local authorities and police felt that female GF and HT workers were willing to accept minor forms of harassment as it was part of their jobs. <i>“I don’t respect the kind of women who work here,”</i> (FGD with male customers) and <i>“Sexual harassment complaints are not serious,”</i> (FGDs with duty bearers, CARE Campaign Strategy 2016). Furthermore HT workers who travel home on their own at night fear for their physical safety due to poor lighting, gangsters and disgruntled customers, and interviews with project stakeholders confirmed that many community members hold negative stereotypes of women who work and travel home at night. <i>“Sexual harassment and rape is okay if its against women who are ‘loose’ and “If I do it in the street, there is no evidence,”</i> (FGDs with community men, CARE</p>

	<p>Campaign Strategy 2016). CARE’s project interventions, campaigns addressing sexual harassment and engaging men and boys in the fight against sexual harassment were all aimed at changing negative attitudes towards women, including shifting the blame of sexual harassment from women.</p> <p><b>Karaoke outlets:</b> Many larger KTV outlets refused to join any activities associated with the NVWI, some owners limited peer sessions to certain female workers not in direct contact with customers while other establishments only allowed training if one of their female workers was a peer educator. Furthermore some entertainment establishments are reportedly not properly licensed while others have powerful business and political connections and owners often do not feel obligated to follow laws, regulations or engage in activities. MoWA, SABC, and peer leaders, with CARE support, made multiple visits to establishments to convince owners that supporting women’s rights was important for their business. This was time very consuming and human resource intensive.</p> <p><b>Sensitivities about collective gatherings</b> due to union activity at garment factories and limited direct access to female garment factory workers remained a constraint for the duration of the project. It would have been better to focus on the women workers directly, either individually or collectively, to have a more human rights based and woman centred approach, however CARE was not able to directly access workers for training and other activities. CARE’s model to train GF HR managers was a way around this problem.</p> <p><b>Male managers and female workers:</b> Many GF HR managers are men (as are Hotel/Restaurant HR managers) and during interviews, some expressed hesitancy about conducting sexual harassment training directly with female workers. This was partly due to a lack of familiarity with and confidence in the subject matter, as well as feeling uncomfortable in discussing the sensitive nature of certain types of sexual harassment, especially rape and sexual violence. CARE reached out and made efforts to train both male and female staff of participating GFs, including male and female staff members of the sexual harassment committees.</p> <p><b>In addition, on-going political tensions</b> meant that CARE needed to be careful to shape campaigns and public events in such a way that they were not perceived as political activism or supporting partisan politics, but in line with government plans and priorities to address violence against women.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Ministry officials, SABC and peer educators all stated that many KTV outlets were very resistant to any type of training or sessions on gender, GBV/SH and women’s rights as they worried it would negatively affect their business. Furthermore, many stakeholders interviewed indicated that many of the larger HT outlet owners, especially KTV, feel they do not have to adhere to certain laws due in part to weak enforcement of regulations, big business interests and connections with people in powerful positions. <i>“Some ministries have limited influence over and ability to inspect larger establishments for compliance with workplace protections, especially those that are owned by or have connections to “powerful” people,”</i> (Kil with project partner). As mentioned in a previous section, CARE has conducted</p>

a small study on KTV and sexual harassment in the workplace to better inform future project interventions and strategies working with KTV establishments and female KTV workers.

CARE adapted its women centred approach from the women's empowerment peer models used in previous projects to train garment factory HR managers who would then train workers. While this has been positive in terms of engaging GF HR managers in the development of the SH Workplace Policy for sustainability, this has proved less effective than directly training women through peer-to-peer networks. For example only 26 out of 133 factories had reportedly conducted any group trainings directly with workers and staff while an estimated 50 per cent had shared information on sexual harassment informally with line leaders, participated in 16 Days Campaign activities or posted IEC materials. So while the GFs reached over 50,000 female workers, mainly through awareness raising events compared to over 10,000 female HT workers through peer education, only 20 per cent of female GF workers perceived a reduced risk of sexual harassment compared to 99 per cent of female HT workers as reported in the Endline Survey.

