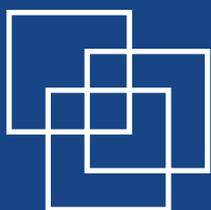




International
Labour
Organization



**Kingdom of Cambodia
Decent Work Country
Programme (DWCP)
2016–2018**



Decent Work Country Programme (DWCP) 2016–2018

Kingdom of Cambodia

May 2016



MEMORANDUM OF UNDERSTANDING

Whereas the Royal Government of Cambodia, the undersigned workers' and employers' organizations, and the International Labour Organization (ILO), represented by the International Labour Office (referred collectively as Parties), wish to collaborate in order to promote and advance decent work in Cambodia.

Now therefore, the Parties hereby agree as follows:

- 1 The Parties affirm their commitment to collaborate in the implementation of the Decent Work Country Programme (DWCP). The following are agreed as priorities of the DWCP:

Priority 1: Improving industrial relations and rights at work;

Priority 2: Promoting an enabling environment for decent employment growth and sustainable enterprises, with a focus on young people;

Priority 3: Improving and expanding social protection and OSH;

- 2 The ILO agrees to assist in the mobilization of resources and to provide technical Cooperation in the implementation of the DWCP, subject to its rules, regulations, directives and procedures, the availability of funds and conditions to be agreed upon in writing.

- 3 In relation to the DWCP and to any activities of the ILO in the country, the Government will apply, to the Organization, its property, funds and assets, its personnel and any person designated by the ILO to participate in ILO activities, the provisions of the Convention on the Privileges and Immunities of the Specialized Agencies and its Annex I relating to the ILO, as well as the provisions of the Revised Standard Agreement concerning technical assistance signed on 28 August and 5 October 1956 between the UN, ILO, FAO, UNESCO, ICAO, WHO, ITU, WMO and Cambodia, including exempting the ILO from value added tax levied against goods, equipment, works and services to be used for official purposes.

- 4 This Memorandum of Understanding (MOU) may be modified by agreement between the Parties.

- 5 Nothing in or relating to this MOU will be construed as constituting a waiver of the privileges and immunities enjoyed by the ILO.

6

The DWCP is attached to this MOU. In the event that the terms contained in the DWCP document are incompatible with the terms of this MOU, including the provisions referenced in article 3, then the MOU will govern and prevail.

7

The original of MOU has been written and signed in English. If this MOU is translated into another language, the English version will govern and prevail.

This MOU, superseding all communications on this matter between the Parties, will enter into force with effect from its signature by the authorized representatives of the Parties.

For and on behalf of the Government



H.E. Dr. Ith Samheng,
Minister of Labour and Vocational Training
Phnom Penh, 19 October 2016

For and on behalf of Employers'
Organization



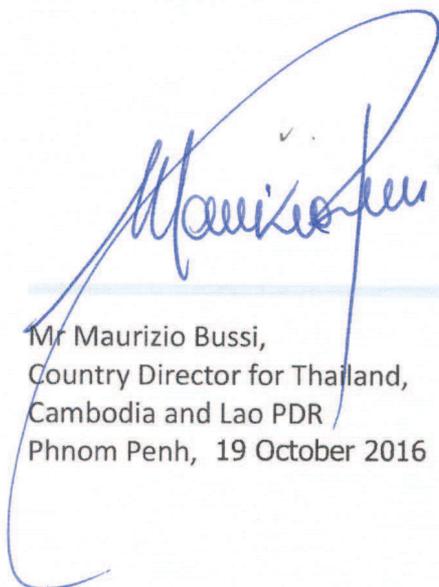
Mr Van Sou Ieng,
President of Cambodian Federation of Employers
and Business Associations (CAMFEBA)
Phnom Penh, 19 October 2016

For and on behalf of Workers'
Organization



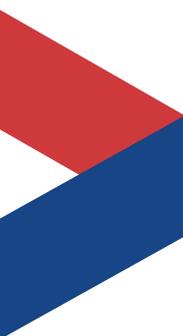
Ms. Tep Kimvannary,
Representative of Cambodian Trade Unions
Phnom Penh, 19 October 2016

For and on behalf of the
International Labour Office



Mr Maurizio Bussi,
Country Director for Thailand,
Cambodia and Lao PDR
Phnom Penh, 19 October 2016





Executive summary

The Kingdom of Cambodia's development vision is set out in the Rectangular Strategy-Phase III, described as the Socio-economic Policy Agenda of the Royal Government of Cambodia, and the National Strategic Development Plan (NSDP) 2014–2018, the roadmap for implementation of the Rectangular Strategy.

In 2015, two closely related national policies – the Industrial Development Policy (IDP) 2015–2025, and the National Employment Policy (NEP) 2015–2025 – were developed in intensive consultations between government ministries and with other partners. Together, these provide a policy framework for the next decade of national development and for related ILO support. The key elements of these documents resonate strongly with the Decent Work Agenda, as do other policies, including the Strategic Plan for Gender Equality and Women's Empowerment (Neary Rattanak IV); the National Social Protection Strategy for the Poor and Vulnerable (NSPS) the National Policy on Indigenous Peoples' Development; and the Policy on Labour Migration for Cambodia 2015–2018.

The United Nations Development Assistance Framework (UNDAF) 2016–2018 reflects this strategic direction and sets out the priorities for the UN system in Cambodia as a whole. As does the NSDP, the UNDAF resonates strongly with the Decent Work Agenda.

At the international level, the adoption by the UN General Assembly of the Sustainable Development Goals (SDGs) will have a significant influence on global priorities and modalities for development cooperation as well as on national policies and priorities. The SDGs fully reflect the Decent Work Agenda and many of them are directly relevant to the DWCP, in particular SDG Goal 8, on the promotion of sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Nearly 20 years after the country's first democratic elections, Cambodia suffered these challenges. Successive economic and social shocks from the food and fuel prices crisis of 2007–2011, followed by the global financial crisis, which saw Cambodia's main export sector decline by about 20 per cent, and a succession of natural disasters.

Despite these setbacks, Cambodia has resumed strong economic growth, achieving a significant rise in living standards, albeit from a very low base. A vibrant but fragile development of labour market institutions has accompanied this strong economic growth.

The Royal Government envisions a fundamental transformation, aiming to transition from a low-income country to a lower-middle income country. At the same time it means to build the foundations needed to realize its longer-term goals of becoming, by 2030 and 2050 respectively, an upper-middle-income country and then a high-income country (NSDP 2014-18).

Cambodia's future employment prospects should be evaluated in the light of these ambitions. Relying on industrial diversification and a move up the value chain, rather than solely upon low-productivity, low value-added, low-wage production, this programme will require strengths beyond those that have already achieved lower-middle-income status.

Although the ILO is a non-resident agency in Cambodia, since 1992 it has been intensively engaged in supporting national development with respect to a wide range of issues spanning the whole of the Decent Work Agenda. During the 2011–2015 period, the ILO supported its tripartite constituents to have achieved significant progress in the development of national policies, laws, strategies, action plans, and institutional mechanisms for implementation and coordination.

The NEP provides the core framework for ILO support to Cambodia, covering inclusive and sustainable employment growth; skills development and human resources; and labour market governance. Thus the NEP engages with most aspects of the Decent Work Agenda, and the DWCP addresses a wide range of decent work issues. At the same time, the DWCP has avoided excessive country programme spread and complexity, aiming to maximize impact and sustainability by ensuring sufficient focus.

The DWCP will be supported by a strategy for resource mobilization, while both the ILO and the tripartite partners will continue intensive efforts to strengthen ownership of DWCP initiatives and outcomes by the tripartite partners, aiming to strengthen the programme’s long-term sustainability.

The DWCP was developed through intensive consultations between the ILO and its tripartite constituents, and it represents the joint commitments of the ILO and the tripartite partners to support national development priorities. It has benefited from an innovative My World of Work exercise designed to complement DWCP priorities identified by the tripartite constituents with the perceptions and aspirations of the Cambodian people at large. The DWCP also represents the ILO’s contribution to the UNDAF.

The DWCP focuses on three priorities:



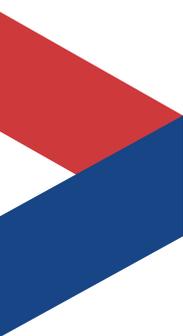
improving industrial relations and rights at work;



promoting an enabling environment for decent employment growth and sustainable enterprises, with a particular focus on young people; and



improving and expanding social protection and Occupational Safety and Health (OSH).



Acronyms and abbreviations

AC	Arbitration Council
AEC	ASEAN Economic Community
ASEAN	Association of Southeast Asian Nations
BFC	Better Factories Cambodia
CAMFEBA	Cambodian Federation of Employers and Business Associations
CARD	Council for Agricultural and Rural Development
CBA	collective bargaining agreement
C-BED	Community-Based Enterprise Development
CDC	Council for the Development of Cambodia
CCTU	Cambodia Confederation of Trade Unions
CCU	Cambodian Confederation of Unions
CLC	Cambodia Labour Confederation
CMDG	Cambodia Millennium Development Goal
CNC	Cambodian National Labour Confederation
CNCLP	Cambodian National Confederation for Labour Protection
CO-Bangkok	ILO Country Office for Thailand, Cambodia and Lao People's Democratic Republic
CP	Country Programme
DOSH	Department of Occupational Safety and Health
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team
DWT-Bangkok	ILO DWT for East and South-East Asia and the Pacific
GMAC	Garment Manufacturers Association of Cambodia
HEF	health equity fund
HIES	household income and expenditure survey
HIV/AIDS	human immunodeficiency virus and acquired immune deficiency syndrome
IDP	Industrial Development Policy
IDPoor	Identification of Poor Households Programme
ILO	International Labour Organization
ILS	International Labour Standard
IMC	inter-ministerial committee
IPEC	International Programme to Eliminate Child Labour
KAB	Know about Business (ILO programme)
LAC	Labour Advisory Committee
LFS	labour force survey
LMP	Labour Migration Policy
MDG	Millennium Development Goal
MRC	Migrant Resource Centre
M&E	monitoring and evaluation
M&E-DWCP	Monitoring and Evaluation Framework for the Cambodia Decent Work Country Programme

MAFF	Ministry of Agriculture, Forestry and Fisheries
MoC	Ministry of Commerce
MoEYS	Ministry of Education, Youth and Sport
MoIH	Ministry of Industry and Handicrafts
MoI	Ministry of Interior
MoLVT	Ministry of Labour and Vocational Training
MoME	Ministry of Mines and Energy
MoP	Ministry of Planning
MoPWT	Ministry of Public Works and Transport
MoSAVY	Ministry of Social Affairs and Veterans' and Youth Rehabilitation
MoT	Ministry of Tourism
MoU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
MRC	Migrant Resource Centre
MRD	Ministry of Rural Development
MRS	most representative status
MSMEs	micro, small and medium enterprises
NACC	National Union Alliance Chamber of Cambodia
NCCT	National Committee to Counter Human Trafficking
NEA	National Employment Agency
NEP	National Employment Policy
Neary Rattanak IV	Strategic Plan for Gender Equality and Women's Empowerment
NGO	non-governmental organization
NLC	National Labour Confederation of Cambodia
NSDP	National Strategic Development Plan
NSPS	National Social Protection Strategy for the Poor and Vulnerable
NSSF	National Social Security Fund
OSH	occupational safety and health
P&B	programme and budget
PDolVT	Provincial Department of Labour and Vocational Training
RB	regular budget
RC	United Nations Resident Coordinator
ROAP	ILO Regional Office for Asia and the Pacific
RS	Rectangular Strategy
SDG	Sustainable Development Goal
SEZ	special economic zone
SMEs	small and medium-sized enterprises
TVET	technical and vocational education and training
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework

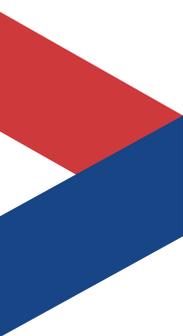


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National development framework

Cambodia's development vision is set out in the Rectangular Strategy-Phase III (the Socio-economic Policy Agenda of the Royal Government of Cambodia) and the National Strategic Development Plan (NSDP) 2014–2018 which is the roadmap for implementation of the Rectangular Strategy.

Key NSDP elements resonate strongly with the Decent Work Agenda:

- 1 Ensuring an average annual economic growth of 7 per cent. This growth should be sustainable, inclusive, equitable and resilient to shocks, through diversifying the economic base to achieve a more broad-based and competitive structure, with low and manageable inflation, a stable exchange rate and steady growth in international reserves.
- 2 Creating more jobs, especially for youth, through further improvement in Cambodia's competitiveness to attract and encourage both domestic and foreign investments.
- 3 Achieving more than one percentage point reduction in the poverty rate annually, including realizing the Cambodia Millennium Development Goals (CMDG), while placing high priority on the development of human resources and sustainable management, and use of environmental and natural resources.
- 4 Improving institutional capacity and governance at both national and subnational levels and ensuring effectiveness and efficiency of public services to better serve the people.

The NSDP focuses on employment and decent work. Priorities include the following:

- developing and implementing a national employment policy;
- strengthening the Employment Forum;
- expanding employment services to jobseekers;
- further developing a sound labour market information system;
- further developing human resources;
- streamlining the education, and technical and vocational training sectors; and
- further improving labour conditions.

The NSDP promotes a women's economic empowerment strategy that is further detailed in the Strategic Plan for Gender Equality and Women's Empowerment (Neary Rattanak IV).

The Government promotes a coherent strategic vision for social protection, one that is elaborated in the National Social Protection Strategy for the Poor and Vulnerable (NSPS) and further developed in the NSDP, which sets out the following objectives:

- improving the policy framework and strategy, including updates to the NSPS;
- developing a mechanism for institutional coordination;
- expanding social security benefits for civil servants;
- augmenting funds for veterans;
- improving protection for vulnerable groups such as persons with disabilities, the elderly, and victims of disasters;
- extending health insurance to local communities and individuals in the informal economy;
- expanding formal sector coverage for employment injury, health insurance, and pensions; and
- formulating and pursuing effective labour market policies.

The NSDP also sets out the following government strategy:

Strengthening harmony in industrial relations ... through adoption of the law on trade unions, updating the labour law, strengthening adherence to work discipline and professional ethics, institutional strengthening and coordination for implementation of labour dispute prevention and resolution mechanism as well as the mechanism to prevent and address labour protests, strengthening capacity and role of labour inspectorate in dispute mediation and resolution; and establishment of labour courts.

In 2015, two closely related national policies – the Industrial Development Policy (IDP) 2015–2025 and the National Employment Policy (NEP) 2015–2025 – were developed through intensive consultations between government ministries and with other partners, and together they provide a policy framework for the coming decade of national development and for ILO support. The IDP aims to transform Cambodia’s industrial structure from a low value-added, low-wage, and labour-intensive base to a skill-driven model by 2025, and sets out targets in the areas of labour market development, industrial relations, and skills and human resource development. The NEP, which was developed with extensive ILO support, elaborates plans to achieve the following goals:

- more decent and productive employment opportunities, achieved in part by means of macroeconomic policy and sectoral development policies supporting decent/productive employment growth and formalization of informal businesses;
- enhanced skills and human resource development in the areas of core employability skills, quality of and access to education and TVET, and alignment of education and TVET with labour markets; and
- improved labour market governance, including better quality and more accessible labour market information, employment services, and working conditions and labour protection, as well as improved industrial relations and wage-setting mechanisms, unemployment insurance, and protection for migrant workers;

The United Nations Development Assistance Framework (UNDAF) 2016–2018 reflects this strategic direction, and sets out the priorities for the UN system as a whole in Cambodia. As does the NSDP, UNDAF resonates strongly with the Decent Work Agenda. It pursues three mutually reinforcing outcome areas:

Outcome 1:

By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations.

Outcome 2:

By 2018, more people, especially vulnerable, poor and marginalized groups are equitably benefiting from and contributing to affordable, sustainable and quality social services and protection and have gained enhanced skills to achieve and contribute to social and human development.

Outcome 3:

By 2018, national and subnational institutions are more transparent and accountable for key public sector reforms and rule of law, are more responsive to the inequalities in the enjoyment of human rights of all people living in Cambodia, and increase civic participation in democratic decision-making.

– UNDAF, 2015

At the international level, the adoption by the UN General Assembly of the Sustainable Development Goals (SDGs) will have a significant influence on global priorities and development cooperation modalities as well as on national policies and priorities. The SDGs fully reflect the Decent Work Agenda, and many of them are directly relevant to the DWCP. SDG Goal 8 is of particular relevance, promoting as it does sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



Employment, the labour market, and the economy

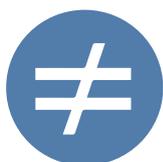
Barely 20 years after its first democratic elections, Cambodia suffered the following challenges:

- successive economic and social shocks from the food and fuel prices crisis of 2007–2011;
- a global financial crisis that saw Cambodia’s main export sector decline by about 20 per cent during the initial period of the global financial crisis (2009); and
- a succession of natural disasters.

Despite these setbacks, Cambodia has resumed strong economic growth, achieving a dramatic rise in living standards, albeit from a very low base. A vibrant but fragile development of labour market institutions has accompanied the strong economic growth.



Currently, the country benefits from a “demographic dividend” (the age dependency ratio nearly halved from 1994 to 2014 and more than 50 percent of the total population below 25 years of age) accompanied by rapid improvement in education and human development. However, education levels remain very low, which makes it difficult to develop higher-level skills. Among the adult population aged 15 and older, only 44.6 per cent of males have completed secondary education, with only 5.2 per cent having completed post-secondary education or higher education. This falls to 28.7 per cent of females who have completed secondary, with only 2.1 per cent having completed post-secondary education or higher education.



Poverty and inequality remain important concerns. Nevertheless, striking achievements have been made in reducing both during the past decade. Between 2007 and 2011, the poorest quintile’s share of consumption improved from 6.85 per cent to 8.98 per cent. Since 2007, Cambodia’s Gini Index has also moved rapidly towards equality. However, average real wages in manufacturing and services were deeply affected by the 2008 global financial crisis, which wiped out the gains of the preceding 20 years. Real wage growth has resumed since 2009, and has been especially strong in agriculture.



Growth has been impressive, but narrowly based – dependent on garments, tourism, rice, and construction, and export markets fall within a narrow range. This leaves Cambodia vulnerable to shocks, with limited capacity to diversify industrial production and move out of its low-wage, low-productivity growth model. The Industrial Development Policy (IDP), launched in 2015, is of critical importance in addressing these limitations to growth.



The labour force participation rate is high, with the relatively small gap between women's and men's labour force participation rates remaining stable at about 13 percentage points. Overall unemployment, at around 2.7 per cent of the workforce nationwide, is very low, but unemployment among educated urban youth is growing, an issue that, if not addressed, could become a socially and politically destabilizing force. Work in formal enterprises accounts for less than 20 per cent of employment, and most workers, especially women, remain in vulnerable employment as own-account workers or contributing family workers.



Cambodia is a net-sending country of migrant labour. Despite steps taken to regulate the sending of Cambodians abroad, much migration is undocumented and workers go to unskilled or low-skilled jobs in neighbouring countries, often in the informal economy. An estimated 1.1 million Cambodians work abroad, of whom more than two-thirds are employed in other ASEAN countries. The introduction of the ASEAN Economic Community at the end of 2015 formally opened ASEAN member countries to the free movement of skilled labour as well as of goods, services, investment, and capital, with implications both for Cambodian labour migration and for the domestic labour market.

Industrial Relations and Rights at Work

Cambodia has ratified 13 international labour standards, including all eight fundamental Conventions and one governance Convention (the Employment Policy Convention, 1964 (No. 122)).