The GF SH Workplace Policy recommends the establishment of SH Committees, involving both men and women and from different positions within the factory. Some factories have already established these committees, building on HIV/AIDS committees and Workplace Safety committees. The multi-media BCC package for GFs is comprehensive, with content relevant to GF workers lives, participatory methodologies and requires trained, experienced, supportive facilitators with good listening skills to help participants engage with the session effectively and be able to apply the skills learnt in real life. It also requires different gender facilitators (male facilitator for male participants and female facilitator for female participants), as it is a sensitive subject. *“As sexual harassment is a new topic for me I need to explain and discuss a lot with the workers. I can't just show them the video clip.” (KII GF HR Manager.)* Another HR officer from a larger hotel who attended a one day training on sexual harassment with CARE stated that *“while I plan to conduct a one hour group training for staff next year based on the CARE training, I don't have a lesson plan or materials on sexual harassment yet, so it is difficult for me to provided training to staff, especially female staff. I do not feel confident to train as sexual harassment is a new concept for me,” (KII Male HR Officer).*

CARE with the support of local partners worked to engage all ministry partners in the 2015 Sexual Harassment Stops Here and the 2016 #WhyStop campaigns. CARE worked closely with MoWA to engage MoLVT and Mol in different events such as Labour Day, International Women's Day and Orange Day events to ensure that everyone understood the purpose of the public events, sexual harassment messages and how they related to human rights and worker's rights and obligations. PHD also worked to ensure commune and district officials as well as target high school and

	university officials were involved in any type of public event, such as Orange Day events, school forums, workshops and gender debates, in support of government priorities to ending violence against women.
<b>Conclusions</b>	Discriminatory attitudes towards women, especially female workers in certain professions, and entrenched gender stereotypes, are pervasive and intensive efforts are still required to change the underlying social norms that “normalise” sexual harassment. CARE’s project interventions on sexual harassment promoted a women’s centred empowerment approach focusing on the rights of women as well as providing duty bearers with the tools and skills to uphold their obligations to protect the right of women to be free from violence.

<b>Evaluation Criteria</b>	<b>Gender Equality and Human Rights Based Approach</b>
<b>Evaluation Question 18</b>	<b>Did the intervention activities and results of Human Rights and Gender Equality influence the work of other organisations and programs?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>CARE Cambodia developed two new projects, <i>Safe Home, Safe Communities</i> (SHSC) and the <i>Labour Rights for Female Construction Workers</i> (LRFCW), from the work of the SWSC project, focusing on GBV prevention and response, and sexual harassment in communities and workplaces in Phnom Penh. The success of CARE’s 2015 Sexual Harassment Stops Here Campaign enhanced MoWA’s events for the 16 Days Campaign in 2015 and 2016 as well as CARE’s campaign strategy on Engaging Men and Boys.</p> <p>Other NGOs have reportedly utilised CARE’s research on legal analysis and duty bearers to inform the development of projects and interventions with female garment and entertainment workers in Phnom Penh. Other NGOs have expressed interest in the Good Practice Guidelines: Response to VAW at Commune Level as well as the SH Workplace Policy for the GF and HT industry for use in their own projects.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	<p>The 18-month SHSC project works in 19 communes in Phnom Penh, scaling up GBV related work in communes, continuing the roll out the Good Practice Guidelines: Response to VAW at Commune Level as well as focusing on intimate partner violence. The three-year LRFCW project in Phnom Penh aims to advocate and promote implementation of labour rights and protections in the construction sector in Cambodia and engages the MoLVT through connections strengthened by the SWSC project.</p> <p>CARE incorporated all elements of the successful 2015 Sexual Harassment Stops Here campaign into the 16 Days campaign in 2016. This included the Engaging Men and Boys campaign and the 2016 #WhyStop Campaign, involving District Police Focal Point champions, holding garment factory promotion activities, holding events at HT outlets with SABC, organising school events with PHD and coordinating community events with the SHSC project. Furthermore,</p>

	<p>MoWA's lead role in the 16 Days Campaign and coordinating a multi-sectoral response was enhanced through collaboration with the SWSC project stakeholders, with the endorsement of MoEYS through the mobile film competition and the support of two parliamentarians, HE Hun Many and HE Lork Keng, through Orange Day events.</p> <p>CARE has assisted MoWA to convene NGO network meetings with ACTED, ActionAid and CARE to discuss related work with entertainment workers in a more coordinated manner in line with NAPVAW II. ActionAid engaged CARE in the initial design stage for their Safe Cities for Women project focusing on tackling injustice, exclusion and injustice suffered by poor urban women.</p>
<b>Conclusions</b>	CARE has leveraged the work of SWSC project to gain new projects addressing violence against women, improved the 16 Days campaign interventions and outreach, influenced and interested other NGO projects and activities and enhanced MoWA's multi-sectoral response with other ministries, NGOs, local authorities and other stakeholders to ending violence against women.