There follow current industrial relations issues encountered against that background:

- Freedom of association is guaranteed by the Constitution and the Labour Law, but serious concerns have been raised about impunity regarding anti-union violence, leading to high-level international scrutiny of the respect, in practice, for freedom of association.
- Employers' and workers' organizations have both grown from nothing in the early 1990s to increasingly more representative organizations with a progressively greater capacity to advance and protect the interests of their members. Membership of the Cambodian Federation of Employers and Business Associations (CAMFEBA) is steadily increasing and its capacity to analyse and to play a constructive and influential role in advocating policy positions on the basis of research and facts has been

strengthened. Workers' organizations have proliferated in Cambodia, but they demonstrate mixed capacities, independence, and representativeness. In the garment sector, they are proliferating to an extent that undermines collective strength and unity, a situation exacerbated in some cases by infighting. Moreover, they continue to encounter anti-union discrimination and violence. Despite these challenges, they are perhaps stronger than trade unions in any comparable country in the region.

- The draft trade union law was endorsed by the Council of Ministers and submitted to the Parliament in November 2015. The legislation, adopted by the National Assembly in April 2016, should have an important impact on industrial relations, and will entail significant capacity building and implementation efforts among all three constituents. Trade unions report that obtaining a most representative status (MRS) certification remains problematic, especially for independent unions. The number of collective bargaining agreements (CBA) remains limited; moreover, most agreements recorded as CBA are limited to resolving issues within a specific dispute. Comprehensive collective agreements are still rare.
- Strikes have presented a major problem in the garment sector. Other organized sectors such as tourism have maintained generally stable relations. A tripartite Memorandum of Understanding (MoU) for the garment sector, signed in 2010 and renewed in 2012, seems to have kept strike activity low as the sector began to recover from the 2008 global financial crisis and it led to a substantial rise in binding arbitration before being abandoned after repeated breaches by both sides. Strikes are often triggered by factors that could be avoided through better communication between workers and management, suggesting that capacity building for employers, trade unions, and the Ministry of Labour and Vocational Training (MoLVT) could be effective in reducing strikes. The 2014 Organic Law provides for the establishment of a labour court by 2017.
- The peak tripartite body in Cambodia is the Labour Advisory Committee (LAC), which has a broad mandate but, at least in recent years, has focused only on discussing and making recommendations on the minimum wage in the garment sector. With further technical support and capacity building for the parties now being provided, minimum wage setting can become better understood and more orderly than in the past. The LAC's positive experience could be built upon by expanding, within its existing mandate, the range of issues with which it deals.
- According to the 2012 National Child Labour Survey (NCLS), just over one in every ten children in Cambodia are engaged in child labour. There were 755,000 economically active children nationwide, representing 19.1 per cent of children aged 5–17 years and, of these there were 429,000 child labourers, with 236,000 of them engaged in hazardous labour. Since the NCLS was conducted during the low season for agricultural work, the number of economically active children, including the proportion working in agriculture (estimated at 50 per cent), might have been understated. There are particular concerns about children in commercial agriculture, construction, garment production and services, and gaps in the regulatory framework on hazardous work.
- Indigenous peoples, the traditional managers of over 4 million hectares of forest lands and other ecosystems, represent an estimated 1.3 per cent of the national population. Since the Government issued a comprehensive National Policy on Indigenous Peoples' Development in 2009, significant progress has been made in identifying indigenous communities, recognizing the legal personality of these communities, and formally registering them, but the issuing of land titles to indigenous communities has proceeded slowly.
- As the country moves toward the global goal of ending AIDS by 2030 with zero new HIV infections, zero discrimination and zero AIDS-related deaths, the focus is increasingly on key population groups such as entertainment workers. The Government has taken measures to reduce stigma and prevent

discrimination in the workplace for people living with HIV/AIDS. Since 2008, these initiatives have had the support of a Tripartite Coordination Committee (TCC) that allows workplace responses to be addressed on a tripartite basis. Entertainment workers are now being prioritized for scaled-up workplace programmes. Prakas (Ministerial Regulation) No. 194, 2014, on Occupational Safety and Health for entertainment workers and related training of labour inspectors was the first initiative in Cambodia to extend protection to informal workers, and it has been recognized internationally as an example of best practices. More needs to be done to implement it, however.

Social protection

Given its level of economic development, Cambodia suffers from inadequate social protection, which has negative economic and social effects. However, social protection is poised for an important expansion and intensification despite the currently very limited coverage of social security funds and even of social assistance programmes:

- expansion of social protection is among key government and development partner priorities;
- a coherent and comprehensive vision, one aligned to the Social Protection Floor, has been approved at the highest level;
- opportunities present themselves to benefit from Cambodia's impressive advances with poverty reduction and from the effects of the demographic dividend;
- current progress can be extended in both the vertical and horizontal dimensions: 12 per cent of the population has some coverage under social security funds, and some social services programmes are already reaching large numbers;
- an inter-ministerial task force has begun developing a strategic plan for the whole social security system (which is currently both fragmented and incomplete);
- a targeting mechanism for delivering social protection to those who most need it (IDPoor)¹ has been established throughout rural Cambodia, and is being extended to urban areas;
- a pilot "integrated social service delivery mechanism" has been implemented in Siem Reap Province;

Daunting challenges remain, however, not the least of them the limited fiscal space and even more limited current budget allocations for social protection. While the NSPS is officially "whole-of-government policy", in practice there is no whole-of-government ownership. At the same time, the vision of the social protection floor has yet to be internalized by the line ministries



¹ The Identification of Poor Households Programme.

that will have to implement it. Limited coordination between many of the responsible ministries has made it difficult to move ahead, although there is hope that the newly established inter-ministerial committee may be able to address this issue. The social security funds have limited capacity to expand their operations. Notably, no social security funds target informal workers or their families – those very people who constitute the great majority of Cambodians, especially of the poor and vulnerable, so very limited assistance is available to vulnerable groups, including the elderly. Finally, targeting, monitoring, and feedback, important in improving policy and delivery, are often weak.

Decent Work Challenges 2016–2018

The Royal Government’s vision for the country’s future involves a fundamental transformation:

Transitioning from a low income country to a lower-middle income country, while building the foundations to realize its long-term vision of becoming an upper-middle income country by 2030 and high income country by 2050.

– NSDP, 2014

Cambodia’s future employment prospects should be evaluated in the light of this objective. Diversification of national industry and moving up the value chain – rather than relying solely on low-productivity, low value-added, and low-wage production – will require strengths beyond those that have already achieved lower middle-income status for the country. As noted earlier, the generally low education level will make it more difficult to develop the skills needed by employers now and in the future.

High national levels of informal employment also present an important factor in both low productivity and worker vulnerability. Efforts to support a gradual transition from informality to formality will be necessary to achieve the government’s industrial development ambitions. Implementation of the National Employment Policy, tightly integrated with the Industrial Development Policy, will further strengthen the employment effects of industrial development.

Three elements in particular can play important roles in creating employment, improving productivity, and generating higher incomes:

strengthening labour market governance to tackle informality and improve workers’ protection;

developing a supportive environment for entrepreneurship and the development of SMEs; and

creating the conditions for rapid improvement in the skills required for industrial development, for example by establishing a national training strategy and fund.

With the Royal Government's vision in mind, the key decent work challenges for the next DWCP period are those that contribute most to achieving the set objectives for the next decade, and which build on the main opportunities presented by the social, political, and economic factors described above. A comprehensive approach is needed, one in which the National Employment Policy 2015–25 should be integrated into macroeconomic, trade, and sectoral policies, particularly the Industrial Development Policy 2015–25, which provides an overall framework for transformation.

Areas for effective action include the following:

- The potentially destabilizing effects of unemployment among educated urban youth underlines the importance of the National Youth Action Plan in this regard, as well as the need to promote entrepreneurship, especially among women.
- The critical need to upgrade skills requires immediate and substantial investment in labour market relevant education, training, and information (including in the provinces), supported by strengthening of employment services and labour market governance to tackle the informality and improve workers' protection.

Strong economic growth has been accompanied by vibrant, but fragile, development of labour market institutions. Relevant issues include the following:

- Weak protection of rights to freedom of association and collective bargaining threaten reputational harm to the garment sector, an outcome that both undermines respect for fundamental rights and puts Cambodia's economic growth at risk.
- Important achievements have been made in other areas of fundamental principles and rights at work, especially in tackling gender discrimination at work, one NSDP priority. Further progress will require more resources, particularly for improving female education and training outcomes, and well as legislation,

capacity building, and advocacy to reduce the gender pay gap.

- A strategy for transition from the informal to the formal economy has the potential to boost economic development while advancing gender equality at work.
- Continuing progress in combating the worst forms of child labour requires political will together with greater investment in education, law enforcement, and advocacy. The ratification and implementation of governance Conventions would support progress on these and other fronts.

A strong, modern system of social dialogue can support the introduction and sustainability of all the above measures. Cambodia's system is young and still fragile. There will be no quick solutions, although great achievements have already been made. Further lasting progress requires, among other measures, the following:

- building trade union capacity;
- tackling anti-union discrimination;
- reducing proliferation, divisions, and in-fighting among garment sector unions;
- providing more capacity-building support for CAMFEBA and GMAC;
- strengthening government labour inspection and dispute prevention and settlement capacities; and
- setting the Arbitration Council on a solid footing.

A breakthrough in social protection will not be realized without a substantial increase in national budget allocation. At the same time, this stronger national commitment needs to be complemented by stronger commitments from the development partners, by redoubled efforts to engage and coordinate with responsible line ministries, to bring allocations down to the subnational level, and to strengthen capacity building.

The priority focus with all measures should be on programmes supporting the poor and vulnerable.



Working with Tripartite Constituents

The ILO works closely with the MoLVT and a wide range of other ministries and coordinating institutions, notably the ministries of Social Affairs and Veterans' and Youth Rehabilitation (MoSAVY), Commerce (MoC), Planning (MoP), Women's Affairs (MoWA), Rural Development (MRD), Interior (Moi), Industry and Handicrafts (MoIH), Mines and Energy (MoME), Education, Youth and Sport (MoEYS), Public Works and Transport (MoPWT), Tourism (MoT), Economy and Finance (MEF) and inter-ministerial committees, as well as the Council for the Development of Cambodia (CDC), the Council for Agricultural and Rural Development (CARD), the National Employment Agency (NEA) and the various social security funds.

The core social partners with which ILO collaborates on the DWCP are the CAMFEBA and seven national trade union confederation groups: Cambodia Confederation of Unions (CCU), Cambodia Confederation of Trade Unions (CCTU), Cambodia Labour Confederation (CLC), National Labour Confederation of Cambodia (NLC), Cambodian National Labour Confederation (CNC), Cambodian National Confederation for Labour Protection (CNCLP), and National Union Alliance Chamber of Cambodia (NACC). The ILO also works with sectoral business associations that are members of CAMFEBA, particularly GMAC, and with union federations and enterprise-level unions.

The tripartite constituents have been closely involved at every stage leading to the development of the DWCP. In addition to individual discussions with many government ministries and the social partners in the process of developing the Decent Work Country Analysis, activities involved the following:

- DWCP awareness-raising and capacity building for ILO constituents (May 2015);
- planning and developing a road map for the 2016–2018 DWCP roll-out, endorsed by the tripartite constituents at the Tripartite Annual Review of DWCP 2011–2015 for Cambodia (May 2015);
- tripartite consultations on the Decent Work Country Analysis (August 2015);
- tripartite consultations on the External Review of DWCP 2011–2015, including preliminary discussion of priorities for the DWCP 2016–2018 (September 2015); and
- tripartite consultations regarding country programme (CP) priority and CP outcome areas (October 2015).



My World of Work: Understanding People's Aspirations and Perceptions regarding Work and Employment

The My World survey engaged the voices of ordinary people from around the world to help determine the global priorities set out in the SDGs. Inspired by this and by the high priority generally accorded to the Decent Work Agenda, the ILO undertook an innovative exercise in Cambodia called My World of Work survey. This activity aimed to have the perceptions and aspirations of people at large help shape the priorities of the DWCP conventionally set by tripartite constituents. My World of Work combined offline and online sources:



Offline: NEA undertook a representative survey focusing on the agriculture, construction, hospitality, and SME sectors, mostly in the informal economy. This was followed by focus group discussions in each of the sectors.



Online: An Internet-based survey complemented a targeted social media awareness campaign of data collection (Mitra, P. 2015). This exercise applied the mixed methods approach, in which qualitative and quantitative methods are combined, increasingly recognized as a valuable technique, one that capitalizes on the respective strengths of each approach – mutually corroborating findings, generating more complete data, and using results from one method to enhance insights attained with the other.

Most respondents were “very satisfied” with their work (80.2 per cent), though more than half of them did not see their current wages as enough to sustain their family (56.3 per cent). Fewer than 10 per cent reported having faced discrimination at work. The main issues related to working conditions were wages, working time, health and safety, and social protection, especially health insurance and access to healthcare. The chief employment-related expectations of the Government were better wages, safer working conditions, creating more jobs in the economy, and better infrastructure. Skills development and better skills matching also emerged as crucial elements in people’s aspirations for a better life.

The preliminary findings from My World of Work were presented to the tripartite constituents, and the aspirations and priorities expressed by the activity respondents have since informed DWCP priorities and strategies.





Prior ILO Work in Cambodia: Lessons Learned and Comparative Advantages

Although the ILO is a non-resident UN agency in Cambodia, it has been intensively engaged in supporting development in that country since 1992, addressing a wide range of issues spanning the whole of the Decent Work Agenda. During the period 2011–2015, the tripartite constituents, with ILO support, achieved significant progress in developing national policies, laws, strategies, action plans, and institutional mechanisms for implementation and coordination. A review of the DWCP 2011–2015 found that

Feedback from tripartite stakeholders and other development partners universally affirmed the value-addition over more than 20 years in Cambodia of the ILO's unique mandate, membership base and role. In one way or another, all consultations recognized the unique contribution value of the ILO's:

- normative role at strategic, policy and legislative levels, based on international conventions and standards
- tripartite foundation and ability and credibility to promote social dialogue and mutual understanding between government, employer and worker counterparts
- technical expertise and ability to tap into relevant experience and lessons of other countries, including through the ILO's technical cooperation projects.

– Clarke and Sommith, 2015

Lessons learned from the previous DWCP review were taken into account in formulating and applying the current DWCP. These included:

- The need to systematically keep the spotlight on ownership and sustainability. This should include proactive dialogue on exit strategies and changing relations between the ILO and partners as needs and requirements change over time.
- The quality of partnership is vital to long term programme success and should be kept under continuous review. One key element in this respect is the balance in relations with all tripartite partners, linked to proactive and good quality communications to manage any perceptions of imbalance.
- The need to maintain momentum in extending policies and programmes to the informal sector and subnational levels through systematic planning, resourcing and appropriate partnerships – including with relevant ministries (for example the Ministries of Agriculture and Rural Development); selected trade unions actively engaged with the informal sector and key NGOs with a proven track record of engagement in this regard.

- The value-addition in terms of focus, impact and efficiency of cross-programme coherence and mutual reinforcement at all levels, including the effective integration of globally managed technical cooperation projects with the local context.
 - The understanding that capacity development is a long term process that needs to be owned and driven by the partners – short term once-off capacity initiatives may have only relatively limited impact if they are not followed-up in the context of a longer term programme framework.
 - The value of the annual tripartite DWCP review and planning process as a good practice model of tripartite cooperation which contributes to the ongoing enhancement of social dialogue more widely. There is potential to further strengthen this mechanism.
 - The importance of high quality data to support evidence-based policy development and programme design. The ILO’s contribution through its strategic research initiatives and engagement in improving the quality and coordination of labour market data (an important focus within the NEP) is a valuable contribution in this regard.
 - The importance of M&E at all levels, both within the ILO context but also as part of institutional capacity development support to partners. This requires appropriate structures and budget to ensure it can be maintained in a sustainable manner, as positively demonstrated by the NEA experience.
 - The need for more systematic monitoring and follow-up of lessons and good practices identified by evaluations at project level over the past five years to maximize their value in improving organizational performance and learning.
- The importance of due attention (including in association with partners to the degree possible), to the development of programme indicators and targets which both meet SMART standards and take account of potential future changes in conditions and priorities over the period of the DWCP.

– Clarke and Sommith, 2015

The DWCP review also reported that stakeholders valued the integrity, independence, mutual respect, and “groundedness” in international norms and standards typical of ILO work, and referred to the credibility that ILO has brought, for example through Better Factories Cambodia (BFC) and the consultative processes facilitated by the ILO for the NEP formulation.

On the other hand, stakeholders expressed concern regarding the excessive spread and complexity of the ILO country programme, and a tendency towards too many short-term project interventions and funding, with limited impact or sustainability. As the DWCP review suggested:

The focus for the next DWCP should be on the in-depth implementation and sustainability of the achievements of the past five years, with a particular focus on implementation of the National Employment Policy, relevant components of the Industrial Development Policy and the National Social Protection Strategy for the Poor and Vulnerable.

– Clarke and Sommith, 2015

The period of the previous DWCP (2011–2015) was marked by important policy, strategy, and legislative achievements, notably the following:

- adoption of the NSPS (2011);
- the Industrial Development Policy (IDP) 2015-2025, in 2015;

- the National Employment Policy (NEP) 2015-2015, in 2015; and
- ongoing normative initiatives such as the Trade Union Law and the establishment of a tripartite labour court system.

In response to the views of constituents as reported by the DWCP review, the current DWCP focuses on in-depth implementation of those achievements and on successful completion and implementation of ongoing initiatives, especially implementation of the key policy and legislative developments relating to the world of work, while bringing a greater focus to the country programme. A new focus offers support for the NEP priority of enabling the transition of workers and economic units from the informal to the formal economy.

The European Union's Development Cooperation Strategy for Cambodia 2014–2018 supports the Rectangular Strategy and the NSDP 2014–2018, and is to provide an estimated €1.37 billion in grants and loans during that period. Since the DWCP also supports the national development framework, there are many areas of convergence, including the following:

- support for the rule of law, freedom of association, and creating space for civil society;
- gender equality;
- a human rights-based holistic approach to land distribution, particularly for indigenous people, and facilitating equitable rural economic growth;
- rehabilitation of rural roads;
- private sector growth including development of micro, small and medium enterprises (MSMEs);
- human resource development through supporting education and development of people's knowledge and skills, in formal and informal education and technical and vocational training, including on the job training; and
- support for the national social protection strategy, including the expansion of health equity funds (HEFs) for the poor and other social protection schemes for the vulnerable.





Overall Programme Strategy

The DWCP for Cambodia for 2016–2018 reflects the joint commitment of ILO and its tripartite partners to support national development priorities. It is thus aligned to the Rectangular Strategy Phase III, the NSDP 2014–2018, and other key supporting national policies and strategies, in particular the IDP 2015–2025, the NEP 2015–2025, and the NSPS, which is to be evaluated, updated, and revised as needed.

The DWCP also reflects the ILO contribution to both UNDAF 2016–2018 and the progressive achievement of the SDGs adopted by the UN General Assembly in September 2015. In addition, DWCP is designed to provide critical contributions to national efforts linked to the 2030 Agenda for Sustainable Development.

The NEP is the core framework for ILO support to Cambodia. In covering inclusive and sustainable employment growth, skills development and human resources, and labour market governance, the NEP addresses most aspects of the Decent Work Agenda. The ILO will apply a cross-organizational focus in supporting the development of the national action plan for NEP implementation, including the following:

- specific technical support and capacity development for the inter-ministerial committee (IMC) which is to oversee and guide action at both national and subnational levels;
- identification of substantive areas in which the ILO will target interventions in line with its mandate, comparative advantages, and technical expertise, with special attention to the priorities and needs of vulnerable groups;
- promotion of sustainable enterprises to ensure that human, financial, and natural resources are combined equitably and efficiently to promote innovation and improved productivity as well as stimulate trade and competitiveness;
- facilitation, support, and strengthening of inter-ministry cooperation, including within existing multi-ministry/ multi-stakeholder mechanisms, recognizing that the impact of policies and programmes often depends on cooperation across line ministries;
- increase ILO engagement with the Council for the Development of Cambodia (CDC) – in addition to support for the IMC, which oversees implementation of the NEP – in support of the CDC’s role in IDP oversight and implementation, insofar as DWCP outcomes are linked to IDP implementation;

- develop a strategy for resource mobilization in support of the DWCP;
- seek greater engagement with other development partners active in similar or associated fields in Cambodia, and more broadly within ASEAN, with a view to strengthening collaboration, exchanging knowledge including good and promising practices and lessons learned; and
- continue intensive efforts on the part of both ILO and the tripartite partners in strengthening tripartite partner ownership of DWCP initiatives and outcomes, with the aim of strengthening long-term sustainability.