<b>Evaluation Criteria</b>	<b>Knowledge Generation</b>
<b>Evaluation Question 19</b>	<b>What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><b>Leveraging past successes and relationships:</b> The SWSC project was built on the experiences of CARE in implementing GBV interventions in urban settings with beer promotion women and was able to leverage existing relationships with key stakeholders. CARE's work from the previous project funded by UN Trust Fund enabled CARE to design a comprehensive project tackling GBV through engagement of key stakeholders, including women workers, government institutions, local authorities, the private sector as well as young men. Building on a robust and excellent partnership with GMAC, the project was able to extend its coverage area to involve factory management teams to take systematic measures to prevent sexual harassment in the workplace. By leveraging the existing structures and policies of the government at district and commune levels in ensuring safe communities, the project has strengthened a referral system through connecting SABC's peer network with the CCWC/CC and the commune and district police in which women workers have greater access to the services when they are needed.</p> <p><b>The Good Practice Guidelines: Response to VAW at Commune Level</b> was developed with an aim to provide a guiding tool that relevant authorities can use to improve the quality of GBV response services, including recording, referring and monitoring of GBV cases. However, the tool was perceived by many as having too many complicated forms, while the training and coaching/mentoring has not been sufficient for the users (CCWC) to build the confidence to effectively use the tool.</p>



	<p><b>Participatory policy development process increasing ownership:</b> The SWSC project has worked to implement and institutionalise the multi-media BCC package including the Sexual Harassment Workplace policy into the existing mechanism of garment factory partners and this is expected to increase the ownership of factory partners to continue to conduct sexual harassment awareness-raising activities with the workforce, the vast majority of whom are women. Ensuring that both male and female management staff members (HR/Administration) are trained will enable both women and men workers to have better access to information and make sessions on sexual harassment more gendered and effective. It may be practical to have one female and male of HR/Administration person trained to become a trainer for the workplace.</p> <p><b>Peer model approach:</b> It is learnt that the peer approach applied by PHD has not been comprehensive. A one off training in a short time timeframe is not enough to equip trained youth with the skills to become the peer educators. The male youth peer network has not been sustained due to a lack of follow up and ongoing mentoring. SABC's peer model (three day TOT together with ongoing technical support/mentoring and on the job training) is seen to be a relevant and effective peer education approach. SABC's peer network remains strong and the women stay connected with one another.</p> <p><b>NVWI and engaging HT outlet owners:</b> Engaging male customers and HT outlet owners through the NVWI to reinforce messages on sexual harassment can be seen as an appropriate approach to gradually change male behaviours and to hold employers accountable in providing a safe workplace for women workers. It was determined that the NVWI could be more effective in the prevention of sexual harassment when owners are fully engaged and demonstrate strong commitment to maintaining the initiative for their business. <i>"I learnt that when HT outlet owners clearly understand the benefit of the NVWI to her/his business, they tend to be more open and allow SH IEC materials to be displayed in her/his outlet. They are sensitised about what they are supposed to do to help women workers when they face difficulties in dealing with male customers,"</i> (KII with MoWA). In many restaurants, supervisors have monthly meetings with their workers (20-30 people), yet the majority of the owners had not reinforced or mainstreamed sexual harassment messages into their current work practices. Many outlet managers "Mekas" were assigned as the key contact persons and sent to meetings and trainings organised by the project. However, they have limited authority to make decisions if the HT outlet owners are not convinced of the importance of the NVWI and preventing sexual harassment at the workplace.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation</b></p>	<p>The project stakeholders interviewed reported that the project has utilised knowledge gained from previous project implementation to strategize SWSC approaches in a holistic manner in which women workers are empowered to claim their rights and to voice up for more accountability from duty bearers. <i>"I think the project is smart in addressing sexual harassment in the workplace. I noticed that the project works with different sectors such as garment factory</i></p>

<p><b>team to support the response and analysis above</b></p>	<p><i>and hospitality and tourism and the project targets middle and top management of the factory,” (KII with factory partner). “The project approach is excellent as it targets men by using different means such as direct engagement of youth through working with school and university and SABC’s work to equip women with information related to available services and awareness in gender and women’s rights,” (KII with project partner).</i></p> <p>Key informants interviewed reported that they attended the training organised by the project on how to use the Good Practice Guidelines: Response to VAW at Commune Level. However they have not yet utilised the forms provided as part of the package. This is because they felt that it was complicated and they don’t really remember the instructions. <i>“I use to attend one training conducted by the project and when I came back to work I haven’t used the forms yet because they are complicated and I am not sure how to use them”, (KII with CCWC).</i></p> <p>When HT outlet owners are convinced of the importance of addressing sexual harassment at the workplace, they have fully supported the NVWI and they have taken actions to prevent and protect their female workers from sexual harassment by male customers. <i>“My employer/outlet owner was involved in project meetings and I observed that he changed a lot. Now he does not deduct salary when women are sick and cannot come to work. He just asked for a compensation day to cover sick leave”, (FGD with SABC’s PE).</i> On the other hand, when HT owners are not engaged with the NVWI or do not understand the purpose of the project, female HT workers have difficulties in reaching their peers at the HT establishments. <i>“When outlet owners are not involved with project activity, it is hard for us to fully conduct awareness raising at the outlet. For example, when we conducted sessions on worker’s rights and the owner walked passed we changed the subject to talk about gender or health. We are afraid that the owner will stop our session”, (KII with SABC).</i></p> <p>Through site observation and the quick survey, it was found that four out of seven outlets had lost trained outlet managers “Meka” due to high turnover and staff movement. One of the four trained managers took the SH IEC materials provided by the project with him when he left and the outlet owner did not know much about the project. <i>“The Meka no longer works with us and he is the one I send to participate with the project. One day he showed me the pictures he got from the meeting. I don’t know anything more than this,” (KII with HT outlet owner). “I just started my work for few days. The former Meka who attended the training has already left,” (KII with HT outlet Meka).</i></p>
<p><b>Conclusions</b></p>	<p>There are a number of lessons learnt that should be considered when a new project is being developed or extended. They include working with multiple stakeholders across sectors in addressing GBV and sexual harassment in the workplace, the provision of mentoring/coaching to enable project partners to apply skills learnt in their daily work and</p>

	lives after the training and the importance of participatory processes in developing policies and guidelines to ensure relevance and promote ownership of results. Additionally, SABC's peer model and training modules are an example of a good practice approach to maintain a network of women workers at the grassroots level.
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## 8.7 Knowledge Generation

Evaluation Criteria	Knowledge Generation
<b>Evaluation Question 20</b>	<b>Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?</b>
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>The project has worked across multiple levels, which included line ministries (MoWA, MoLVT and Mol) for policy implementation and change, women workers, employers, local authorities and communities to address GBV and sexual harassment, and has proven to be a more holistic approach and responsive to the issues. The project has worked at the policy level through MoWA to scale up a multi-sectoral approach to GBV and sexual harassment protection, and the link with the local authorities to implement the response actions to address GBV in their respective target communes and empower women in the target workplaces/communities to report sexual harassment to concerned stakeholders (employers, CC/CCWC and police). For example the experience of the SWSC project has been replicated for the new DFAT funded SHSC project to scale up the work with local authorities in 19 other communes in Phnom Penh.</p> <p><b>The project has created a space for a multi-stakeholder dialogue</b> between SABC and police, employers and MoWA to raise issues facing women workers and to solve work related problems including sexual harassment, GBV, employment conditions and worker's rights. This has proven to be effective in strengthening relationships among different stakeholders and creating a safe environment in which to discuss and address female workers concerns.</p> <p><b>The use of SH IEC materials</b> such as the easy card, posters, pamphlets and videos by all partners in different project activities, with different stakeholders and venues (i.e., schools, tuk tuk drivers, HT outlets) is a promising practice in that it efficiently and effectively mainstreamed and spread out the information and messages on GBV and sexual harassment. At the same time, using research to develop targeted messages to different key audiences such as young men through appropriate social media (i.e. Facebook) resulted in a widely successful #WhyStop Campaign that reached almost 2 million young men nationwide.</p> <p><b>Both the Sexual Harassment Workplace Policy and the comprehensive multi-media BCC package</b> for garment factories have the potential to be further institutionalised within the individual garment factories as well as the garment</p>

	<p>industry sector wide and to influence other sectors (ie construction) to adopt sexual harassment workplace policies and trainings in Cambodia, and possibly in other regions. The use of a theme and a “champion” (Chanda, a garment factory worker) in the training materials, as well as used in the national campaigns has ensured consistent, recognisable messages on sexual harassment. CARE Cambodia is reportedly in discussions with other CARE International and other regional offices to utilise the multi-media packages in other countries and regions.</p> <p><b>Use of film and visual media:</b> The use of film as a core tool in the multi-media BCC package, which depicts actual garment factory workers has resonated well with target audiences. Many garment factory workers have low literacy levels so visual media works well and is platform they are comfortable with. Garment factory HR managers have found the visual materials relevant and easy to use as well, further ensuring that the materials will be used reinforce messages against sexual harassment. <i>“The materials are easy to understand with a lot pictures and video clips. We will play the video clips provided over lunch time in the canteen where thousand of workers gather everyday,”</i> (KII with GF partner).</p> <p><b>Use of film and social media to engage young men and the 2016 #WhyStop Campaign:</b> FGDs with young men affirmed that social media, specifically video, is the core media channel they are most comfortable with and respond best to. CARE’s research led to the #WhyStop short film competition which encouraged young men to engage in discussions around sexual harassment in the community and the importance of articulating to their peers why it is important to stop sexual harassment. The robust social media strategy including Facebook and YouTube, combined with the nation wide touring Roadshow and #WhyStop Short Film competition and awards, with mass media coverage reached almost 2 million young male Facebook users. Furthermore, the short films place young men as voices of change to prevent and stop sexual harassment with peers, and will continue to be viewed past the life of the project.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Key informant interviews with stakeholders reported that the project design was comprehensive and holistic in addressing sexual harassment and GBV at the workplace and community. <i>“The project approach is excellent as it targets men and women by using different means such as direct engagement of male students in high schools and universities in peer sessions and 16 Days campaigns and SABC’s work to equip women workers with information related to available GBV services and awareness on gender and women’s rights,”</i> (KII with project partner).</p> <p>Interviews with project implementers stressed that the multi-stakeholder dialogues and meetings provided stakeholders with a platform to have open discussions and raise issues with all concerned stakeholders. <i>“The SABC meeting with female HT peer leaders and the police (with CARE and MoWA too), is helpful because women can raise issues directly with the police and work together to find a solution. For example, women have reported making phone calls to the 24 hour national hotline but no one picks up the call,”</i> (KII with CARE project team and SABC).</p>