The latter measure is expected to include increased national budget allocations for government programmes and services prioritized to support the DWCP, so information on projected and actual government expenditure on these programmes and services should be reported annually during the tripartite review process.

That report should also include, where relevant, joint discussions and planning from an early stage on steps to re-orient ILO engagement and ILO support, roles, and relationships in line with increased national capacity, ownership, and budgeting of specific national programmes.

As the overarching focus of the DWCP for 2016–2018 in support of the implementation of the NEP and relevant sections of the IDP, as well as revision and implementation of the NSPS, the ILO will implement the following priorities, sub-strategies and associated outcomes, indicators, and targets.

DWCP Priorities, Outcomes, Indicators, and Strategy

The DWCP focuses on three priorities:



improving industrial relations and rights at work;



promoting an enabling environment for decent employment growth and sustainable enterprises, with a particular focus on young people; and



improving and expanding social protection and Occupational Safety and Health (OSH).

Appendix 1, below, shows the relationships between the DWCP priorities and outcomes, the national and international development agenda, and the ILO Programme and Budget for 2016–2017.



CP Priority 1:

Improving Industrial Relations and Rights at Work

Outcome 1.1: Professional and technical capacities of social partners strengthened



Strategy

Profound changes in production and consumption patterns are affecting employment and relevant institutions. Cambodia may be especially vulnerable to technological impacts on the labour-intensive garment and footwear sectors. So that Cambodian businesses can remain competitive, the ILO will provide the following support:

- promote awareness among businesses of technological advances in developed economies and their impact on jobs, enterprise skills needs, and organizational strategy; and
- contribute to the progress that has already been made with enhancing CAMFEBA's evidence-based policy capacity, and with helping to raise its profile as a credible body using data-driven positions in representing the private sector on critical employment-related issues such as Cambodia's Trade Union Law and minimum wage.

Research and policy efforts at the secretariat level remain inadequate, however. The ILO will aim to help with the following measures:

- embed research and policy efforts at the secretariat level within organizational processes in the interests of long-term sustainability; and
- support CAMFEBA's development of a new long-term strategic plan, helping the organization to prepare for the challenges of the coming five years, as part of this implementing more appropriate and aligned annual planning.

Unfair labour practices on the part of both unions and employers appear to be widespread throughout the garment industry, and anti-union discrimination appears to be pervasive across many sectors of the economy. The proliferation of unions and concomitant competition for members and resources is common in the garment industry, and leads to problems of representativeness. Collective bargaining is practised by some larger hotels, garment factories, and service enterprises, but remains rare in other sectors.



In response to these challenges, trade unions have identified the top priorities for union action in the coming years:

- extension of minimum wages to other industries (beyond garments and shoes);
- extension of social protection (especially healthcare and pensions);
- promotion of International Labour Standards (ILS), especially the ILO core Conventions on Freedom of Association and Protection of the Right to Organize, 1948 (No. 87) and the Right to Organize and Collective Bargaining, 1949 (No. 98);
- organizing effectively under the trade union law; and
- reversing the trend towards fixed-term employment contracts.

In support of these priorities, ILO will pursue the following measures:

- Training, education, and technical advice will strengthen trade union capacity to contribute constructively to policy formulation on national socio-economic and industrial relations issues.
 - Trade union capacity in particular will be strengthened to prepare, agree internally, and advocate proposals with MoLVT and in the Labour Advisory Committee (LAC) on a gradual extension of minimum wage coverage to other sectors, a review of the use of fixed-term contracts, and revision of the Labour Code where appropriate.
 - Awareness-raising and training will be provided to trade unions regarding Conventions No. 87 and No. 98, as will ILO supervisory mechanisms, among these practical approaches to increasing the number of CBAs, in particular to support the inclusion in CBAs of provisions to restrict the use of fixed-term contracts.
 - Specific assistance can be provided to trade unions on working within the new Trade Union Law, for example on registration, maintenance, and reporting to members.
 - ILO support will include exchange of experiences and cross-country learning, strengthening trade union research capacity, and promoting and building union unity and solidarity to engage more effectively in tripartite social dialogue.

The ILO will also help both employers' and workers' organizations to develop and implement relevant leadership and capacity building, and to achieve higher participation rates of women, in particular in leadership positions, in dialogue regarding industrial relations. Stronger participation by women in employers' and workers' organizations will boost the strength and representativeness of these organizations.

Indicators	Targets
CAMFEBA organizational strategic plan (with supported annual workplan) adopted by its members	Strategic plan, supported by annual workplans, developed, agreed with members, and adopted by the Board of Directors by 2017
CAMFEBA policy papers published on critical issues for employers	Publication of at least three policy papers by 2018 that inform effectively national policy debates on relevant issues
Number of trade unions with MRS status and number of new comprehensive CBAs signed	By 2018, 90 unions at the enterprise level have MRS status or the formulation of a collective bargaining agency with multiple unions, and 25 new comprehensive CBAs have been signed
Number of coordinated, evidence-based policy positions presented by trade unions to the Labour Advisory Committee	By 2018, trade unions have jointly developed and advocated to the MoLVT and Labour Advisory Committee evidence-based policy positions for the extension of minimum wage coverage, increased protection against fixed-term contracts, and expansion of social security coverage
Participation rate among women boosted at all levels of employers' and workers' organization activity	By 2018, achieve parity – between 45 and 55 per cent participation of either sex – between participants at capacity building and dialogue events

Outcome 1.2: Improved laws, mechanisms and processes, particularly in the garment sector, for industrial relations, dispute prevention and resolution, and wage setting

Strategy

Industrial relations institutions in Cambodia have struggled to keep pace with the speed of economic development. The garment industry in particular has suffered from a wide range of industrial relations challenges, resulting in non-compliance with the Labour Law, frequent disputes, and mutual worker-employer distrust.

Collaboration with tripartite partners

The ILO will support the tripartite constituents through a multi-pronged yet coherent strategy to improve the following areas:

- industrial relations;
- dispute prevention and resolution;
- rights at work; and
- wage setting.

This support, targeted to different levels, will include these measures:

- assisting the Government and social partners with smoothly and impartially implementing the new Trade Union Law;
- strengthening enterprise-level bipartite mechanisms to improve workplace compliance;
- assisting constituents in a comprehensive outreach and awareness-raising programme regarding all the law's provisions, which will require working closely with the Government, workers, and employers to ensure a common understanding of how the law will be interpreted and applied;
- law, policy, and institutional strengthening with training and sharing of respective experiences and good practices;
- assistance in responding to the issues raised by the ILO supervisory bodies, especially in ensuring that the trade union rights of all workers in Cambodia are fully respected and that trade unionists are able to exercise their activities in a climate free from intimidation and risk to their personal security and their lives, and that of their families;
- support to the Government in meeting its reporting obligations;
- providing technical support, e.g. regarding registration of unions under the new law; and
- building a database for the MoLVT to record registration information, as well as Most Representative Status (MRS) certifications and CBAs, along with other relevant data.

Trade Union Law

With the advent of the new Trade Union Law, the ILO will work with all tripartite partners to ensure its full and effective implementation in keeping with Cambodia's obligations vis-à-vis relevant and ratified International Labour Standard.

Since this legislation will likely result in an increase in MRS certifications and, consequently, in the requirement that employers and representative unions engage in good-faith bargaining free from "unfair labour practices", large-scale outreach and training efforts will be required, with support from GMAC and all union confederations and federations.

- Efforts to eliminate unfair labour practices, addressing one of the root causes of industrial relations problems, will include dedicated training for labour inspectors and other government officials in identifying, and ultimately sanctioning, the responsible parties, as well as training for workers and employers to identify and eliminate such practices.
- Particular attention will be given to more effectively preventing and resolving industrial disputes while strengthening enterprise-level industrial relations.



- At the national level, the ILO will continue to provide policy advice, training, and capacity building for conciliators and other government officials with a view to improving their capacity to resolve disputes more quickly while reducing the workload of the Arbitration Council.
- It will also help the MoLVT to strengthen its capacity to inspect workplaces and help them to prevent and remediate non-compliance issues.
- At the industry level, the focus will be on promoting the agreed principles and commitments outlined in the MoU on Improving Industrial Relations in Cambodia’s Garment Industry, signed by nine union confederations and federations and GMAC.
- If efforts to have the MoU re-signed are unsuccessful, this will be promoted at the enterprise level. As part of the BFC programme, ILO will also support the social partners in improving factory-level social dialogue and industrial relations through factory-level bipartite committees that can build more mature industrial relations at the enterprise level while finding long-term solutions to addressing workplace compliance issues, as well as training for women and men management and union/worker representatives at the enterprise level in
 - grievance procedures and handling
 - communication and negotiation skills
 - IR aspects of Cambodian labour law, trade union law and prakas
 - gender and non-discrimination
 - collective bargaining

This support will also contribute to sustainable employment creation and skills development in the garment sector and to the proposed development of a strategic plan for the future of the garment sector in Cambodia.

Labour court

ILO strategy in helping to institute a functioning court that enjoys the support of stakeholders includes the following measures:

- assistance with drafting provisions for the establishment of a labour court, in part through comparative analysis, study tours, and tripartite consultations; and
- appropriate training to staff, judges, worker and employer advisors, and the tripartite constituents.

Minimum wage fixing has been a particularly contentious issue since 2008. ILO efforts will focus on the following areas:

- continued support for an evidence-based minimum wage adjustment process through training and knowledge sharing;
- training for LAC members and the tripartite constituents in the use and interpretation of common data and criteria to determine minimum wage levels, and strengthening LAC's members to negotiate together;
- promoting activities that serve as a necessary complement in support of the efforts of the social partners in the garment sector to engage in collective bargaining with respect to minimum wages (in view of the gender pay gap and the preponderance of women in the garment sector; this strategy could have an important impact on the economic empowerment of women);
- promoting economic literacy among all three tripartite constituents with regard to minimum wage fixing;
- promoting economic literacy among unions and employers with regard to collective bargaining; and
- providing targeted training to bipartite constituents to facilitate collective bargaining, promoting basic economic literacy and the skills of formulating and responding to demands for additional wages and benefits.

Migrant workers have traditionally been poorly served by complaints mechanisms and dispute resolution processes. Related ILO efforts will include the following:

- support for the MoLVT in strengthening the system at the national level in training provincial staff on labour law, prakas, sub-decrees, and labour migration policy, how complaint mechanisms work, and dispute resolution;
- improving networking between and among provincial and central levels, as well as among trade unions, recruitment agencies, and civil society organizations.
- support Migrant Resources Centres (MRCS) models for scaling up, sustainability, and effectiveness through the delivery and support services, including with job-information for migrant workers

Indicators	Targets
Registration of trade unions and MRS is up to date.	By 2018, registration of unions and MRS is up to date.
Garment factory and union adherence to the MoU	By 2018, GMAC and union con/federations have re-signed the MoU at the national/sectoral levels and/or management and unions in 30 individual garment factories sign the MoU with a compliance rate (per cent of strikes that occur after arbitration among signatory unions) and per cent of rights disputes implemented by both parties (among signatories) of at least 80 per cent among participating parties
Increased number of garment factories engaging in collective bargaining, dispute prevention, and social dialogue for improved workplace compliance	By 2018, at least 100 factories have committed to binding arbitration agreements and have implemented effective grievance systems, and an additional 70 factories have effective bipartite committees responsible for addressing issues in the workplace
Conciliators and other relevant government officials at central and provincial levels improve dispute prevention and resolution and ensure access to justice for migrant workers.	By 2018, 70 per cent of collective labour dispute points have been successfully conciliated, and at least six Provincial Departments of Labour and Vocational Training (PDOLVTs) are receiving and resolving complaints from migrant workers within three months.
MRCs models assessed, scaled up for effective application, and gender-responsive	By 2018, sustainability strategy and long-term action plans, including with integration of local employment information and services developed and adopted by at least 5 MRCs-based provinces for a greater provision of services to potential, current, and return migrant workers, and as well as their families
Rules for the labour court are adopted with full tripartite and stakeholder support.	By 2018, rules for the establishment and operation of a labour court are adopted that stakeholders agree recognizes the roles and jurisprudence of the Arbitration Council (AC).
Tripartite constituents rely on data and analysis to inform discussions on minimum wage fixing, and to engage in wage negotiations.	Minimum wage-fixing mechanism continues to operate annually using an agreed methodology and analysis by members of evidence related to the social and economic criteria.

Outcome 1.3: More effective application of equality and rights at work for discriminated-against and vulnerable groups

Strategy

Cambodia has achieved significant progress recently in reducing both inequality and poverty. Many groups of workers, however, continue to face discrimination and cope with vulnerability in employment. The ILO will continue its efforts to promote equality and rights of women, migrant workers, domestic workers, child labourers, and indigenous peoples, and to support constituents in their efforts to secure rights at work for these groups.

Reducing costs of migration

The vulnerability of migrant workers is exacerbated by the high fees and other costs incurred by migrating and getting work. The ILO will therefore promote the principle that workers should not bear any recruitment fees, and also conduct research in the Cambodia-Thailand corridor, using a standard ILO/World Bank method, to determine what migration-related costs workers have to pay.

The ILO will support the MoLVT and other relevant Government departments in establishing specific categories where costs are accepted, as well as caps on costs of labour migration. These could be outlined in a prakas, which would be published on relevant institutional websites, the content being made available in printed materials and distributed widely to all stakeholders. Follow-up research and information collected through the MRCs and complaints mechanism would reveal the extent to which these caps were being implemented.

Rights compliance roadmap

ILO constituents and stakeholders have developed a roadmap to strengthen rights at work and improve the working conditions of domestic workers, including the proposal to work towards ratification by Cambodia of the Domestic Workers Convention, 2011 (No. 189). The ILO will continue to further develop the capacity of national stakeholders to support these efforts and take further steps to implement actions subscribed in the roadmap towards the ratification of Convention No. 189. This will substantially improve women's access to decent work.

CAMFEBA developed a code of practice and guide on non-discrimination at work and rolled out training programmes nationwide. This has helped to provide firms with clear guidance on legislation and best practices.

Women's rights and gender discrimination

Improvements in women's incomes can be transformative. For many women, apparel jobs are attractive as an escape from poverty and the agricultural sector; indeed, the Cambodian garment industry workforce is about 85 per cent female. However, gender disparities that exist more generally in the world of work are also pronounced in the garment sector, which displays occupational segregation and gender

inequality in workplace hierarchies, conditions, and benefits. BFC will continue to monitor compliance with legal standards, including those related to discrimination and rights for women, supported by training that targets gender-specific issues such as sexual harassment, maternity protection, women's health, and safety issues.

Child labour

Despite ambitious earlier commitments – i.e. the ratification of ILO Conventions No. 138 and No. 182, with a national target of reducing the overall incidence of child labour to 8 per cent by 2016 – the National Plan of Action on Child Labour has lapsed. Meanwhile, a second Plan for 2013–17 has yet to be approved by the Government.

Relevant ILO strategy includes the following:

- confirm government commitments to tackle child labour, including approval and implementation of the 2nd National Plan of Action, with particular attention to strengthening the regulatory framework governing hazardous work for minors in select agricultural sub-sectors of concern;
- provide technical support for an improved repeat national survey that could enable progress towards the goals to be monitored, complemented by qualitative analysis to inform policy responses;
- assist the Government in achieving the improvements recommended by ILO supervisory bodies in implementing Convention No. 182, strengthening the capacity to eradicate the worst forms of child labour in Cambodia; and
- address concerns about the re-emergence of child labour in the garment sector; the ILO and the BFC will assist the tripartite constituents with developing and implementing robust and sustainable procedures to eliminate child labour in that sector.

Indigenous peoples

The following challenges stand in the way of overcoming discrimination and exclusion faced by indigenous peoples:

- weak implementation of laws and policies protecting their rights and livelihoods;
- limited policy coordination;
- capacity deficits at different levels;
- a lack of mechanisms whereby indigenous peoples can participate in matters that may affect them; and
- among rural households, indigenous households remain disproportionately affected by poverty.

With the Indigenous and Tribal Peoples Convention, 1989 (No. 169) providing a benchmark and a framework for achieving inclusive development, interventions will include the following measures:

- more effective implementation of ways to protect indigenous peoples' rights and livelihoods as a strategic entry for achieving equal access to decent work and inclusive development for all;
- participatory assessments of existing policies and facilitation of solutions-oriented dialogue among stakeholders;
- capacity building with respect to national and international standards for constituents and indigenous peoples' organizations; and
- support for improved policy coherence, consultations, and coordination.

Indicators	Targets
Open availability of information on nationally adopted applicable costs for labour migration services	By 2018, categories of allowable costs for facilitating labour migration have been set nationally, and the ceilings for these costs are publicly available.
Domestic workers included in the scope of labour law, entitled to the same rights as workers generally, as well as providing specific provisions related to domestic work	By 2018 the Royal Government of Cambodia takes action on drafting or amending legislation in line with Convention No. 189.
Increased factory-level compliance on core labour standards on discrimination and child labour	By 2018, rate of non-compliance with core labour standards on discrimination and child labour reduced by 50 per cent
Reliable and up-to-date data on child labour available to monitor child labour incidence and trends under the National Plan of Action II	Repeat national-level child labour survey conducted by 2018 with publicly available data and qualitative analytical research undertaken on at least one sector or one aspect (e.g. gender) of child labour
The Government takes action to consolidate the institutional, legal, and policy framework regarding indigenous peoples and its implementation.	Four communal land titles issued to indigenous legal communities and a mechanism for consultation with indigenous peoples established



CP Priority 2:

Promoting an Enabling Environment for Decent Employment Growth and Sustainable Enterprises, with a particular focus on young people

Outcome 2.1: Mechanisms for policy leadership, coordination, and implementation strengthened to support development and implementation of policies and programmes

Strategy

Both (1) a stronger technical and policy capacity in line ministries and (2) the institution of effective coordination mechanisms made possible Cambodia's important decent work policy achievements during the last DWCP (2011–15). These achievements – IDP, NEP, NSPS, and LMP in particular – all contributed to the delivery of the NSDP 2014–2018. The multi-stakeholder framework represented by the inter-ministerial committee (IMC) on the formulation of the NEP and its sub-committees was instrumental in delivering the NEP's objectives.

Follow-up and reinforcement

ILO strategy focuses on following up these policies and further strengthening the capacity of the Government to deliver, monitor, and evaluate its policy work:

- providing technical support, capacity development, inputs and guidance to the IMC (or a similar, equivalent body with a mandate to coordinate policies) for policy implementation and monitoring, including, initially, for development of a NEP implementation plan, including measures to
 - strengthen policy coordination with the further development and implementation of other economic and social policies, including the IDP, NSPS, LMP and Neary Rattanak IV
 - develop a monitoring and evaluation framework for policy implementation
- strengthening the capacity of constituents to contribute effectively to the multi-stakeholder engagement in IDP implementation, coordinated by the Council for Development of Cambodia (CDC), so as to ensure
 - coordination with the NEP in measures to develop selected sectors and regions
 - identification of vulnerable groups that may require particular policy support
- providing technical assistance to the inter-ministerial mechanisms for updating and implementing the NSPS, and for consolidating and harmonizing social security;

- supporting the MoLVT and other relevant government departments, as well as the social partners and other stakeholders with convening a twice-annual meeting to review and examine progress made under the Labour Migration Policy, and to set priorities for the coming periods (these meetings should report to the IMC on the NEP, and work closely with the National Committee to Counter Human Trafficking (NCCT));
- proposing the use of its convening role and providing technical support for the development of a strategic plan for the future of the garment sector in Cambodia, involving different ministries (especially MoLVT and MoC), the social partners, manufacturers, international buyers, and development partners in its preparation;
- supporting policy coordination, complemented by technical assistance to consolidate the national labour market information system, including management, analysis, and dissemination of sex-disaggregated administrative and survey-based information;
- supporting further policy-oriented research and analysis, and developing in-country capacities to conduct such analyses, helping to
 - guide the implementation of the NEP and other key policies for labour and employment
 - support policy discussion and dissemination of analysis findings
- strengthening government capacity to monitor the labour market situation vis-à-vis other key socio-economic policies, helping to ensure that productive and decent employment opportunities are generated and realized; and
- aligning policy implementation objectives with the SDGs.

Indicators	Targets
The NEP implementation plan adopted by an inter-ministerial committee (IMC) with a clearly and adequately defined mandate and annual review conducted	By 2018, a NEP implementation plan is developed and adopted by an IMC (or a similar structure with a clearly and adequately defined mandate) and annually reviewed.
Tripartite constituents are able to contribute effectively to implementation of socio-economic policies such as the IDP, NSPS, LMP, and social security review.	By 2018, MoLVT, CAMFEBA, and trade unions have developed and presented policy positions and implementation proposals for the coordination mechanisms of at least two socio-economic policies.
Demonstrated commitment of tripartite partners and other key stakeholders to the future of the garment sector in Cambodia	Strategy for the future of the Cambodian garment sector adopted with inputs from national and international stakeholders
Comprehensive sex-disaggregated labour market information system including additional quantitative and qualitative indicators	Annual bulletin on the country's decent work indicators (including qualitative and institutional framework indicators), covering all DWI and SDG employment indicators

Outcome 2.2: Enhanced employability of men and women through improved and expanded gender-responsive skills development and employment services

Strategy

Low unemployment rates among young women and men in Cambodia hide the fact that most have to accept any work that is available. What that means is they are often employed (1) in the informal sector, (2) in poor working conditions, and (3) in working poverty. Their options are limited by (1) lack of access to career guidance, (2) lack of access to labour market data, (3) inadequate skills recognition systems, and (4) lack of workplace training schemes.

Young workers who seek better employment abroad are often characterized as having low skills levels and inadequate social protection coverage, and a significant number of young people are driven to migrate for work by (1) the lack of decent work opportunities in Cambodia, (2) the demographic bulge in the national working age population, and (3) higher wages on offer in regional destination countries. The jobs that many young Cambodian workers take up in destination countries are often low-skilled, characterized by informality, and involve high-risk sectors (e.g. fishing and domestic work). These young people are thus vulnerable to abuse, exploitation, and forced labour. The lack of skills recognition and job matching means that, upon their return to Cambodia, young workers often remain unable to access decent jobs, despite their work experience.

In line with NEP Goal 2, to enhance skills and human resources development, the ILO strategy is designed to help young Cambodian women and men gain a better understanding of their options regarding work and their need for enhanced skills, as well as an awareness of what entitlements and rights they should expect once they join the labour force.

This strategy aims to accomplish the following:

- promote industry/sectoral consultations in skills standards development;
- identify, through a comprehensive assessment of gaps and practical solutions in two priority sectors, skills that would improve competitiveness in these sectors and thereby create productive employment;
- collect, as part of this assessment, empirical data on the capacity of the training system to supply skills sufficient to promote growth of the priority sectors and employability of the labour force in those sectors;
- generate, again as part of this assessment, primary information from enterprises along the sectoral value chains to determine current and future demand-side requirements;
- strengthen government capacity, working with the social partners, to deliver services that meet the needs of employers and job seekers:

- filling knowledge gaps identified in the NEP
 - identifying demand and supply-side interventions likely to achieve maximum positive impact among young women and men
 - planning and implementing workplace training schemes
 - matching employers with jobseekers
 - strengthening the capacity of the National Employment Agency (NEA) to offer services for workers looking to migrate abroad
- focus on disadvantaged youth in particular, including those living in rural areas and/or working in the informal economy, low-skilled and early school leavers, youth belonging to minority ethnic groups, and youth with disabilities.
 - enable targeting approaches principally informed by the sex-disaggregated data and results of the national school-to-work transition surveys, as reflected in the NEP, the results of which will prove effective in different institutional and economic contexts;
 - highlight, on the basis of that research, evidence-based impact evaluations of skills and employability interventions and field testing of innovative approaches including measures of work experience; and
 - organize learning activities to encourage exchange of knowledge and hands-on experience, with a focus on employment services targeting youth, quality apprenticeships and other work-experience programmes, as well as youth employment activation strategies based on an enhanced understanding of youth rights at work.

Indicators	Targets
Tripartite sectoral approaches are adopted to skills development.	Tripartite sectoral skills committees in two priority sectors have been created, have reviewed skills gaps, have developed skills policies, and have developed one set of skills standards per sector.
Technical/vocational training programmes are implemented and are accessible to both young women and young men.	MoLVT launches a pilot training scheme for two priority sectors based on STED Report recommendations, and skills of migrant workers are recognized by at least one Association of Southeast Asia Nations (ASEAN) member state in construction and tourism occupations.
More job centres are able to provide services to more jobseekers and employers.	Two additional NEA job centres are established by 2018, each providing services to 1,000 clients (jobseekers and employers) annually, and Migrant Worker Resource Centre services are streamlined into five NEA job centres.
Young workers are more aware of their rights at work and, as a result, receive increased access to active labour market programmes that address health and safety, social protection, and discrimination at work.	At least 1,000 young women and men have received training on youth rights at work.

Outcome 2.3: Effective progress made to enhance enterprise productivity, competitiveness, working conditions, and promotion of entrepreneurship

Strategy

Entrepreneurs in Cambodia have limited access to badly needed business skills education and small-business support. Out-of-school youth, in particular, face both opportunities and challenges in a changing economic and employment landscape. At the same time, the hardest-to-reach entrepreneurs, those from vulnerable populations or widely dispersed rural communities, get little or no business training or support. Moreover, as students they had no opportunities to build awareness about entrepreneurship and self-employment as a career option, or to develop know-how about starting and operating a business. Thus, in line with NEP Goal 1, to increase decent and productive employment opportunities, the ILO will continue to strengthen the capacity of the national Government and other parties to support entrepreneurs through non-formal educational channels, as well as to expand entrepreneurship awareness in schools.

To this end, the ILO will apply the following measures:

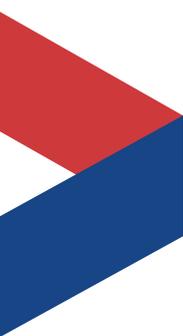
- Support entrepreneurs through non-formal educational channels, as one means to this end continuing to strengthen the capacity of the national Government, CAMFEBA, and other parties to address the needs of vulnerable and hard-to-reach communities as well as the youth and women target groups, e.g.:
 - training tools based on peer-to-peer learning such as the Community-Based Enterprise Development (C-BED), and its sister package INBUSINESS, designed for small business associations, offer a low-cost, sustainable approach to business skills training, one that is able to reach large numbers in a short time (C-BED has already been pilot-tested by a range of other parties in Cambodia);
 - support for the National Youth Action Plan, building on its existing collaboration with MoEYS and providing access to business skills training for more than 2,000 youth, ensuring at least equal access to women, while helping both MoEYS and MoLVT integrate the C-BED tools into their regular array of support; and
 - promote transitioning from the informal to the formal economy (the previous item will contribute to this objective), which will also help trade unions to provide support to garment workers, for example, both for those entering the garment sector and those leaving it to seek alternative livelihoods.
- Provide support for entrepreneurship and business skills for in-school youth through the ILO Know about Business (KAB) programme, piloted in Cambodia since 2009 by MoEYS, which allows students to develop the entrepreneurial skills needed either to establish their own business or to become better employees.
- Assess the previous KAB implementation phase and, contingent on a positive assessment, continue to support MoEYS in expanding the programme to more provinces and further adapting the materials to local needs, while supporting MoEYS in developing a longer-term plan for national roll-out of the KAB tools through secondary and potentially vocational schools.

- Support Cambodian constituents in improving competitiveness, productivity, and working conditions in different sectors and workplaces.
- Building on that work, and on the results of the BFC programme, continue to support the constituents with a focus on key sectors in terms of job creation and income, including the garment, tourism, and agriculture sectors.
- Support social partners in deploying enterprise-level tools for creating and managing competitive SMEs and improving business practices, building on approaches developed under the ASEAN Small Business Competitiveness Programme, and including tools for upgrading micro/small businesses, providing entrepreneurs and those who work with them guidance on how to establish, run, and improve businesses, thereby boosting competitiveness, improving services, and creating jobs.
- Develop tools in response to specific sectoral needs, helping partner institutions reach entrepreneurs in the high priority sectors, with a priority on women entrepreneurs, providing guidance and approaches for strengthening productivity and quality while also improving working conditions.
- Place special emphasis on the garment sector, the largest formal employer in the country, particularly for women, and the greatest contributor to Cambodian exports.
- Renegotiate the MoU for the implementation of BFC with a strong emphasis on improving the sustainability of that programme's operations and results.
- Focus on working in partnership with factories to increase their own capacity to improve workplace conditions.
- Focus on increased engagement with the national partners, especially the Government, to create more national-level capacity to ensure compliance with the labour law. This will help to increase BFC impact and sustainability within and beyond the factory-level work, eventually helping to uphold labour standards throughout the industry and beyond.
- Leverage BFC relationships with brands and other key stakeholders, where the opportunities exist, to help national constituents and factories to become more competitive while adopting a longer-term vision for the industry.
- Use an independent impact study of the relationship between workplace compliance, worker well-being, and business performance to inform government, sectoral, and factory-level development plans.



Indicators	Targets
<p>Institutions adopt strategies and ILO entrepreneurship and business skills training tools to support vulnerable and hard-to-reach communities, including out-of-school youth.</p>	<p>By 2018, at least ten institutions in the country will have adopted C-BED, and run it to support communities across the country, reaching more than 5,000 beneficiaries, making women a priority. In support of this, ILO will cooperate with local partners to capture resulting impacts on job creation.</p>
<p>Government uses the ILO KAB approach to further support business skills and entrepreneurial culture through its education curricula for vocational and secondary schools.</p>	<p>In support of the NYAP, an action plan for the adoption and national roll-out will be developed by MoEYS; training of teachers and implementation of the KAB curriculum will expand to four provinces.</p>
<p>Social partners and other institutions adopt ILO tools for MSME development in high growth and priority sectors.</p>	<p>At least five partner institutions are using ILO's Small Business Competitiveness (SBC) Programme and In Business tools to improve productivity, quality, and working conditions, in turn supporting at least 1,000 SMEs through training and support, with a particular focus on women-run businesses.</p>
<p>Improved compliance on critical working conditions in the garment industry</p>	<p>Sixty-five per cent of the factories in BFC's transparency database are compliant on all critical issues.</p>





CP Priority 3: Improving and Expanding Social Protection and OSH



Outcome 3.1: Increased social protection quality and coverage



Strategy

Social protection remains rudimentary in Cambodia. The National Social Security Fund and social assistance programmes provide limited coverage, in terms of both their provisions and their beneficiaries. Economic and demographic conditions, as well as recent policy developments – adoption of a NSPS vision for the Social Protection Floor, commitment to a national health insurance scheme, and the creation of an inter-ministerial technical working group to develop a policy framework and strategic plan for the whole social security system – offer the prospect of important extensions and expansions in the near future, a central element in achieving a more inclusive society.

Technical capacity across the range of social security benefits and coordination mechanisms remains weak, however, and effective strategies to reach SMEs and workers in the informal economy are lacking. But most members of the National Social Security Fund are women, so efforts to expand the range of benefits will have a positive impact on women, as will efforts to reach SMEs and workers in the informal economy.

ILO support will include the following measures

- provision of policy advice through the development of evidence-based research;
- capacity building for ILO constituents;
- promotion of knowledge sharing (including regional good practices); and
- awareness-raising activities and support for national dialogue.

Policy design and implementation

ILO work will focus on policy design, as well on aspects of policy implementation. The lessons learned from the Cambodian Social Service Delivery Mechanism will contribute to global guidance on single-window mechanisms, as well as the formulation of the new national social protection framework and strategy. This strategy will be implemented in partnership with ILO constituents and will be articulated with development partners working in the area of social protection, particularly with other UN agencies, through the existing coordination mechanisms.

Capacity building for infrastructure, employment creation, social protection, and awareness raising.

The ILO will also build on its earlier work to develop national- and provincial-level capacity to apply employment-intensive infrastructure activities to generating employment and cash-based income in rural areas and to promote sustainable local enterprises. This will reduce household income vulnerability, especially in times of natural disaster and economic crisis, while connecting communities in rural areas and extending basic services to the rural population. The main infrastructure challenge in Cambodia today is found at the village level, where the Commune/Sangkat Fund represents the flagship government programme for improving local infrastructure.

The ILO will seek to cooperate with its development partners and local-level government with the aim of increasing awareness and use of employment-intensive activities.

ILO social protection assistance can focus support on the following areas:

- National Social Security Fund in the implementation of the health insurance branch;
- National Social Security Fund in developing the pension branch;
- assessment of the Employment Injury Insurance Branch, and design recommendations to increase its efficiency;
- an inclusive process to revise, update, and implement the National Social Protection Strategy for the Poor and Vulnerable;
- capacity building of national constituents in social protection-related areas;
- designing expansion strategies in support of the Government in reaching SMEs and workers in the informal economy; and
- advocacy efforts towards increasing fiscal space, i.e. increase in the budget allocated to social protection.

Indicators	Targets
The NSSF health insurance scheme is launched and implemented.	By 2018, at 50% of all NSSF members are covered for health insurance.
Extension of NSSF insurance schemes to cover the SMEs, including those with fewer than eight workers, and workers in the informal economy	By 2018, at least one NSSF branch has extended coverage to informal workers and/or SMEs.
A sustainable pension model is designed and adopted.	By 2018, the new pension model is launched and implemented.
Social protection development in Cambodia is guided by an up-to-date National Social Protection Strategy.	By 2017, the National Social Protection Strategy for the Poor and Vulnerable is revised, updated, and approved.
Health Equity Fund (HEF) coverage is progressively extended beyond the Identification of Poor Households Programme (IDPoor) to the other vulnerable groups.	By 2018, progressive expansion of HEF benefits begins.

Outcome 3.2: Increased transitioning from the informal to the formal economy, particularly in rural areas, including women and indigenous people

Strategy

In Cambodia, formal enterprises comprise only 3.4 per cent of establishments and account for less than 20 per cent of employment. Informal workers, especially women, are more likely to suffer poor working conditions and vulnerability than are formal workers. Women's businesses in the informal sector face especially stubborn barriers to formalization. While Cambodia has ratified all eight ILO core Conventions, these international labour standards are not well applied or respected in the informal economy. A few unions represent informal workers (in construction, agriculture, domestic work, food, transport, entertainment, and services), but the representation of such informal workers' unions goes unrecognized by tripartite social dialogue mechanisms at all levels.

The NEP together with IDP makes a national priority of promoting the transition of workers and economic units from the informal to the formal economy. Enabling measures include the following:

- promoting formal business registration by simplifying the registration process;
- raising awareness of the benefits of registration;
- orienting informal and formal sector workers and employers regarding labour law and other related regulations;
- conducting research and assessment with respect to employment, incomes, productivity, and the impact of formalizing the informal sector businesses; and
- providing incentives for those transforming their informal businesses into formal sector enterprises, with the aim of encouraging participation in decent employment creation.

The ILO will support the Government in pursuing the objective of enabling transition from the informal to the formal economy through a range of inter-related support measures outlined in the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204):

- technical support to the IMC for further developing an integrated policy framework for formalizing a detailed implementation strategy in the NEP; and
- providing comparative country analyses on experiences and good practices, including such measures as the following:
 - simplified compliance through streamlined business registration;
 - incentives for formalization, including access to finance and business services, tax and social security incentives, and procurement policies;
 - examples from other countries on promoting formalization through a robust, well-implemented minimum wage policy;
 - support for labour inspection;

- further research on gender-sensitive strategies to address concerns of the many home-workers and unpaid family workers in rural and urban areas;
- roles for local governments, especially in rural employment and infrastructure;
- targeted actions on advocacy and capacity building for cooperatives and formalization of women-led enterprises;
- sector-specific approaches to formalizing domestic, transport, and construction workers and street vendors, including approaches for upgrading supply chains, both increasing local content and establishing joint accountability for compliance, while providing technical support for improving National Labour Force Survey capture of reliable data on formality and informality.
- development and implementation of targeted programmes for women and indigenous people prioritized through small business and cooperative promotion, with the aim of progressive formalization;
- capacity building among constituents and other relevant partners for the promotion of decent and productive employment in rural areas;
- support for the national women's economic development strategy (Neary Rattanak IV), also with a strong focus on formalization;
- assistance for local and national service providers in developing appropriate policies to increase business linkages with large companies, thereby increasing local content of private as well as public procurement;
- training and accreditation for service providers in the use of relevant ILO tools and approaches to build local production capacities;
- overcoming discrimination and exclusion faced by indigenous peoples as referred to in Outcome 1.3, a special focus of Cambodia's formalization efforts, particularly through formal access of indigenous peoples to land and natural resources;



- development of manuals to guide public officials in the implementation of the relevant national legal framework regarding indigenous peoples' rights to land and natural resources;
- support for the social partners in strengthening their capacities both to contribute to and benefit from the transition to formality, including support for trade unions representing workers in both the formal and informal economies in developing and implementing strategies (1) to facilitate formalization, especially for workers in the construction, transportation, and entertainment industries; (2) to improve the relationship between trade unions in both informal and formal economies; and (3) to conduct advocacy for social protection (healthcare and pension) extension to workers in the informal economy and minimum wage extension to certain informal sectors, with the aim of attracting informal workers to organizing and the possibility of formalizing;
- development of union strategies through South-South union cooperation on good practices in promoting the formalization of the informal economy;
- building of further capacity employers' organisations to present evidence-based policy recommendations to improve the enabling environment for the creation of sustainable enterprises and decent and productive work opportunities and in creating a conducive environment for informal enterprises to migrate to the formal economy; and
- support for the MOLVT – mainly through the Department of Occupational Safety and Health (DOSH), Ministerial AIDS Committee (MAC), enterprise associations, and relevant trade unions – to strengthen implementation of Prakas 194 on OSH and working conditions in the entertainment sector; the first ministerial regulation in Cambodia to explicitly recognize the protection of informal sector workers under labour law, calls for full protection of entertainment workers with respect to working conditions and safety and health and elimination of violence and sexual harassment; the Ministry has already trained nearly half the labour inspectors nationwide in the new policy, but further measures are needed to drive concrete improvements in the sector; three streams of work will be applied to strengthening policy implementation:
 - a feedback mechanism through which workers, employers, and DOSH officials meet on a quarterly basis to discuss approaches, challenges, and measures to strengthen enterprise compliance; recommendations will be channelled to DOSH and the Tripartite Coordination Committee on HIV and Narcotics; which oversees Prakas 194 implementation issues; this forum will address both individual complaint cases and general compliance issues;
 - increased entertainment worker participation in trade unions, so that these workers' issues are integrated into mainstream labour discussions and policy processes; measures will include promoting individual membership into relevant trade unions and creating alliances between entertainment workers' organizations and trade unions; and
 - identification and application of a means of addressing individual labour disputes and linking to labour dispute mechanisms and legal support services;

Indicators	Targets
Representation and participation of informal workers in mainstream trade unions is increased.	Representative(s) of informal workers' unions included in the LAC and other social dialogue mechanisms, and 10,000 informal economy workers will have joined trade unions.
Increased access of indigenous people to programmes and policies at the local level for the purpose of providing decent work and productive employment	By 2018, two local communities with land rights already established will have implemented local action plans with ILO support.
Coherent legal and institutional frameworks in the areas of employment, enterprises, social protection, or labour compliance address exclusions and inequality and determine priorities in facilitating transition to formality.	By 2018, reviews of NEP legal and institutional frameworks have been conducted by the IMC or a similar mechanism, with inputs from the social partners.
Improved capacities of national and subnational authorities to implement concrete strategies for local-level, gender-sensitive delivery of services (employment, business, social protection, and local procurement) linked to formalization goals	By 2018, formalization is included in national decentralization, and deconcentration strategies and programmes for promoting formalization are adopted by local governments in at least two provinces.
A monitoring mechanism in the entertainment sector is established to improve working conditions and OSH in compliance with labour law and Prakas No. 194.	The monitoring system will have met on a quarterly basis with clear recommendations and follow-up steps on policy compliance. A dispute resolution process will be in place for entertainment workers.