	<p>Many key informants confirmed that the SH IEC materials were very useful and effective and will be used in the future for training with staff, workers, and students. <i>“The training materials are very effective because the garment factories will use them during the lunch break to raise awareness on sexual harassment with workers. Many factories plan to conduct trainings and sensitise management and staff too with these materials,”</i> (KII with GMAC). <i>“The school teachers who teach Morality and Citizenship will continue to use the training and IEC materials to teach students in grade 7 to 12 about GBV and sexual harassment. These materials are helpful as students find them very interesting and easy to understand,”</i> (KII with high school principal).</p> <p>CARE’s media report showed that the 1,000 young people were engaged in making 50 original short films, the 16 finalist films received over 11,000 views in the five days of voting, while almost 2 million unique Facebook users engaged with the #WhyStop content. During the campaign period from 27 July to 10 December 2016, over 10 million people were reached via Facebook worldwide. <i>“This is not just a film competition, #WhyStop can help my community to stop sexual harassment”,</i> (#WhyStop Best Filmmaker over age 20, CARE media report).</p>
<p><b>Conclusions</b></p>	<p>Throughout the project and with numerous lessons learnt documented, there are several promising practices observed that can be replicated in other projects in the future. These include working with and across multiple levels of stakeholders, having different multi-stakeholder dialogues between SABC, police, employers, and MoWA to raise issues, solve problems and build relationships as well as the shared use of many SH IEC materials with different stakeholders, sites and across sectors. Additionally the use of film, visual media, and different forms of social media to engage different stakeholders, including targeting men and boys, and to reinforce messages on sexual harassment is innovative and has been well received by all stakeholders and target audiences. Furthermore, these have the potential to be replicated, adapted and used in different settings and by many different stakeholders.</p>

## 9. Conclusions

Evaluation Criteria	Conclusions
<b>Overall</b>	<p>Importantly, the SWSC project was in line with the commitments and policies of the RGC to eliminate GBV and has contributed to advancing gender equality in which women workers have more access to information and have demonstrated increased awareness on gender, GBV, worker's rights, advocacy as well as available services for GBV survivors. The project engaged various stakeholders (including duty bearers such as line ministries, police, local authorities and private sector employers) and rights holders (including women workers and young males) to take more responsibility to reduce sexual harassment in the workplace and community.</p> <p>While progress has been made and many significant achievements have been reported, GBV and sexual harassment remain a major concern for women workers. Not all relevant stakeholders fully understand the negative impact of GBV and sexual harassment on women (and society), and some of the very people who are supposed to protect women workers, including police, employers and local authorities, still tolerate many forms of sexual harassment. As such more efforts towards attitude change to prevent sexual harassment before it occurs are needed while there is a need to continue to reinforce gender sensitive responses and services by all duty bearers, including local authorities and police.</p>
<b>Relevance</b>	<p>The SWSC project strategy and activities, through a multi-level and multi-sectoral coordinated approach, have addressed GBV and sexual harassment at the workplace and in communities, through prevention interventions and response mechanisms in line with NAPVAW II. The SWSC project worked to reduce violence against women by addressing harmful gender and social norms that value men over women and undermine women's rights by empowering women with the knowledge, skills and tools on their rights, engaging men in the fight against GBV and VAW and helping employers and duty bearers with knowledge, skills and tools to better protect and respond to GBV and sexual harassment in their workplace and communities.</p>
<b>Effectiveness</b>	<p>The project has been very effective in that target women workers (HT and GF) have a greater understanding of sexual harassment, where to report and where to seek help. While few GBV and sexual harassment cases have been formally registered with employers, local authorities or police, women themselves reported knowing someone that reported a case or they had reported a case themselves. The project was also successful in supporting the development of two relevant guidelines at the implementation level (SH Workplace Policy for GF and HT establishments, and the Good Practice Guidelines: Response to VAW at Commune Level). However forms and</p>

	<p>records are not yet being routinely used or kept by employers, local authorities or police.</p> <p>Overall CARE had the relationships and access to the relevant ministries and private sector employers, the technical expertise required for the project through existing staff, volunteers and consultants as well as adequate financial and management resources to manage all project activities. However there were specific gaps in technical expertise and human resources at the start of the project as well as less engagement from some ministries (MoT) and industry peak bodies (CRA and CHA) than anticipated.</p> <p>While there have been some small improvements in local authorities attitudes and behaviours to providing GBV survivors with more gender sensitive responses, it is important to continue working with service providers (police and CCWC) to improve government service facilities. Some local authorities at the commune level still perceive women workers as lower social class and do not provide support to survivors in a timely and effective manner, including facilitating filing complaints with police, while many police dismiss minor forms of sexual harassment as not serious. Furthermore, it is important to continue to strengthen the referral and connection between local authority and police at commune and district level for more effective case management system. Behavioural change among service providers remains relevant and peer educator approach may be applicable to enable police officials to reflect on their own attitudes and behaviours and to learn from each other.</p> <p>Under the NVWI, there have been notable changes in participating HT outlets commitment and actions to protecting female workers from sexual harassment at the workplace. However, it was difficult to engage many large HT outlet owners, especially KTV, in project activities. The NVWI could be more effective if HT owners are fully engaged and demonstrate strong commitment to maintaining the NVWI initiative for their business.</p>
<b>Efficiency</b>	<p>By the end of the project, CARE had reached or exceeded the majority of outputs, activities and beneficiaries as planned. SABC outreach to HT workers was steady and timely throughout the project cycle while the 2016 #WhyStop Campaign was extremely efficient in reaching almost 2 million men over a short period of time with messages on the importance of stopping sexual harassment.</p> <p>While CARE had the relationships and access to the relevant ministries and private sector employers, the technical and adequate financial and management resources to manage all project activities, they may have underestimated the technical resources required at the start of the project as well as the time and human resources needed to liaise and coordinate with multiple stakeholders in the government and private sector. The lack of clarity by ministries over</p>

	<p>approval processes for the Good Practice Guidelines: Response to VAW at Commune Level meant the roll out to four CC/CCWCs did not occur until the last half of 2016. The issue of technical fees disrupted and delayed some activities in 2016 with ministry partners. Though not in the original SWSC project design, the development of the SH Workplace Policy and multi-media BCC package for garment factories, took longer than envisioned and was not rolled out until November 2016.</p>
<b>Impact</b>	<p>The SWSC project is one of the few interventions in Cambodia that has addressed and sought to raise awareness among the wider society that sexual harassment is a form of violence against women. Almost all (99 per cent) female HT workers interviewed perceive they have a reduced risk for sexual harassment while 20 per cent of female GF workers perceive a reduced risk for sexual harassment. However, the fact that the risk of sexual harassment is still high calls for even more intense efforts towards attitude change to prevent sexual harassment before it occurs.</p> <p>Informal peer networks provided a much needed support mechanism for many female migrant workers to deal with work (and other) related problems, including liaising with local authorities and police. Female HT workers expressed more confidence in themselves and their ability to deal with sexual harassment at the workplace, while GF HR managers noted a reduction in sexually inappropriate verbal teasing by male workers at factories. International standards and high level institutional management support for SH workplace policies has a positive impact on employers' actions and responses. However there is still high tolerance by society for certain sexual harassment behaviours towards female workers in some professions, i.e. female HT workers, and local authorities and police attitudes and actions still need to be more gender responsive and sensitive.</p>
<b>Sustainability</b>	<p>The project interventions have the potential to be institutionalised by relevant stakeholders, including government institutions, factory partners, and education sector. There is sufficient evidence that the knowledge and skills that were gradually developed through technical support provided by the project will enable key partners to continue to conduct awareness raising and knowledge sharing on GBV and sexual harassment toward behavioural change and improvement of quality of services.</p> <p>The project has been successful in developing and implementing the SH Workplace Policy and BCC package for garment factories, and factory partners have demonstrated commitment to continue the implementation of the policy through allocation of resources such as time and funds. However there is still a need to provide technical assistance (i.e. mentoring/coaching) to trained GF HR/Administration focal persons to enable them to roll out the BCC package, including training and awareness-raising activities, confidently in the future. The Good Practice Guidelines: Response to VAW at Commune Level is an important tool and resource for local authorities and ministries, but on-going support</p>