Outcome 3.3: Improved and expanded OSH, with a particular focus on hazardous work

Strategy

Reliable information on worker outcomes following occupational accidents and diseases is scant. Nevertheless, there is reason to believe that OSH practices in Cambodia are generally poor. Furthermore, public awareness of OSH in Cambodia remains low, as does political commitment to improving the situation.

Problems in the garment sector include the following:

- BFC monitoring covers just a few essential OSH parameters;
- the Labour Code provides, in broad terms, a solid overall legal framework for OSH, but some essential elements of the national OSH system, e.g. implementing regulations for core areas, are missing;
- where OSH regulations, information, and guidelines do exist, they are often unavailable or difficult to access;
- labour inspectors lack the formal power and credentials to perform meaningful inspections, and are often denied access to workplaces; and
- these fundamental weaknesses – together with a general failure to apply deterrent legal sanctions, as well as shortages of human resources and facilities for inspectors – have diminished the impact of efforts in past years to build OSH capacity through training and awareness-raising.

Particularly serious weaknesses exist in the OSH framework for the construction sector, among these the following:

- no comprehensive prakas (ministerial regulations) cover typically dangerous work on high places, excavations, and demolition, for example, or the operation of potentially dangerous equipment such as scaffoldings, cranes, hoists, lifts, and gondolas;
- the prakas that do exist, furthermore, are published only in the Khmer language, despite the fact a number of foreign contractors are operating in Cambodia;
- limited cooperation between such relevant authorities as the MoLVT and those responsible for licensing contractors undermines efforts to tackle the problems; and
- various factors exacerbate the risks inherent in this sector, including (1) lack of applicable regulations and technical standards, (2) lack of definition of the roles and responsibilities of contractors and sub-contractors, (3) very limited inspection of construction sites, (4) poor OSH awareness on the part of both employers and workers, and (5) limited educational levels and lack of a comprehensive skills qualification system for construction occupations (although two construction industry jobs – masonry and electrical wiring – are set to be mutually recognized between Cambodia and Thailand as part of an ASEAN Economic Community arrangement).

The ILO's OSH strategy includes the following measures:

- raising high-level commitment combined with more broad-based awareness-raising;
- support to MoLVT in making information more readily accessible to workers, employers, and others who need it;
- establishing essential elements of a national OSH system, including technical support to MoLVT, in consultation with social partners, to strengthen the legal framework for the OSH/labour inspection system;
- ensuring that labour inspectors' power to enter workplaces and enforce compliance is recognized and accepted, thereby providing the basics for an effective OSH/labour inspection and enforcement system;
- support for establishing effective forums for social dialogue regarding OSH, both at the enterprise level through OSH committees or other bipartite arrangements, and at the national level through National OSH Council;
- engagement of all social partners in the initiation of sustainable mechanisms for continued improvement of the national OSH system, paving the way for the building and maintenance of a national preventative safety and health culture and the introduction and operation of a systems approach to OSH management, with a particular focus on the garment and footwear industry (mostly female) and the construction industry (predominantly male);
- strengthen MoLVT capacity in the garment sector to enforce compliance with health and safety standards, including stronger collaboration with BFC, and support the development of sustainable approaches and mechanisms for worker-management cooperation in resolving workplace problems;
- support in the construction sector for the development of essential prakas to address OSH comprehensively;
- awareness-raising at all levels through such cost-effective and broad-ranging means as use of updated websites and social media with information in both Khmer and other languages as applicable, complemented by printed materials etc.;
- exploring the application of incentives and disincentives; and
- mainstreaming OSH in the implementation of other DWCP outcomes.

Indicators	Targets
Number of labour/OSH inspections and sanctions	Twenty per cent increase in both labour and OSH inspections compared to 2014, and at least 20 fines or lawsuits in 2018.
Strengthened capacity for cooperation on OSH at the national level	National Tripartite Occupational Safety and Health Council meets regularly with agenda, minutes and agreed action.
Strengthened capacity for cooperation on OSH at the enterprise level	Twenty per cent of the garment factories that have set up OSH committees are implementing actions to improve OSH.
Improved access to OSH information	The tripartite constituents develop and manage information platforms in Khmer and, as applicable, in other languages.
Number of reports of accidents in construction with further investigation conducted by DOSH/labour inspectors (due to better awareness and access to information)	Accidents (fatal and serious) reported directly to the Ministry/DOSH/labour inspection increase by 10 per cent per year, and 95 per cent of those accidents are investigated by the DOSH/labour inspectors.





Management and Implementation Framework

DWCP partnership

The Royal Government of Cambodia and the social partners will collaborate with the ILO in the development, implementation, and regular review of the DWCP. All partners will participate fully at all stages of the DWCP cycle, including an annual tripartite meeting to review implementation. The ILO will also cooperate with other key stakeholders in the country, including UN system programmes, funds, and agencies through the UNDAF, and – based on a shared commitment to support of the national development priorities and a mutual respect for the mandates, expertise, and resources of each partner – the development partners.

DWCP funding

The ILO is not a funding agency. Where there are funding gaps in enabling DWCP implementation, the ILO will make every effort to mobilize resources both internally and from development partners, and will work with constituents to explore financing partnerships within their own networks and beyond. Recognizing that, with Cambodia's graduation from LDC status, the Government will increasingly be expected and required to support its development objectives through the national budget, rather than relying on financing from development partners. Cognizant of the close correlation between sustainable capacity building and national budget allocations, the DWCP is formulated with the expectation that the national budget will adequately reflect its jointly identified priorities.

While these budgetary expectations cannot be applied in the same way to the social partners, it is mutually agreed that they will commit their own human or other resources in support of agreed joint DWCP priorities.

Government-social partner coordination

Effective development, implementation, and review of the DWCP depends on close coordination among ministries and other government agencies, and between Government and the social partners. The Subcommittee that ensured this coordination during the DWCP 2011–2015, bringing together these stakeholders and reporting to the Inter-Ministerial Committee for the National Employment Policy, will continue to ensure coordination and ownership throughout the period of the current DWCP. ILO commitments to, and alignment with, the UNDAF will also be assessed under the annual UN review process and reporting obligations to the Cambodian Government.

Internal ILO coordination

Within the ILO, implementation is coordinated and led by the Country Office for Thailand, Cambodia, and the Lao People's Democratic Republic, with active support from the Decent Work Team for East and South-East Asia and the Pacific, the Regional Office for Asia and the Pacific and Headquarters.



Monitoring and Evaluation

Monitoring and evaluation outcome
DWCP Monitoring and Evaluation Framework operationalized to contribute to informed policy formulation and to monitoring progress in achieving SDGs

The overarching DWCP focus is support for the implementation of the Cambodian National Employment Policy and relevant sections of the Industrial Development Policy, as well as for the revision and implementation of the National Social Protection Strategy. This represents the ILO's contribution to the national development priorities and to the UNDAF.

The ILO will also support Cambodia in achieving the employment-related Sustainable Development Goals (SDGs) and Targets. To monitor DWCP implementation and progress in contributing to the national development priorities and in achieving the SDG Targets, an integrated single Monitoring and Evaluation Framework for the Cambodia Decent Work Country Programme (M&E-DWCP) will link together all existing stand-alone M&E developed for specific national policies, strategies, or ongoing employment-related projects.

Strategy and Rationale

As did the adoption of the MDGs 15 years earlier, the adoption of the SDGs will trigger some reorientation of national development strategies and of the way in which their success will be measured and evaluated. Since most, if not all, ILO support to Cambodia fits into one or several SDG Targets, there is now an opportunity to evaluate and demonstrate ILO contributions to Cambodia's progressive achievement of the SDGs, particularly its employment-related Targets, taking advantage of the effort that the Government will make to ensure that progress with the SDGs is monitored and reported.

The ILO SDG Focus Targets cover most of the work planned under the DWCP (ILO, 2015). For example:

- work on social protection in Cambodia will fully contribute to achieving Target 1.3 of Goal 1;
- work on skills development will fully contribute to Target 4.4 of Goal 4; and
- work on ending all forms of discrimination will fully contribute to Target 5.1 of Goal 5.

The M&E-DWCP should help to identify what results and targets in all these areas of work covered by SDGs have been achieved, with clear quantitative and qualitative information showing

the ILO contribution. The M&E-DWCP pursues two inter-related objectives:

- provide information on achievements in implementing existing national employment-related policies and strategies such as the NEP, the NSPS, the IDP, and the LMP; and
- contribute to monitoring progress on achieving employment-related SDG Targets.

Expected output should include the following:

- a comprehensive list of labour market and decent work indicators, both quantitative and qualitative, covering particularly all employment-related SDG indicators; and
- a broad range of additional quantitative and qualitative indicators to contribute to monitoring progress in the key policies and strategies outlined above, with special attention to capturing the gendered dimension of progress.

The M&E-DWCP should also focus on building the institutional capacity to produce these indicators on a regular basis, many of them on an annual basis, as recommended for example in international standards on labour and work statistics.

The M&E will also showcase ILO contributions to achieving the SDGs, since most ILO work in the country addresses one or more SDG Targets.



M&E-DWCP Institutional Mechanisms

A sub-committee of the Inter-Ministerial Committee for the NEP will implement the M&E-DWCP, and should link with the country's National Strategy for the Development of Statistics.

The IMC sub-committee on DWCP will be responsible for identifying resources – primarily from the national budget complemented by donor contributions – and for providing support to the following broad activities:

- household-based surveys such as the labour force survey (LFS) or household income and expenditure survey (HIES), aiming annually to collect a core module of labour survey statistics;
- collection of labour market data on administrative records from all relevant public institutions (e.g. ministries and state agencies), and relevant private institutions (e.g. employers' and workers' organizations); and
- ensuring that all DWCP outcome indicators and means of verification are integrated into the M&E-DWCP.

Indicators of M&E-DWCP Achievements and Targets

Aiming to produce quantitative and qualitative data to support effective monitoring of progress in relevant national employment-related policies and strategies, as well as progress with all employment-related SDG indicators, the following indicators of achievement and targets for the M&E-DWCP are proposed.

Indicators of achievement	Targets
Annual labour force surveys or household surveys with a core labour force module	Core labour force statistics included annually in SDG indicators
Regular collection of labour market indicators from administrative records	Employment-related SDG indicators included annually from administrative records
Comprehensive labour market information system including additional quantitative and qualitative indicators	Regular (annual) bulletin on the national decent work indicators (including qualitative and institutional framework indicators)
M&E-DWCP implementation plan maintained	Baseline indicators (SDG employment-related indicators and other qualitative and quantitative indicators) and end-of-programme indicators (SDGs and other indicators) maintained

Risk Management

Achieving the DWCP outcomes will depend on the following:

- the political will of the Government, including the allocation of national budget support for these outcomes; and
- the social partners' and other key stakeholders' commitment to work towards shared goals.

The overarching DWCP framework is based on implementation of two key elements of the Government's overall development strategy: the Industrial Development Policy, and the National Employment Policy.

The DWCP focuses on these measures:

- building on the achievements of the Government and the social partners during the period of the previous DWCP (2011–2015); and
- successful completion and implementation of those initiatives that remain underway.

To succeed in these objectives, the DWCP must assume the following:

- a level of political stability;
- continuation of the current major policy directions;
- continuing economic and jobs growth; and
- continuing commitment on the part of Government and the social partners to more inclusive and equitable growth.

While the DWCP assumes an increasing level of national budgetary support for the agreed outcomes, it also recognizes the Government's fiscal space limitations. Funding gaps prevail for most of the DWCP outcomes for which the national partners and ILO must together mobilize resources. These outcomes and the concomitant resources needed have been defined prudently with regard to likely sources of funding and in view of the decreasing potential for securing donor support for Cambodia. Nonetheless, an inability to secure the necessary financing of the DWCP remains a risk.

The elements of a mechanism for managing these risks, and for adjusting the DWCP as necessary in response to unforeseen developments, include the following: close engagement of constituents throughout the DWCP process, including provision for an annual tripartite review meeting and ongoing coordination and review by the Subcommittee on DWCP reporting to the Inter-Ministerial Committee for the National Employment Policy.

Appendix II, below, presents the assumptions and risks associated with each DWCP outcome.



Endorsement of the DWCP

The DWCP 2016–2018 reflects the priorities of the tripartite constituents, including the Cambodian Government and employers' and workers' organizations, and was the outcome of discussion and consultations with a final tripartite national endorsement on 25 May 2016.



Appendixes

Appendix I: DWCP Links to Development Agenda and ILO Programme and Budget (P&B)

Priority/outcome

Link to national development plans
(Rectangular Strategy, NSDP, IDP, NEP)

CP priority 1: Improving industrial relations and rights at work

CP outcome 1.1: Professional and technical capacities of social partners strengthened

NSDP Chapter IV, Section 5-III: Private sector development, employment and labour market

IDP Section 6.3.D: Labour market development and industrial relations

NEP Objective 3.4: To harmonize industrial relations and strengthen wage-setting mechanisms, includes developing capacity of the system of representation and collective bargaining at different levels (national, sectoral, enterprise)

CP outcome 1.2: Improved laws, mechanisms, and processes, particularly in the garment sector, for industrial relations, dispute prevention and resolution, and wage setting

Rectangular strategy (RS), Rectangle III: Private sector development and employment;

Side 3: Development of labour market

NSDP Chapter IV, Section 5-III: Private sector development, employment, and labour market

IDP Section 6.3.D: Labour market development and industrial relations

NEP Objective 3.3: To improve conditions of work and protection of workers

NEP Objective 3.4: To harmonize industrial relations and strengthen wage-setting mechanisms

CP outcome 1.3: More effective application of equality and rights at work for discriminated-against and vulnerable groups

RS, Rectangle III: Private sector development and employment;

Side 3: Development of labour market; and

Rectangle IV: Capacity building and human resource development,

Side 4: Enhanced implementation of population policy and gender equality

NSDP Chapter IV, Section 5-III: Private sector development, employment and labour market and

Section 6-IV: Capacity building, human resource development and gender equality

IDP Section 6.3.D: Labour market development and industrial relations, among other things strengthening the management mechanism for recruitment of workers, the provision on labour market information, and workers' training in their legal rights, especially related to reducing informal fees for getting jobs

NEP Objective 3.6: To oversee and protect migrant workers in obtaining decent employment and skill recognition

Link to SDGs	Link to P&B outcomes	Link to P&B outcomes
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<p>Outcome 3: Governance and human rights</p>		<p>Outcome 10: Strong and representative employers’ and workers’ organizations</p> <p>Indicator 10.1: Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representatives (employers)</p> <p>Indicator 10.2: Organization that have successfully created, strengthened and delivered sustainable services to respond to the needs of existing and potential members (employers)</p> <p>Indicator 10.3: Organizations that have successfully enhanced their capacity to analyse the business environment and influence policy development (employers)</p> <p>Indicator 10.4: National workers organizations that increase their organizational strength at the national and regional levels (workers)</p>
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<p>Outcome 3: Governance and human rights</p>	<p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects</p> <p>Indicator 1.5: Member States that have reviewed, developed, and implemented policies, regulations, and services to achieve inclusive and effective labour market institutions</p> <p>Outcome 7: Promoting workplace compliance through labour inspection</p> <p>Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance</p>
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<p>Outcome 3: Governance and human rights</p>	<p>Goal 5. Achieve gender equality and empower all women and girls</p> <p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 10. Reduce inequality within and among countries</p> <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels</p>	<p>Outcome 9: Promoting fair and effective labour migration policies</p> <p>Indicator 9.2: Member States or regional or subregional institutions that have established or strengthened institutional mechanisms and inclusive practices or services for the protection of migrant workers or for the promotion of productive employment and decent work for migrant workers</p>
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CP priority 2: Promoting an enabling environment for decent employment growth

CP outcome 2.1: Mechanisms for policy leadership, coordination, and implementation strengthened to support development and implementation of policies and programmes

RS, Rectangle III: Private sector development and employment;
Side 3: Development of labour market; and
Rectangle IV: Capacity building and human resource development
NSDP Chapter IV, Section 6-IV: Capacity building, human resource development and gender equality
IDP Section 7: Mechanism for policy leadership, coordination and implementation
NEP Objective 1.1: To promote decent and productive employment opportunities in macroeconomic policy framework
NEP Section 5: Monitoring and evaluation

CP outcome 2.2: Enhanced employability of men and women through improved and expanded gender-responsive skills development and employment services

RS, Rectangle III: Private sector development and employment;
Side 3: Development of labour market; and
Rectangle IV: Capacity building and human resource development,
Side 1: Strengthening and enhancing education, science and technology, and technical training, and
Side 4: Enhanced implementation of population policy and gender equality
NSDP Chapter IV, Section 5-III: Private sector development, employment, and labour market
IDP Section 6.4.A: Skills and human resource development
NEP Objective 2.1: To enhance and expand the development of core employability skills
NEP Objective 2.2: To improve the quality of and access to education and technical and vocational education and training (TVET)
NEP Objective 2.3: To improve relevance of education and TVET to labour market needs.
NEP Objective 3.1: To strengthen information system and labour market database
NEP Objective 3.2: To strengthen employment service effectiveness and expand outreach

CP outcome 2.3: Effective progress made to enhance enterprise productivity, competitive-ness and working conditions and promote entrepreneurship

RS, Rectangle III: Private sector development and employment;
Side 3: Development of labour market; and
Rectangle IV: Capacity building and human resource development,
Side 1: Strengthening and enhancing education, science and technology, and technical training, and
Side 4: Enhanced implementation of population policy and gender equality
NSDP Chapter IV, Section 5-II: Development of industry, SMEs, and
Section 5-III: Private sector development, employment, and labour market
IDP Section 6.2.A: Expansion and modernization of SMEs
IDP Section 6.4.A: Skills and human resource development
NEP Objective 1.2: To promote decent and productive employment opportunities in the sectoral development policies
NEP Objective 1.3: To promote decent and productive employment by enabling the transition of workers and economic units from the informal to the formal economy, by ensuring the preservation and improvement of the existing livelihoods during the transition

Link to UNDAF

Link to SDGs

Link to P&B outcomes

and sustainable enterprises, with a particular focus on young people

Outcome 1: Sustainable, inclusive growth and development

Outcome 2: Social development, social protection, and human capital

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all

Systemic issues: Policy and institutional coherence; data, monitoring, and accountability

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Indicator 1.1: Member States that, in consultation with social partners, have developed, revised, implemented, or monitored comprehensive employment frameworks

Outcome 2: Social development, social protection, and human capital

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Indicator 1.4: Member States in which constituents have implemented institutional development and capacity building programmes in industrial, sectoral, trade, skills, infrastructure, investment, or environmental policies for more productive and better quality jobs

Indicator 1.5: Member States that have reviewed, developed, and implemented policies, regulations, and services to achieve inclusive and effective labour market institutions

Outcome 1: Sustainable, inclusive growth and development

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

Outcome 4: Promoting sustainable enterprises

Indicator 4.2: Member States where enterprise support programmes have been designed and implemented to promote responsible and sustainable enterprise practices in SMEs, cooperatives, or MNEs

Priority/outcome

Link to national development plans
(Rectangular Strategy, NSDP, IDP, NEP)