	<p>for the implementation needs to be thoroughly monitored, including encouraging the use of the different forms.</p> <p>The project was limited in fully engaging with the HT industry and does not seem to have a clear exit strategy plan for the NVWI. Therefore, the NVWI may not continue as MoWA and the other two relevant ministries (MoT and MoLVT) have not established joint plans to systematically work with HT establishments. Furthermore, SABC needs funding to keep the same level of support to the peer network and women workers.</p>
<p><b>Gender Equality and Human Rights Based Approach</b></p>	<p>The SWSC project worked to reduce violence against women by addressing harmful gender and social norms that value men over women and undermine women’s rights by empowering women with the knowledge, skills and tools on their rights, engaging men in the fight against GBV and VAW and helping duty bearers with knowledge, skills and tools to better protect and respond to GBV and sexual harassment in their communities. CARE’s project interventions on sexual harassment promoted a women’s centred empowerment approach focusing on the rights of women as well as providing duty bearers with the tools and skills to uphold their obligations to protect the right of women to be free from violence.</p> <p>However, discriminatory attitudes towards women, especially female workers in certain professions, and entrenched gender stereotypes, are pervasive and intensive efforts are still required to change the underlying social norms that “normalise” sexual harassment. CARE has leveraged the work of SWSC project to gain new projects addressing violence against women, including sexual harassment at workplaces and communities, influenced other NGO activities and enhanced MoWA’s multi-sectoral response to ending violence against women.</p>
<p><b>Knowledge Generation</b></p>	<p>Throughout the project and with numerous of lessons learnt documented, there are several promising practices observed that can be replicated in other projects in the future. These include 1) working across multiple levels with individuals, community/employers and policy makers, 2) holding multi-stakeholder dialogues (i.e. SABC, police, employers and MoWA) as effective implementation and problem solving model, 3) the effective use of IEC / BCC materials with the garment factories, and across project partners and activities, as well as 4) the use of film, visual media, and different forms of social media to engage different stakeholders and to reinforce messages on prevention and addressing sexual harassment. Additionally, SABC’s peer network and peer to peer education model is a good practice approach to maintain a network of women workers at the grassroots level.</p>

## 10. Key Recommendations

Evaluation Criteria	Recommendations	Relevant Stakeholders	Suggested Timeline
Overall	Following the SWSC project end, CARE should continue to provide technical assistance with key ministry partners (MoWA, MoI, MoLVT, MoT) to lend on-going support for GBV and sexual harassment prevention and protection measures.	CARE	
	In line with NAPVAW II, continue to advocate for joint planning and program implementation among government line ministries. This can be done through linking with UN agencies, INGO and LNGO to provide evidence based arguments for policy and service reform.	CARE, UN Women, MoWA	
Relevance	As per CARE legal analysis research (2015), advocate for development of a sub-decree on sexual harassment in the workplace to ensure consistency in implementation, collaboration among relevant duty bearers and increased adherence by employers. Longer-term measures include legal reforms (Labour Law and Criminal Code) to give explicit definitions of sexual harassment in the workplace.	MoLVT, MoWA, UN Women	
	Continue coordinated approach led by MoWA for successful 16 Days Campaigns and Engaging Men and Boys Campaigns to change male attitudes and behaviour towards GBV and sexual harassment, utilizing targeted messages for different groups of men, based on CARE's findings and lessons learned.	UN Women, CARE, MoWA	Annual
Effectiveness	Provide follow up technical support, TOT and backstopping to GMAC through the SAFE working group and participating garment factories to ensure implementation and roll out of SH Workplace Policy and multi-media BCC packages. This includes advocating for gender-sensitive approaches so that women are involved in training and supporting female workers and men are also engaged to train male workers to the extent possible.	CARE, GMAC, GF	2017
	Continue to expand training and monitor the implementation of the Good Practice Guidelines: Response to VAW at Commune Level, including encouraging recording of information, to improve response and service quality, through MoWA and MoI, and directly with CCs and CCWCs, as well as promoting the Good Practice Guidelines	CARE, MoWA and MoI	2017

	with other relevant NGOs. This may include having more user-friendly forms.		
	For future projects with NVWI, develop a more systematic approach under the NVWI, involving MoWA, MoLVT and MoT joint planning, to reach HT outlet owners to ensure high commitment and sustainability of prevention of sexual harassment at the workplace. This may require efforts to build capacity of peak body industries such as the CHA and CRA.	CARE, MoWA	
	Advocate with Mol and Community Policing Initiative (CPI) through ongoing projects to include GBV and gender sensitivity into the pre-service police training modules.	CARE, Mol, MoWA	
	In line with NAPVAW II, continue to support MoWA in promoting multi-sectoral coordination (CRM) of prevention and response to GBV through promotion of service provider networks and expand work with Commune Police Post Departments as they have responsibility for policing at the commune level. <sup>12</sup>	CARE, MoWA, Mol	
<b>Efficiency</b>	For future projects, ensure adequate technical and human resources are available for development of policy, training and IEC/BCC materials in early stages of the project, allowing enough time for implementation, roll out and monitoring of activities.	CARE	
	For future projects, ensure local partners are adequately resourced and supported to reach the target number of beneficiaries with adequate supervision, monitoring and quality control of peer networks and outreach activities.	CARE	
	Continue to expand and strategically utilise new forms of media and social media, ie Safe Community Forum on Facebook, Radio talk shows, to reach the broader community, especially young men and women, on GBV and sexual harassment messages and relevant laws, as per CARE's campaign strategy update (July 2015)	CARE, with MoWA and local partners	
	Expand project lifetime, as three years is a short time for a project of this size and nature especially as behaviour and attitude change requires time and sustained efforts.	CARE	
<b>Impact</b>	Continue to support and promote SABC peer networks and peer-to-peer model with other agencies as women's empowerment approach to addressing GBV and sexual harassment in the HT sector, workplace and communities.	CARE, UN Women	
	Continue to support the development and on-going training of GF HR Managers and	CARE, GMAC	

<sup>12</sup> Recommendations 1 and 4 as per CARE's Review of Models for Police Engagement in Cambodia in GBV (June 2016)

	SH Workplace Committees, ensuring that female team members are properly trained in appropriate knowledge and skills, including lobbying for a peer to peer approach with GF HR Managers to reach female GF workers based on project findings.	Safe Working Group, Garment	
	For addressing male attitude and behaviour change on GBV and sexual harassment, continue to lobby and work with MoEYS to incorporate 2016 #WhyStop Campaign films and IEC materials into their curriculum to educate young people on sexual harassment.	CARE, MoEYS, UN Women	
	For addressing male attitudes and behaviour change on GBV and sexual harassment with men in the community in Phnom Penh, consider GBV/SH training and outreach activities that are linked with other existing worker associations (and unions where appropriate) and sectors such as IDEA (Independent Democracy of Informal Economy Association) and BWTUC (Building and Wood Workers Trade Union Federation of Cambodia), that have large numbers of male membership and outreach.		
<b>Sustainability</b>	Support efforts to link and promote SABC with other NGOs and projects that address GBV and female HT workers' rights, leveraging linkages made with the NVWI of MoWA.	CARE	
	Leverage GMAC, MoWA, and MoLVT experience and involvement in SH Workplace Policy and GBV/SH prevention and response mechanisms to influence other industries approach to addressing GBV/SH, such as the construction industry.	CARE, UN Women, MoLVT, MoWA	
	Advocate for increases to MoWA's overall national budget, especially for NAPVAW II, for multi-sectoral and inter-ministerial coordination measures on GBV and sexual harassment.	UN Women, MoWA	
<b>Gender Equality and Human Rights Based Approach</b>	In line with CARE's Duty Bearers and GBV research (2015), continue to increase visibility and attention on sexual harassment as a form of violence against women and an important social issue that needs to be addressed by Cambodian society and all stakeholders, including female workers, men and male students, private sector employers, policy makers/government officials, as well as local authorities and police.		
	Continue to promote women centred empowerment approaches to ending violence against women that support women's networks and legal services, while also continuing to engage men and boys in efforts to champion changes in society's harmful gender norms that view sexual harassment as acceptable behaviour by men		

	towards women.		
<b>Knowledge Generation</b>	Continue to promote the Good Practice Guidelines: Response to VAW at Commune Level, the SH Workplace Policies, the multi-media BCC package and other sexual harassment IEC materials (i.e. 2016 #WhyStop short films) in the TWGG-GBV and with other NGOs working on GBV and sexual harassment for wider reach, including in the provinces, and to extend best practices and lessons learned.	CARE, MoWA, UN Women	
	Continue to share and promote SH Workplace Policies and multi-media BCC materials for GF and HT industries, as well as lessons learned, with other CARE offices/programs in the region and internationally.	CARE	
<b>Others (If any)</b>	For the national Hotline 1288 to be relevant and effective, quality gender responsive services must be prioritised and then carefully monitored. For the sustainability of the national Hotline 1288, advocate for allocation of government budget to adequately resource and staff the national Hotline 1288, including training and monitoring staff performance, gender sensitive services and appropriate responses and referrals.	CARE, UN Women, MoI and MoWA	
	Promote commitment to and endorsement of sexual harassment and violence free establishments as an industry standard for the HT sector, through development of a certification or rating scheme, with the MoT and possible MoLVT. Examples include the British Standards Industry Kitemark indicating high quality goods and services, the Child Safe Tourism movement implementing child protection standards.	UN Women, MoLVT, MoT, MoWA	