CP priority 3: Improving and expanding social protection and OSH

CP outcome 3.1: Increased quality and coverage of social protection

RS, Rectangle IV: Capacity building and human resource development;
Side 3: Development of social protection system
NSDP Chapter IV, Section 5-III: Private sector development, employment, and labour market, and
Section 6-III: Development of social protection system
IDP Section 6.3.D: Review the Labour Law and law on social security to assess their strengths and weaknesses, emphasizing the role of employers and unions in the process of labour market development, while considering the balance between development needs and worker well-being
NEP Objective 3.3: To improve conditions of work and protection of workers, including expansion of social protection coverage in line with the Social Protection Strategy, and improve health and safety at work
NEP Objective 3.5: To establish unemployment insurance

CP outcome 3.2: Increased transitioning from the informal to the formal economy, particularly in rural areas, including women and indigenous people

NSDP Chapter IV, Section 5-II: Development of industry, SMEs
IDP Section 6.2.A: Strengthen the SME development framework and mechanisms, focusing on preparation of registration, monitoring, and tracking the progress of this sector
NEP Objective 1.3: To promote decent and productive employment by enabling the transition of workers and economic units from the informal to the formal economy, ensuring the preservation and improvement of existing livelihoods during the transition

CP outcome 3.3: Improved and expanded OSH, with a particular focus on hazardous work

RS, Rectangle III: Private sector development and employment,
Side 3: Development of labour market
NSDP Chapter IV, Section 5-III: Private sector development, employment, and labour market.
IDP Section 6.2.B: Set clear standards and guiding principles on environmental protection and production safety for investment projects located in special economic zones (SEZs) and other industrial zones
NEP Objective 3.3: To improve conditions of work and protection of workers

M&E outcome: Progress monitored

IDP Section 7.5: Establishing monitoring and evaluation of policy implementation
Section 5: Monitoring and evaluation

Link to SDGs	Link to P&B outcomes	Link to P&B outcomes
<p>Outcome 2: Social development, social protection, and human capital</p>	<p>Goal 1. End poverty in all its forms everywhere</p> <p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p> <p>Goal 10. Reduce inequality within and among countries</p>	<p>Outcome 3: Creating and extending social protection floors</p> <p>Indicator 3.2: Member States that have enhanced their knowledge base, analytical capacity, financial management, statistics or means of information dissemination for the delivery of social protection</p> <p>Indicator 3.3: Member States that have set up new programmes or improved the existing ones that contribute to extending social protection coverage or improving benefit adequacy</p>
	<p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<p>Outcome 6: Formalization of the informal economy</p> <p>Indicator 6.1: Member States that have updated their legal, policy, or strategic frameworks to facilitate the transition to formality</p> <p>Indicator 6.2: Member States in which constituents have increased awareness and the knowledge base regarding informality to promote and facilitate the transition to formality</p> <p>Indicator 6.3: Member States in which at least one of the constituents has taken measures to promote gender equality and address the needs of vulnerable groups when facilitating the transition to formality</p>
<p>Outcome 1: Sustainable, inclusive growth and development</p>	<p>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<p>Outcome 7: Promoting workplace compliance through labour inspection</p> <p>Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance</p>
<p>Section 6: Monitoring and evaluation</p>	<p>Systemic issues: Data, monitoring, and accountability</p>	<p>Outcome A: Effective advocacy for decent work</p> <p>Indicator A.3: Member States that have strengthened labour market information systems and disseminated information on national labour market trends in line with the international standards on labour statistics</p>

Appendix II: DWCP Results Matrix

Results statement - reflects expected change in a situation - either behaviour and/or products, knowledge & services that the constituent wants.

[The ultimate, desired result is a change in behaviour as this is what will generally have an impact on the ultimate beneficiaries. However if the relevant products, services or knowledge are not available the ILO may need to help develop them before influencing behaviour. Therefore, the Results statement needs to reflect this, further defined by the Performance Measures]

Priority/ outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
CP priority 1: Improving industrial relations and rights at work						
CP outcome 1.1: Professional and technical capacities of social partners strengthened	NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market IDP Section 6.3.D: Labor Market Development and Industrial Relations NEP Objective 3.4: To harmonize industrial relations and strengthen wage-setting mechanisms, includes Develop capacity on the system of representation and collective bargaining at different levels (national, sectoral, enterprise)	Outcome 3: Governance and Human Rights		Outcome 10: Strong and representative employers' and workers' organizations Indicators 10.1: Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representativeness (employers); Indicator 10.2: Organizations that have successfully created, strengthened and delivered sustainable services to respond to the needs of existing and potential members (employers); Indicators 10.3: Organizations that have successfully enhanced their capacity to analyse the business environment and influence policy development (employers); and; Indicator 10.4: National workers' organizations that increase their organizational strength at the national and regional levels (workers)	Indicator 1.1.1: CAMFEBA organizational strategic plan (with supported annual workplan) adopted by its members Indicator 1.1.2: CAMFEBA policy papers on critical issues for employers published Indicator 1.1.3: Number of trade unions with MRS status and number of new comprehensive CBAs signed Indicator 1.1.4: Number of coordinated, evidence- based policy positions presented by trade unions to the Labour Advisory Committee Indicator 1.1.5: Participation rate of women in all levels of activity of employers' and workers' organisations	<p>CAMFEBA has a long term strategic plan, adopted in 2012, that has provided direction and guidance to the Board of Directors and management, but has identified the need to position itself for the challenges of the coming 5 years and allow for more appropriate and aligned annual planning</p> <p>CAMFEBA has just developed the capacity to advocate –utilizing data driven positions- on behalf of its members on critical issues such as Cambodia's Trade Union Law and minimum wage</p> <p>However, research and policy efforts at secretariat level are still weak and need to be embedded and sustained into organizational process</p> <p>The new Trade Union Law is not yet passed and its final text is not yet known</p> <p>Unions have not yet been able to develop or advocate evidence-based policy positions and have difficulty in securing and maintaining any agreed positions</p> <p>Data are not regularly collected or analysed</p> <p>Data from 47 trade union federations in 2011-12 show that women occupied 15% of leadership positions, 29% of technical positions and 44% of office staff</p>

Indicators, Baselines, Targets & MoVs are Performance Measures that help define what will be monitored, reported and evaluated

1. Indicators of Achievement - these refine and define the scope of the expected (constituents') result - and they should be Specific, Measurable, Attainable, Relevant, Time-bound (SMART)
2. Baselines and Targets - it is generally recommended that for each indicator there should have one baseline and one target (with relevant milestones or interim targets along the way)
3. Means of Verification provide the evidence of the achievement of the results

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
New strategic plan developed and approved	Annual workplans support the new strategic plan	Strategic plan, supported by annual workplans, developed, consulted with members and adopted by the Board of Directors by 2017	Strategic plan, annual reports	CAMFEBA Board maintains its determination to become more strategic and to address only the issues of strategic importance to their members rather than being all things to all people.	Unexpected changes in Board membership
One sectorial policy position developed and launched (Tourism) Policy paper on Minimum Wage developed, consulted and launched	At least one more policy paper (skills) developed, consulted and launched Minimum wage policy paper revised and updated Survey conducted and National Report and related policy recommendations on technology impact on jobs launched by 2017 Establishment of a regular Purchasing Managers' Index	Publication of at least three policy papers by 2018 that inform effectively national policy debates on relevant issues	CAMFEBA policy papers and reports	Membership support for stronger policy capacity in CAMFEBA	Failure to identify and manage suitable researchers and policy advisers
30 MRS unions and 5 new comprehensive CBAs	50 MRS unions and 15 new comprehensive CBAs	By 2018 90 unions at enterprise level have MRS status or formation of collective bargaining agency with multiple unions and 25 new comprehensive CBAs have been signed.	Ministry's database/ records, factory records, interviews with unions and management A report by trade unions resulting from a union joint consultation meeting on verification of CBA which will be held once every year-end	Trade Union Law is adopted, allowing for the development of database system to register MRS certification and CBAs. Mutual acceptance of the Trade Union Law by employers and unions facilitates mutual efforts to improve IR at the enterprise level LAC agreement on the formation of collective bargaining agencies and issue of a ministerial prakas on it Trade unions adopt a promotion strategy for collective bargaining.	Failure to pass a Trade Union Law that enjoys broad support Lack of political will and commitment from management, unions and government in support of collective bargaining Delay or rejection of employers' verification of union membership
A letter of demand by trade unions to the LAC for tripartite discussion on extension of the minimum wage to other sectors	A tripartite consensus on details and timeline for the extension of the minimum wage to other sectors	By 2018 trade unions have jointly developed and advocated to the MoLVT and Labour Advisory Committee evidence-based policy positions for the gradual extension of Minimum Wage coverage, increased protection against fixed term contracts and expansion of social security coverage.	Report of union strategic meeting on extension of the minimum wage A letter of unions' demand sent to the LAC Unions' statement to the ILC	A feasibility study will be conducted to analyse the application of the minimum wage to other sectors and generate national debate on its needs. The function of the LAC on minimum wage fixing will be enhanced and tripartite understanding on minimum wages improved.	Global economic downturn affecting Cambodian economy including garments Objection of employers in SMEs
A union policy for an increase of women's participation in all union activities will be adopted in 2016	Achieve 35% of women's participation by 2017	By 2018, achieve parity - between 45-55% participation of either sex - between participants at capacity building and dialogue events	Database of participants of workers' and employers' activities	Training on women's leadership skills will be provided. A partnership between male and female unionists and leaders will be built.	Difficulties in finding eligible female candidates for certain activities with specific subjects

Priority/outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
CP outcome 1.2: Improved laws, mechanisms and processes, particularly in the garment sector, for industrial relations, dispute prevention and resolution and wage setting	<p>Rectangular Strategy (RS), Rectangle III: Private Sector Development and Employment,</p> <p>Side 3: Development of Labour Market</p> <p>NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market</p> <p>IDP Section 6.3.D: Labor Market Development and Industrial Relations</p> <p>NEP Objective 3.3: To improve conditions of work and protection of workers</p> <p>NEP Objective 3.4: To harmonize industrial relations and strengthen wage-setting mechanisms</p>	Outcome 3: Governance and Human Rights	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects</p> <p>Indicator 1.5: Members States that have reviewed, developed and implemented policies, regulations and services to achieve inclusive and effective labour market institutions</p> <p>(Alternatively Outcome 7: Promoting workplace compliance through labour inspection</p> <p>Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance)</p>	Indicator 1.2.1: Registration of trade unions and MRS is up-to-date.	TORs for the Ministry's new upgrading database system to record union registration, MRS certification and CBAs drafted and consulted with an IT consulting firm
					Indicator 1.2.2: Adherence by garment factories and unions to the MOU	No MOU agreed
					Indicator 1.2.3: Increased number of garment factories engaging in collective bargaining, dispute prevention and social dialogue for improved workplace compliance	80 factories have functioning bi-partite committees that are responsible for improving workplace compliance.
					Indicator 1.2.4: Conciliators and other relevant government officials at central and provincial levels improve dispute prevention and resolution and ensure access to justice for migrant workers.	55% successful dispute resolution rate A complaints mechanism for migrant workers has been established in Cambodia at national and provincial level for recourse and conciliation. 3 PDOLVTs receiving complaints and 78% resolved within 3 months
					Indicator 1.2.5: MRCs models assessed, scaled up for effective application, and gender-responsive	The current 3 MRCs operate module and on-going providing safe migration and counselling services to migrant, potential migrant workers, and their families. (Documentation, and evidence-based of MRCs operationalization reflect promising/good practices, and gap analysis, made available for assessment)

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
A new online database system is developed and functioning.	New data on union re-registrations, MRS certifications and CBAs regularly entered into the database system Fact sheets and guidelines will have been developed and widely disseminated; 1000 women and men government officials, union leaders and employers will have been trained in the new provisions.	By 2018, registration of unions and MRS is up-to-date.	MOLVT's records, publications, reports of ILO training activities	Trade Union Law is adopted by the end of 2015 as expected, to allow for the development of database system to register MRS certification and CBAs. Management and unions are willing and committed to respect and follow the law to mutually improve IR. MoLVT will maintain database and has a certain level of commitment to transparency.	Long-term commitment and resource allocation may not be secured from the national government.
Industry Level: Industry-wide MOU re-signed by 2016 Enterprise Level MOU: 10 factories signed by 2016	Enterprise Level MOU: 20 factories signed by 2017	By 2018 GMAC and union con/ federations have re-signed the MOU at national/sectoral level AND/OR management and unions in 30 individual garment factories sign the MOU, with a compliance rate (% of strikes that occur after arbitration (among signatory unions) and % of rights disputes implemented by both parties (among signatories)) of at least 80% amongst participating parties.	AC records, BFC reports	GMAC and union federations/ confederations continue to express confidence in AC.	Management and unions are influenced by third party/political and vested interests in breaching their pledged commitments in the MOU.
At least 30 factories have effective grievance procedure system. At least an additional 20 factories have bipartite committees that are responsible for improving workplace compliance.	At least 60 factories have effective grievance procedure system. At least an additional 40 factories have bi-partite committees responsible for improving workplace compliance.	By 2018, at least 100 factories have committed to binding arbitration agreements and have implemented effective grievance systems and an additional 70 factories have well-functioning bi-partite committees that are responsible for improving issues at the workplace.	MOLVT database, BFC factory progress reports	Both management and unions are well aware of the new TUL's provisions with regard to promotion of collective bargaining. Once the new TUL came into effect, more and more unions will be committed to seeking MRS status. The MoU for the implementation of the BFC programme will continue to be in place. Training and awareness raising on effective dispute prevention and resolution including grievance handling will be provided to both management and unions.	Limited financial and human resources in M&E the progress Management and unions may not engage in good faith bargaining and good labour practices.
65% successful rate by 2016 4 PDOLVTs/80% The MOU signed between Cambodian and Thai unions will be amended to improve cooperation to handle migrant workers' complaints.	70% successful rate by 2017 5 PDOLVTs/85% Union MRC will set up a regular communication channel with MoLVT to resolve complaints.	By 2018 70% of collective labour disputing points successfully conciliated and at least 6 PDOLVTs are receiving and resolving complaints from migrant workers within 3 months.	Ministry records, AC records MOLVT complaints data, already being collected Copy of the amended MOU List of complaints submitted by union MRC to MoLVT	New conciliators are properly trained, motivated and remunerated to perform their conciliation tasks. That the PDOLVT staff in other provinces will be engaged in the migrant worker issue. That funding will remain available to support peer-to-peer training on complaints resolution. That the implementation of the complaints process remains a priority for the MoLVT. Union MRC will be widely publicized to potential migrant workers.	Due to low level of remuneration, trained conciliators may leave their post to seek better paid jobs in private sector. Prolonged process of resolving each case of complaints
2 MRCs expansion for scaling up services provision to migrant workers in two provinces based on module, good practices, lesson learned	At least one documentation will produce by each of the 5 MRCs that reflect sustainability, an effectiveness and good practices, and gaps analysis that feed to the priorities, and the implementation of Labour Migration Policy for Cambodia.	By 2018, sustainability strategy, and long-term action plans, include integration of local employment information and services developed and adopted by at least 5 MRCs provinces for a greater provision of services to potential, current, and return migrant workers, and as well as their families This will feed to the end of implementation of Labour Migration Policy for Cambodia, and skill development portfolior.	The technical progress reports of MRCS, training records, community outreaches records that reflect the improved capacity and service provision of MRCs to migrant workers The use of complaint mechanism by migrant worker in order to access to justice and compensat	The undertaking visibility study, and exchanges visit will be conducted with the participation and engagement of PDOLV and MOLVT, staff from National Employment Agency for capacity enhancement, cross learning experience, and the application of the MRCs modality. The MRCs module will assess in context of safe migration and local job/employment services for its effectiveness and replications by other agencies and expansion to other locations.	Limitation of human resources, and capacity of MRCs to apply module and constrain of financial support, as well as the adaptability and expansion of module

Priority/outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
					<p>Indicator 1.2.6: Rules for labour court are adopted with full tripartite and stakeholder support.</p>	Work has not yet started to draft legislation for the labour court.
					<p>Indicator 1.2.7: Tripartite constituents rely on data and analysis to inform discussions on Minimum Wage fixing and engage in negotiation over wages.</p>	<p>An ILO analytical study on social and economic criteria for setting minimum wage in Cambodia's garment and footwear sector supported the Labour Advisory Committee (LAC) capacity in future minimum wage fixing.</p> <p>Tripartite constituents agreed on the minimum wage fixing criteria.</p>
<p>CP outcome 1.3: More effective application of equality and rights at work for discriminated and vulnerable groups</p>	<p>RS, Rectangle III: Private Sector Development and Employment,</p> <p>Side 3: Development of Labour Market; and</p> <p>Rectangle IV: Capacity Building and Human Resource Development,</p> <p>Side 4: Enhanced Implementation of Population Policy and Gender Equality</p> <p>NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market; and</p> <p>Section 6-IV: Capacity Building, Human Resource Development and Gender Equality</p> <p>IDP Section 6.3.D: Labor Market Development and Industrial Relations, includes Strengthen the management mechanism for the recruitment of workers, the provision on labor market information and workers' training on their legal rights, especially related to reducing informal fees for getting jobs</p> <p>NEP Objective 3.6: To oversee and protect migrant workers in obtaining decent employment and skill recognition</p>	<p>Outcome 3: Governance and Human Rights</p>	<p>Goal 5. Achieve gender equality and empower all women and girls</p> <p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 10. Reduce inequality within and among countries</p> <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>Outcome 9: Promoting fair and effective labour migration policies,</p> <p>Indicator 9.2: Member States or regional or subregional institutions that have established or strengthened institutional mechanisms and inclusive practices or services for the protection of migrant workers or for the promotion of productive employment and decent work for migrant workers</p>	<p>Indicator 1.3.1: Open availability of information on nationally adopted applicable costs for labour migration services</p> <p>Indicator 1.3.2: Domestic workers included in the scope of labour law, entitled to the same rights as workers generally, as well as providing specific provisions related to domestic work</p> <p>Indicator 1.3.3: Increased factory level compliance on core labour standards on discrimination</p> <p>Indicator 1.3.4: Reliable and up to date data on child labour available to monitor child labour incidence and trends under the National Plan of Action II</p> <p>Indicator 1.3.5: The Government takes action to consolidate the institutional, legal and policy framework regarding indigenous peoples and its implementation.</p>	<p>Information on costs not publicly available and no nationally agreed costs</p> <p>The Labour Migration Policy and Action Plan for Cambodia 2015-18 was launched by MoLVT in December 2014 supported by ILO.</p> <p>Roadmap established towards ratification of C.189</p> <p>Current situation to be established through gap analysis (No. of changes made, based on the gap analysis)</p> <p>11% factories non-compliant</p> <p>The Garment Manufacturers Association in Cambodia (GMAC) signed a Memorandum of Understanding with BFC on child labour to increase efforts to eliminate child labour in the garment sector.</p> <p>National Child Labour Survey conducted in 2012</p> <p>Rapid assessment on sugarcane</p> <p>Drafting done on National Plan of Action II some time ago but never approved</p> <p>There is no mechanism for inter-ministerial coordination regarding indigenous peoples and consultation with indigenous peoples' organizations.</p> <p>As of 1 Dec. 2015, 8 indigenous communities have obtained communal land titles Since 2011, a total of 118 indigenous communities received certification from MRD of indigenous identity and 96 were registered as legal entities.</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
ILO technical support for drafting the labour court legislation has been requested by MoLVT.	Draft legislation has been the subject of periodic tripartite consultation.	By 2018, rules for the establishment and operation of a labour court are adopted that stakeholders agree recognizes the role and jurisprudence of the AC.	Labour court law text Record of tripartite consultations Statements of social partners at ILC	RGC will proceed with drafting and adoption of labour court legislation and will seek ILO support. MoLVT will engage in a consultative process on the text.	Decision not to proceed, unwillingness by MoLVT to a genuine engagement with social partners
Tripartite constituents are more capable of conducting analysis and using economic and social data in the bargaining process. Union strategic meeting involving all major unions will be held to adopt a single position on the figure of the minimum wage.	Data and analysis to support evidence-based minimum wage fixing and informed collective bargaining are developed and shared with tripartite constituents. Trade Union Supporting Organisations will be mobilized to provide need-based support for Cambodian unions.	Minimum wage fixing mechanism continues to operate annually using an agreed methodology and analysis by members of evidence related to the social and economic criteria.	Observation (news media), interview with LAC, and minimum wage technical working groups Presentation of unions' single figure of the minimum wage at the LAC meeting Report of the Trade Union Supporting Organisations-Cambodian unions joint meeting held	Tripartite constituents continue to use the social and economic criteria. LAC members are committed to dialogue. LAC and technical working groups membership fairly represent the industry and workers' interest. Union unity and solidarity will be enhanced in the process of union consultations.	Turnover of the LAC secretariats key staff members Members of LAC, and wage technical working group are more position-based in their bargaining strategies. Political influence especially around the national election period that would jeopardize the mechanism in place. Division of labour influenced by political force
Categories of fees chargeable by recruitment agencies determined	Maximum costs for each fee chargeable set by the MOLVT or relevant institution	By 2018, categories of allowable costs for facilitating labour migration have been set nationally, and the ceilings for these costs are publicly available.	Prakas and other relevant policy documents passed Websites, press announcements and pamphlets	Willingness of the MOLVT to regulate recruitment agencies continues	Process held up or cancelled as a result of political pressures Continued reluctance to set fees and maximum costs
Establishment of a tripartite technical group for the advancement of the roadmap towards ratification; In-depth Legislative Gap Analysis and recommendations for legal reform presented to parliament	Drafting of new legislature to be considered by parliament in line with the gap analysis; The proposed law on the ratification of C.189 is advanced by the Council of Ministers for review.	By 2018 the Royal Government of Cambodia takes action on drafting or amending legislation in line with C.189.	Draft legislation, records of consultations	That RGC maintains its commitment to pursue improvements in conditions of domestic workers That social partners maintain their support	Turnover of relevant staff, objections from other Ministries
9% factories non-compliant Prakas on non-recruitment of children under minimum age and protection of children from hazardous work for those 15-17 adopted Study on the role of recruitment brokers or agents in aiding underage child labour in the garment sector	7% factories non-compliant A coordination protocol – Standard Operating Procedures - in the areas of recruitment, pre-employment checks, access to education services, skills, personal identification, and inspection – outlining roles and responsibilities of multi-stakeholders developed and validated through series of consultative workshops A Roadmap to eliminate underage recruitment of children and protect those adolescents of legal working age in the garment sector adopted and operationalized	By 2018, rate of non-compliance with core labour standards on discrimination and child labour reduced by 50%	Annual synthesis report and transparency database	The economic situation in the sector remains the same	Changes in the basis for BFC's work Non-cooperation by other key Ministries for a process of identifying and preventing child labour
Clear commitment from RGC to undertake survey and analytical work, including national budget allocation	Data collection and/or analytical research study commences.	Repeat national level child labour survey conducted by 2018 with publicly available data and qualitative analytical research on at least 1 sector or 1 aspect (e.g. gender) of child labour undertaken	Child labour survey report Letter of request for ILO technical support from RGC; Monitoring of the NPA II	Data collection remains a priority for the implementation of NPA II, and data is able to be collected despite sensitivities. Appropriate budget allocation made for regular national labour force surveys to support NEP implementation and allows for a child labour survey or module	Lack of resources (human and financial) to undertake research
The Ministry of Rural Development convenes a pilot meeting of an inter-ministerial task force, including representation of at least 30% of either sex, which also holds dialogue with indigenous peoples' organizations	The government issues gender sensitive and accessible guidance material for officials involved in implementation of legislation concerning indigenous peoples.	4 additional communal land titles issued to indigenous legal communities and a mechanism for inter-ministerial coordination and consultation with indigenous peoples established	Regulations, circulars and decisions issued by the Government; meeting reports	The Ministry of Rural Development maintains its commitment to convening an inter-ministerial task force. The Government allocates the funds necessary for completing the land titling processes.	Political interference in the land titling process, conflicts between the government and civil society and tensions related to land conflicts impede completion of land titling processes and dialogue between stakeholders.

Priority/ outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
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CP priority 2: Promoting an enabling environment for decent employment growth and sustainable enterprises, with

<p>CP outcome 2.1: Mechanisms for policy leadership, coordination and implementation strengthened to support development and implementation of policies and programmes</p>	<p>RS, Rectangle III: Private Sector Development and Employment, Side 3: Development of Labour Market; and Rectangle IV: Capacity Building and Human Resource Development NSDP Chapter IV, Section 6-IV: Capacity Building, Human Resource Development and Gender Equality IDP Section 7: Mechanism for Policy Leadership, Coordination and Implementation NEP Objective 1.1: To promote decent and productive employment opportunities in macroeconomic policy framework NEP Section 5: Monitoring and Evaluation</p>	<p>Outcome 1: Sustainable, inclusive growth and development Outcome 2: Social development, Social Protection, and Human Capital</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Systemic issues: Policy and institutional coherence; Data, monitoring and accountability</p>	<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects Indicator 1.1: Member States that, in consultation with social partners, have developed, revised, implemented or monitored comprehensive employment frameworks</p>	<p>Indicator 2.1.1: NEP's implementation plan adopted by an Inter-Ministerial Committee (IMC) with a clearly and adequately defined mandate and annual review conducted</p>	<p>IMC to develop the NEP has completed its work. Successor arrangements to support implementation not yet announced</p>
					<p>Indicator 2.1.2: Tripartite constituents are able to contribute effectively to inter-Ministerial implementation of socio-economic policies such as the IDP, NSPS, LMP and social security review.</p>	<p>Inter-Ministerial mechanisms are operating for implementation of the IDP (no social partner or ILO involvement) and the social security review (no social partner involvement: ILO has been asked to contribute a study). Update of NSPS not started No official inter-Ministerial mechanism yet for implementation of the LMP</p>
					<p>Indicator 2.1.3: Demonstrated commitment of tripartite partners and other key stakeholders to the future of the garment sector in Cambodia</p>	<p>IDP does not set out a vision for development of the garment sector. Social partners, buyers and other key stakeholders have no agreed vision and no strategy for development of the sector. GMAC has just started work to build a garment productivity centre.</p>
					<p>Indicator 2.1.4: Comprehensive sex-disaggregated labour market information system including additional quantitative and qualitative indicators</p>	<p>NEP identifies need for improved labour market information. Number of DWI and SDGs employment indicators available but collection is insufficient to fully support SDG reporting and monitoring of NEP implementation. National Labour Force Survey conducted in 2012 but technical improvements needed</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
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a particular focus on young people

<p>By mid-2016, the IMC for implementation, monitoring and assessment of NEP is set up.</p> <p>By end 2016, an implementation plan of NEP is developed and adopted by the IMC, including at a minimum: monitoring and target indicators, time-line, key responsible institutions/ agencies, and budget required.</p>	<p>A review has taken place and implementation report submitted.</p>	<p>By 2018 an implementation plan of NEP is developed and adopted by an IMC (or a similar structure with a clearly and adequately defined mandate) and annually reviewed.</p>	<p>NEP implementation plan; reports of annual reviews</p>	<p>That RGC maintains its commitment to the NEP and to a multi-stakeholder involvement in implementation.</p>	<p>Political instability or major change in the economic situation could disrupt efforts or render the NEP out of date.</p>
<p>Work begins to update the NSPS.</p> <p>Social partners invited to contribute to at least one socio-economic policy</p> <p>Bi-annual inter-Ministerial meetings are held to review progress on the implementation of the Cambodian Labour Migration Policy.</p>	<p>Social partners invited to contribute to at least two socio-economic policies</p> <p>Inter-Ministerial meetings to review progress on the implementation of the Cambodian Labour Migration Policy, with involvement of the social partners, report to the Inter-Ministerial Committee on the National Employment Policy.</p>	<p>By 2018 MoLVT, CAMFEBA and trade unions have developed and presented policy positions and implementation proposals to the coordination mechanisms of at least two socio-economic policies.</p>	<p>Position papers by social partners; records of coordination mechanisms</p>	<p>RGC will be willing to expand stakeholder engagement in development and implementation of major socio-economic policies to include the social partners.</p> <p>CAMFEBA and trade unions are willing and able to build capacity to contribute.</p>	<p>RGC decides to restrict involvement in coordinating mechanisms to Ministries and government agencies.</p> <p>Coordinating mechanisms themselves fail to function.</p>
<p>Background research paper commissioned and consultations held with key stakeholders on a possible strategy for the future of the Cambodian garment sector</p>	<p>Draft strategy for the future of the Cambodian garment sector discussed by national and international stakeholders</p>	<p>Strategy for the future of the Cambodian garment sector adopted with inputs from national and international stakeholders</p>	<p>Strategy document, records of consultations</p>	<p>RGC will support development of a separate strategy for the garment sector alongside the IDP.</p> <p>Social partners will be willing to contribute constructively with buyers in mutual commitments.</p>	<p>Export downturn or heightened industrial conflict in the sector and departure or reduced orders of key buyers reduces interest in securing an agreed strategy.</p> <p>Lack of funds to support the process</p>
<p>IMC on NEP adopts a list of additional quantitative and qualitative indicators and a plan for data collection, to complement data from labour force or household surveys.</p> <p>2016 labour force survey implemented, administrative records collected</p>	<p>2nd decent work country profile for Cambodia</p> <p>IMC on NEP prepares a bulletin on the country's decent work indicators.</p>	<p>Regular (annual) bulletin on the country's decent work indicators (including qualitative and institutional framework indicators), covering all DWI and SDGs employment indicators</p>	<p>National system of labour force surveys, labour market information system</p>	<p>Adoption of Global SDG Indicators is followed by adoption of Cambodian SDGs with indicators and development of a mechanism for reporting.</p> <p>IMC on the NEP will be involved in monitoring and reporting on SDG progress.</p> <p>Appropriate budget allocation made for regular national labour force surveys to support NEP implementation</p> <p>Labour force surveys, and the gathering of administrative records are carried out on annual basis.</p>	<p>No funding availability for annual labour force surveys; low capacity to manage data from administrative records</p> <p>Failure to agree on indicators amongst key stakeholders including social partners</p>

Priority/outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
<p>CP outcome 2.2: Enhanced employability of men and women through improved and expanded gender responsive skills development and public employment services</p>	<p>RS, Rectangle III: Private Sector Development and Employment,</p> <p>Side 3: Development of Labour Market; and</p> <p>Rectangle IV: Capacity Building and Human Resource Development,</p> <p>Side 1: Strengthening and Enhancing Education, Science and Technology, and Technical Training, and</p> <p>Side 4: Enhanced Implementation of Population Policy and Gender Equality</p> <p>NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market</p> <p>IDP section 6.4.A: Skills and Human Resource Development</p> <p>NEP Objective 2.1: To enhance and expand the development of core employability skills</p> <p>NEP Objective 2.2: To improve the quality of and access to education and technical and vocational education and training (TVET)</p> <p>NEP Objective 2.3: To improve relevance of education and TVET to labour market needs</p> <p>NEP Objective 3.1: To strengthen information system and database of labour market</p> <p>NEP Objective 3.2: To strengthen employment service effectiveness and expand outreach</p>	<p>Outcome 2: Social development, Social Protection, and Human Capital</p>	<p>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects</p> <p>Indicator 1.4: Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs and</p> <p>Indicator 1.5: Members States that have reviewed, developed and implemented policies, regulations and services to achieve inclusive and effective labour market institutions</p>	<p>Indicator 2.2.1: Tripartite sectoral approaches are adopted to skills development</p> <p>Indicator 2.2.2: Technical/vocational training programmes are implemented and are accessible to young women and men</p> <p>Indicator 2.2.3: More job centres are able to provide services to more jobseekers and employers.</p> <p>Indicator 2.2.4: Young workers are better aware of their rights at work and as a result, receive increased access to active labour market programmes which address health and safety, social protection and discrimination at work.</p>	<p>No existing sectoral committee; no skills gap analysis; no comprehensive set of standards addressing the sectors</p> <p>Competency-based skills standards for 23 jobs of tourism professionals have been developed for industry-wide recognition and accreditation across ASEAN countries in preparation for AEC in 2015.</p> <p>Two jobs (masonry and electrical wiring) of the construction industry are set to be mutually recognized between Cambodia and Thailand as part of AEC arrangement.</p> <p>Current stock of training programmes collected through the National Training Board and/or MoLVT with focus on construction and tourism sectors</p> <p>7 current job centres; 5,000 current clients (both jobseekers and employers); monthly bulletin published on jobseeker registrations and vacancies</p> <p>In 2014, a total of 4,663 young people obtained employment through career counselling and employment services of the National Employment Agency (NEA)</p> <p>Migrant Worker Resource Centres are streamlined into 1 National Employment Authority Job Centre.</p> <p>No specific training on youth rights at work exist yet in Cambodia</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
Skills Gaps have been reviewed for the Light Manufacturing and Food Processing Sectors.	Sectoral skills policies developed; Skills standards have been developed for the two sectors.	Tripartite sectoral skills committees in two priority sectors have been created, have reviewed skills gaps, have developed skills policies and have developed one set of skills standards per sector.	STED Report, MoLVT documents, Sector reports, studies	Full engagement of key tripartite partners at sector level, especially employers	Lack of commitment of stakeholders
Assessment of technical/vocational education and training addressing construction, automotive, tourism, light manufacturing and food processing; Skills standards are developed for at least 2 occupations in construction and tourism sectors.	Pilot utilization of skills standards and/or curriculum for at least two sectors	MoLVT launches a pilot training scheme for two priority sectors based on STED Report recommendations and skills of migrant workers are recognized by at least one ASEAN Member state in construction and tourism occupations.	STED Report, MoLVT documents; Progress reports; ASEAN reports	Additional funds can be tapped for pilots. Successful benchmarking of skills standards with receiving ASEAN member state	No available resources to implement training programmes; Non recognition of skills standards
One new job centre established with a minimum target of 500 clients (both jobseekers and employers); Migrant Worker Resource Centre services are streamlined into one Job Centre which provides counseling services to migrant workers (i.e. legal issues, recruitment issues, safe migration, pre-departure training). Migrant Worker Resource Centres are streamlined into 2 National Employment Authority Job Centres.	Publication of annual reports on Cambodia's labour market information One new job centre established which records the registration of job seekers along with placement services provided to employers/enterprises with a minimum target of 500 clients (jobseekers and employers combined); Migrant Worker Resource Centres are streamlined into 4 National Employment Authority Job Centres.	Two additional NEA job centres are established by 2018, each providing services to 1,000 clients (jobseekers and employers) annually, and Migrant Worker Resource Centre services are streamlined into 5 NEA job centres.	Annual reports of NEA Monthly bulletins and progress reports of Projects Availability of migrant services within Job Centres, including records of migrant worker complaints	Favorable and accessible location of job centres; staff complement confirmed; trained staff are able to analyse jobseekers profiles and vacancy information. Ongoing commitment of the National Employment Authority to the Migrant Worker Resource Centre model, and the financial and human resource commitment to enable these services	high turnover of staff; limited resources to establish job centres The National Employment Authority discontinues work on migration service provision in favour of national job creation.
Dissemination of published information to young workers including training sessions on the ILO module "Youth Rights at Work" translated into Khmer and adapted to the national context, in addition to other information (i.e. Getting Started with Job for Young Workers; Career Building and Maintaining Jobs for Young Workers; Legal Procedure Tips for Young Workers; Job Search Techniques for Young Workers; Core Competencies Training for Young Workers)	Training programme on "youth rights at work" is rolled out in at least two additional provinces. At least 2 training programmes are organized for young workers under each of the following topics: Getting Started with Job for Young Workers; Career Building and Maintaining Jobs for Young Workers; Legal Procedure Tips for Young Workers; Job Search Techniques for Young Workers; Core Competencies Training for Young Workers.	At least 1,000 young women and men have received training on youth rights at work.	Progress reports submitted to respective Government agencies and to the ILO Khmer version of training materials	There is a financial assumption that resources will be identified and available for the dissemination of the said training programmes, including the adaptation and print of respective material. Additional assumptions refer to the availability and capacity of national partners to cooperate toward such dissemination.	The main risks include a lack of capacity for local and national trainers to administer the training; the possibility of missed targets and exclusion of youth at risk living in the most remote and isolated areas; and the political risk that the training will be deemed inefficient or counter-productive and subsequently withdrawn from national programming activities.

Priority/outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
<p>CP outcome 2.3: Effective progress made to enhance enterprise productivity, competitiveness and working conditions and promote entrepreneurship</p>	<p>RS, Rectangle III: Private Sector Development and Employment,</p> <p>Side 3: Development of Labour Market; and</p> <p>Rectangle IV: Capacity Building and Human Resource Development,</p> <p>Side 1: Strengthening and Enhancing Education, Science and Technology, and Technical Training, and</p> <p>Side 4: Enhanced Implementation of Population Policy and Gender Equality</p> <p>NSDP Chapter IV, Section 5-II: Development of Industry, Small and Medium Enterprises; and</p> <p>Section 5-III: Private Sector Development, Employment and Labour Market</p> <p>IDP Section 6.2.A: Expansion and Modernization of SMEs</p> <p>IDP section 6.4.A: Skills and Human Resource Development</p> <p>NEP Objective 1.2: To promote decent and productive employment opportunities in the sectoral development policies</p> <p>NEP Objective 1.3: To promote decent and productive employment by enabling the transition of workers and economic unit from the informal to the formal economy, by ensuring the preservation and improvement of the existing livelihood during the transition</p>	<p>Outcome 1: Sustainable, inclusive growth and development</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>Outcome 4: Promoting sustainable enterprises</p> <p>Indicator 4.2: Member States where enterprise support programmes have been designed and implemented aimed at responsible and sustainable enterprise practices in SMEs, cooperatives or MNEs</p>	<p>Indicator 2.3.1: Institutions adopt strategies and ILO entrepreneurship and business skills training tools to support vulnerable and hard to reach communities, including out of school youth.</p>	<p>The ILO's C-BED programme has been introduced and was provided to 2,700 out of school youth through vocational training services provided by the MOLVT, Plan International and Kruossar Yeung Association.</p>
					<p>Indicator 2.3.2: Government uses ILO KAB approach to further support business skills and entrepreneurial culture through its education curricula for vocational and secondary schools.</p>	<p>ILO has supported MoEYS to trial and adapt KAB over several years (including in 5 schools in 2014) but there is no decision yet on national roll-out and MoEYS has not yet succeeded in securing the necessary national budget allocations.</p>
					<p>Indicator 2.3.3: Social partners and other institutions adopt ILO tools for MSME development in high growth and priority sectors.</p>	<p>ILO tools have been introduced to social partners and initial discussions held with other potential partner institutions.</p>
					<p>Indicator 2.3.4: Improved compliance on critical working conditions in the garment industry</p>	<p>50% of the factories in BFC's transparency database are compliant on all critical issues.</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
At least 5 institutions in the country will have adopted C-BED, and run it to support communities across the country, reaching over 1000 beneficiaries.	An additional 5 institutions will have adopted C-BED, with the ten institutions reaching an additional 2000 beneficiaries.	By 2018 at least 10 institutions in the country will have adopted C-BED, and run it to support communities across the country, reaching over 5000 beneficiaries with a priority for women. In support of this, ILO will cooperate with local partners to capture resulting impacts on job creation.	Implementation reports from institutions using C-BED	Suitable local partners can be identified which have the capacity and means to implement C-BED without ILO financial support and to capture and share impact data.	Local institutions lack technical, financial or organizational capacities to deliver and spread training; target audiences do not respond to training opportunities.
Evaluation is carried out on entrepreneurship promotion through KAB and results of pilot implementations, with a view to identifying practical ways to promote entrepreneurship and business skills for in-school youth. Government expenditure review and budget developed for calculating costs of broad national roll out of KAB tools by MoEYS	Budget allocation secured by MoEYS; Updated full set of KAB modules available, adapted to the requirements of Cambodia MoEYS drafts, reviews and validates a national implementation plan through secondary school system.	In support of the NYAP, an action plan for the adoption and national rollout of KAB will be developed by MoEYS; training of teachers and implementation of KAB curriculum will expand to four provinces.	MoEYS budget allocations and programme; national KAB implementation plan; materials adapted to Cambodian requirements	Continued support and interest from MoEYS succeeds in attracting budget allocation	Lack of funds; lack of local take-up
At least 5 partner institutions have adopted ILO's SBC and In Business tools to improve productivity, quality and working conditions.	At least 5 partner institutions are using ILO's SBC and In Business tools to improve productivity, quality and working conditions, in turn supporting at least 500 SMEs through training and support.	At least 5 partner institutions are using ILO's SBC and In Business tools to improve productivity, quality and working conditions, in turn supporting at least 1000 SMEs through training and support, with a particular focus on women-run businesses.	Reports of partner institutions	Suitable local partners can be identified which have the capacity and means to implement SBC and In Business tools without significant ILO financial support and to capture and share impact data.	ILO tools do not attract sustained interest from beneficiaries or partner institutions. Funds not mobilized.
55% of the factories in BFC's transparency database are compliant on all critical issues.	60% of the factories in BFC's transparency database are compliant on all critical issues.	65% of the factories in BFC's transparency database are compliant on all critical issues.	BFC's transparency database	The MoU for BFC will continue to be in place.	BFC strategies are unable to deliver further continuing improvement.

Priority/outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
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CP priority 3: Improving and expanding social protection and OSH

<p>CP outcome 3.1: Increased quality and coverage of social protection</p>	<p>NSDP Chapter IV, Section 5-II: Development of Industry, Small and Medium Enterprises</p> <p>IDP Section 6.2.A, includes Strengthen the SME development framework and mechanism, focusing on the preparation of registration, monitoring and tracking the progress of this sector</p> <p>NEP Objective 1.3: To promote decent and productive employment by enabling the transition of workers and economic units from the informal to the formal economy, by ensuring the preservation and improvement of the existing livelihood during the transition</p>	<p>Outcome 2: Social development, Social Protection, and Human Capital</p>	<p>Goal 1. End poverty in all its forms everywhere</p> <p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 10. Reduce inequality within and among countries</p>	<p>Outcome 3: Creating and extending social protection floors</p> <p>Indicator 3.2: Member States that have enhanced their knowledge base, analytical capacity, financial management, statistics or means of information dissemination for the delivery of social protection</p> <p>Indicator 3.3: Member States that have set up new programmes or improved the existing ones that contribute to extending social protection coverage or improving benefit adequacy</p>	<p>Indicator 3.1.1: The NSSF's health insurance scheme is launched and implemented.</p> <p>Indicator 3.1.2: Extension of NSSF insurance schemes to cover the SMEs, including those with less than 8 workers, and workers in the informal economy</p> <p>Indicator 3.1.3: A sustainable pension model is designed and adopted.</p> <p>Indicator 3.1.4: Social protection development in Cambodia is guided by an up-to-date National Social Protection Strategy.</p> <p>Indicator 3.1.5: Health Equity Fund coverage is progressively extended beyond the ID Poor to the other vulnerable groups.</p>	<p>5000 workers are under voluntary scheme.</p> <p>NSSF schemes do not cover SMEs or informal workers.</p> <p>No public pension is available in Cambodia.</p> <p>The NSPS-PV expired in 2015. Led by the MEF, the government is working on developing a more comprehensive Social Protection Policy Framework.</p> <p>HEFs cover ID Poor but access remains limited due to funding restrictions.</p>
<p>CP outcome 3.2: Increased transitioning from the informal to the formal economy, particularly in rural areas, including women and indigenous people</p>	<p>RS, Rectangle III: Private Sector Development and Employment,</p> <p>Side 3: Development of Labour Market</p> <p>NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market</p> <p>IDP Section 6.2.B, includes Set a clear standards and guiding principles on environmental protection and production safety for investment projects located in SEZs and other industrial zones</p> <p>NEP Objective 3.3: To improve conditions of work and protection of workers</p>	<p>Outcome 1: Sustainable, inclusive growth and development</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Outcome 6: Formalization of the informal economy</p> <p>Indicator 6.1: Member States that have updated their legal, policy or strategic frameworks to facilitate the transition to formality</p> <p>(and Indicator 6.2: Member States in which constituents have increased awareness and the knowledge base on informality to promote and facilitate the transition to formality, and</p> <p>Indicator 6.3: Members States in which at least one of the constituents has taken measures to promote gender equality and address the needs of vulnerable groups when facilitating the transition to formality)</p>	<p>Indicator 3.2.1: Representation and participation of informal workers in mainstream trade unions is increased.</p> <p>Indicator 3.2.2: Increased access of indigenous people to programmes and policies at the local level for the purpose of providing decent work and productive employment</p>	<p>More than 80% of garment workers are based on fixed-term employment.</p> <p>A few informal workers' unions are organized in such sectors as construction, entertainment, transport, agriculture and services.</p> <p>Some trade union awareness of potential to expand membership in the informal economy but no strategy</p> <p>Mainstream trade unions are already sensitized to issues of entertainment workers but so far with limited membership or activities.</p> <p>Beer promotion workers' union is established with a membership of 450 persons.</p> <p>% of two action plans implemented</p> <p>No. of new programmes implemented</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
By 2016, at least 200,000 workers are covered.	By 2017, at least 400,000 workers are covered.	By 2018, at least 50% of all NSSF members are covered for health insurance.	NSSF Annual Report	If the mandatory insurance is launched by early 2016 as planned.	The launch of the scheme is delayed significantly and gradual expansion does not occur after the launch.
By 2016, the NSSF develops a road-map to extend social security coverage to SMEs and informal workers.	By 2017, the design for expanded coverage is completed.	By 2018, at least one branch of NSSF has extended coverage to informal workers and/or SMEs.	NSSF Annual Report	The political willingness to strengthen the link between the informal and formal economies remains strong.	No TC funding is available to support the technical development of the pension model.
By 2016, consultations and actuarial studies for a formal sector pension commence.	By 2017, the design of pension scheme for the formal sector is completed.	By 2018, the new pension model is launched and implemented.	NSSF Annual Report	The Ministry of Labour and NSSF follow-through with their commitment to implement a pension model, as per their action plan	Focus on other schemes delays the start of concrete actions towards the design of a pension model.
By 2016, the Social Protection Policy Framework is endorsed by the TWG and the Council of Ministers.	By 2017, upon the endorsement of the Framework, a renewed Strategy is developed and an Umbrella Law on Social Protection is under discussion.	By 2018, the National Social Protection Strategy for the Poor and Vulnerable is revised, updated and approved and the Umbrella law is under discussion.	Draft policy, official government communication and/or royal decree in the royal gazette	The MEF continues to lead the reform of the social protection sector	The MEF focuses only on the Umbrella Law and the Strategy lacks a strong government champion.
By 2016, costed models for the expansion of coverage to children and the elderly are completed and negotiated.	By 2017, costed models for the expansion of at least one group are approved.	By 2018, progressive expansion of HEF benefits begins.	Ministry of Health M&E reports	The country's national account remains stable and the relevant line ministries (MoH and MEF) commit to the expansion of HEFs.	The relevant line ministries may disagree about implementation.
Trade union research on potential for organizing amongst selected groups of informal workers, including alliances with informal workers' associations and gender analysis in the research results Development of gender sensitive membership recruiting strategies At least 10 trade unions are organizing workers in the informal economy with new membership of 1000. Discussions held by LAC to revise the regulation of fixed-term employment contracts	20 CBAs signed including the change of fixed duration contracts to unlimited duration contracts Membership drive commenced by trade unions. 20 unions will be organizing in the informal economy with membership of 2500. Unions develop and adopt gender-responsive policy papers on extension of social protection to informal workers.	Representative(s) of informal workers' unions included in the LAC and other social dialogue mechanisms and 10,000 informal economy workers will have joined trade unions. Including targets towards achieving at least 30% representation of women	LAC statement on a tripartite agreement on fixed duration contracts; registration of informal workers' unions certified by MoLVT	The LAC facilitates tripartite dialogue on fixed duration contracts, based on an analytical study of their use. Union unity and solidarity between unions in both formal and informal economies will be enhanced to reach out to informal workers. Both trade unions and RGC will be willing to open membership of social dialogue mechanisms to representatives of informal workers and to discuss extension of social protection to informal workers.	Tripartite disagreement on limits to fixed duration contracts Divisions amongst trade unions Informal workers may not be interested in joining or working with established unions. Trade Union Law may inhibit organization of informal workers. Low commitment on enabling more qualified women to participate in high-level meetings
Targeted communities are selected and guidelines have been drafted and consulted through a tripartite <plus> meeting, including at least 40% female delegates.	By 2017, two gender-sensitive community development plans designed and commenced implementation in targeted communities Guidelines for public officials on the implementation of the relevant national legal framework on Indigenous people's rights to land and natural resources available	By 2018, two local communities with land rights already established will have implemented local action plans with the support of ILO.	Community development plans Guidelines available Report of meeting	Commitment of stakeholders, including local government involved as well as resources to implement community development plans	Possible disagreement on implementation strategy, lack of resources

Priority/ outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
					<p>Indicator 3.2.3: Coherent legal and institutional frameworks in the areas of employment, enterprises, social protection or labour compliance address exclusions and inequality and determine priorities in facilitating transition to formality</p>	<p>Minister's commitment, based on the NEP, presented at the GB with identified priorities</p> <p>No integrated strategy exists focused on formalization.</p>
					<p>Indicator 3.2.4: Improved capacities of national and subnational authorities to implement concrete strategies for local level gender sensitive delivery of services (employment, business, social protection and local procurement) linked to formalization goals</p>	<p>NEP has established formalization as a priority, building on existing policy in the NSDP.</p> <p>National decentralization and deconcentration strategies are well established but do not yet incorporate an explicit focus on formalization.</p>
					<p>Indicator 3.2.5: A monitoring mechanism in the entertainment sector is established to improve working conditions and OSH in compliance with labour law and Prakas 194.</p>	<p>No monitoring mechanism exists</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
<p>National tripartite strategies and action plans are developed and validated, based on analysis of policies, regulations and statistical data showing the dimensions of informality and priority issues and sectors, and based on review of country initiatives in facilitating formalization.</p> <p>National public opinion is sensitized to the benefits of formalization of workers and production units.</p>	<p>Relevant line ministries, employers and workers organizations assess their policies and strategies and are trained to extend their reach to the informal economy, based on the identified priorities and/ or sectors, in line with the action plan, and propose concrete proposals for reform.</p>	<p>By 2018 reviews of the legal and institutional frameworks have been conducted by the IMC on the NEP or similar mechanism, with inputs from the social partners.</p>	<p>Tripartite action plans</p> <p>Policy assessment papers and reports of validation workshops</p>	<p>Labour force statistics and other relevant data are available.</p> <p>Commitment of line agencies based on the statement of the Minister</p> <p>Resources available</p>	<p>Strength of commitment not shared by the government</p> <p>Lack of resources mobilized</p> <p>Focus on registration only without substantive improvement in policies and services</p>
<p>An assessment of formalization strategies under the national decentralization and deconcentration programme and recommendations on local services that can be linked to formalization goals, including gender analysis, and are validated in national workshops involving national and subnational authorities</p> <p>Validation would include a target of no less than 30% of women represented.</p> <p>Study of at least two provinces analysing local drivers of informality and formulating concrete means of action (try to ensure that one of these has a good population of indigenous people).</p> <p>Validation of the study with implementing subnational governments, social partners and local stakeholders</p>	<p>Concrete proposals and consensus in two provinces on local services to be developed or improved to facilitate formalization (e.g. simplified and unified registration systems, private and public procurement policies tied to formalization, business services and active labour market policies with formalization targets)</p> <p>Specific training workshops to build capacities to implement local new and improved services</p> <p>Resources mobilized to expand the geographical scope and duration of the initiatives</p>	<p>By 2018, formalization is included in national decentralization and deconcentration strategies and programmes for promoting formalization are adopted by local governments in at least 2 provinces, including targeted actions for women entrepreneurs.</p>	<p>National decentralization and deconcentration programme references to formalization</p> <p>Proposals from local governments to promote formalization</p> <p>Report on implementation and lessons learned</p> <p>Number of targeted actions for women entrepreneurs</p>	<p>Commitment of national agencies and stakeholders involved in decentralization and deconcentration</p> <p>Commitment and interest of local governments and their agencies</p> <p>Resources will be available.</p>	<p>Strength of commitment not shared by the government</p> <p>Lack of resources mobilized to implement</p> <p>Focus on registration only without substantive improvement in policies and services</p>
<p>A tripartite monitoring mechanism established by MoLVT to strengthen implementation of Prakas 194</p>	<p>The tripartite monitoring mechanism establishes a work programme.</p>	<p>The monitoring system will have met on a quarterly basis with clear recommendations and follow up steps on policy compliance.</p> <p>A dispute resolution process will be in place for entertainment workers.</p>	<p>Reports of monitoring system</p>	<p>Implementation of prakas 194 will be able to attract commitment and resources within MoLVT.</p> <p>Agreement can be reached amongst the tripartite partners on monitoring and implementation.</p>	<p>Other MoLVT priorities mean that this work is not followed up.</p> <p>Lack of technical capacity undermines implementation.</p>

Priority/ outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
<p>CP outcome 3.3: Improved and expanded OSH, with a particular focus on hazardous work</p>	<p>RS, Rectangle III: Private Sector Development and Employment, Side 3: Development of Labour Market NSDP Chapter IV, Section 5-III: Private Sector Development, Employment and Labour Market IDP Section 6.2.B, includes Set a clear standards and guiding principles on environmental protection and production safety for investment projects located in SEZs and other industrial zones NEP Objective 3.3: To improve conditions of work and protection of workers</p>	<p>Outcome 1: Sustainable, inclusive growth and development</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Outcome 7: Promoting workplace compliance through labour inspection, Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance</p>	<p>Indicator 3.3.1: Number of labour/ OSH inspections and sanctions</p>	<p>1,855 establishments were inspected for OSH in 2014 but no fines or lawsuits followed. Essential Prakas are missing.</p>
					<p>Indicator 3.3.2: Strengthened capacity for cooperation on OSH at national level</p>	<p>A sub-decree on National Occupational Safety and Health (OSH) tripartite council was adopted and sent to the Council of Jurists of the Council of Ministers for review.</p>
					<p>Indicator 3.3.3: Strengthened capacity for cooperation on OSH at enterprise level</p>	<p>At enterprise level a few OSH committees have been established. 90 enterprises have established an HIV/AIDS committee in compliance with Prakas No. 086.</p>
					<p>Indicator 3.3.4: Improved access to OSH information</p>	<p>OSH information not readily available from tripartite constituents</p>
					<p>Indicator 3.3.5: Number of reports of accidents in construction with further investigation conducted by DOSH/ labour inspectors (due to better awareness and access to information)</p>	<p>No effective legislative framework for OSH in construction, nor regular labour/OSH inspection Reporting of accidents is irregular.</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/ Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/ Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
<p>The judiciary system is sensitized on OSH issues. Employers' and workers' organizations are sensitized about labour/OSH inspection.</p> <p>PRAKAS on labour/OSH inspection are developed and adopted in consultation with social partners, including requirement for fatal and serious accidents to be reported directly to the DOSH/Labour Inspection Departments.</p> <p>By 2016, joint MoLVT-BFC protocol agreed to support the role of OSH inspectors in the garment sector.</p>	<p>Number of inspections are increased, with particular focus on construction sector and other typically dangerous sectors.</p> <p>Labour/OSH inspectors are equipped with proper credentials, so as to allow them effective entry to workplaces.</p> <p>Sanctions are made in cases where inspectors are denied access or inspections in other ways are obstructed.</p>	<p>20% increase in both labour and OSH inspections compared to 2014 and at least 20 fines or lawsuits in 2018</p>	<p>PRAKAS available in Khmer and at least one other language</p> <p>Ministerial website/ NATLEX</p> <p>Statements from the inspectorate/MOLVT</p> <p>Official documents (number of issued credentials)</p> <p>Annual reports (MOLVT, Judiciary system)</p> <p>Training/consultation reports</p>	<p>Separate data on OSH follow-up to inspections will be available from the new integrated inspection system.</p> <p>Political support can be mobilized both to clarify the legal framework and for effective enforcement.</p> <p>Pay scales will be improved for labour/OSH inspectors.</p>	<p>Inspectors lack the political support, financial means, tools, technical capacity and/or legal framework to be able to enforce OSH standards</p>
<p>Prakas concerning the establishment and functioning of the National Tripartite Safety and Health Council is adopted and Chair and Members of the Council are appointed.</p>	<p>The Tripartite Council meets regularly with agenda and minutes.</p>	<p>National Tripartite Safety and Health Council meets regularly with agenda and minutes.</p>	<p>Prakas available on MOLVT website/NATLEX</p> <p>Agenda and minutes of National Tripartite Safety and Health Council</p>	<p>Political support can be maintained.</p> <p>The MoU for BFC will continue to be in place.</p>	<p>Work to establish the National Tripartite Safety and Health Council may be disrupted by broader industrial relations problems.</p>
<p>Employers' and workers' organizations are sensitized about social dialogue at workplace level/OSH committees.</p> <p>20% of the garment factories have set up OSH committees that have developed and are implementing actions to improve OSH.</p>	<p>Prakas for bipartite cooperation at workplace level, including OSH committees as applicable, are developed in consultation with social partners, and adopted.</p> <p>Labour/OSH inspectors interact with the OSH committee during inspections.</p>	<p>20% of the garment factories that have set up OSH committees have developed and are implementing actions to improve OSH.</p>	<p>Websites and social media platforms of tripartite constituents;</p> <p>Training/awareness raising reports</p> <p>MoLVT statements/ reports</p> <p>BFC Synthesis reports</p>		<p>If there is no real risk of enforcement by MoLVT, factories may not be motivated to make improvements.</p>
		<p>The tripartite constituents develop and manage information platforms in Khmer and as applicable other languages</p>	<p>Websites and social media platforms of tripartite constituents;</p> <p>Training/awareness raising reports</p> <p>MoLVT statements/ reports</p>		
<p>PRAKAS(es) for OSH in construction is (are) developed in consultation with social partners and in coordination with other relevant ministries, and adopted.</p> <p>Training undertaken for employers' and workers' organizations with the view to building/strengthening their capacity to service members in terms of OSH in construction;</p> <p>MOLVT/DOSH/Labour inspection develop and implement in consultation with social partners a campaign for improvement of OSH in construction sector.</p>	<p>Enforcement policy for construction sector is adopted in consultation with social partners.</p> <p>Guidance materials are developed/translated into Khmer and made available through websites and social media platforms.</p> <p>Effective labour inspection is undertaken in the construction industry and sanctions are applied as appropriate.</p>	<p>Accidents (fatal and serious) reported directly to the Ministry/DOSH/labour inspection are increased by 10 per cent per year and 95 percent of those accidents are investigated by the DOSH/labour inspectors.</p>	<p>Consultation documents, ministerial endorsement</p> <p>PRAKAS available on MOLVT website/NATLEX</p> <p>Guidance documents on MOLVT, social partner websites or platforms</p> <p>ILO materials translated into Khmer are available through ILO website</p> <p>Training reports and campaign materials</p> <p>Adopted enforcement policy</p> <p>Inspection reports</p> <p>Workplace registers</p>	<p>A preliminary plan of action would have emerged from the tripartite high level meeting on OSH in Construction in December 2015.</p> <p>Inter-Ministerial support</p>	<p>Resources not allocated from national budget</p> <p>Lack of support or opposition from construction industry deters action</p>

Priority/ outcome	Link to national development plans (Rectangular Strategy, NSDP, IDP, NEP)	Link to UNDAF	Link to SDGs	Link to P&B outcomes	Indicators of achievement	Baseline
<p>M&E outcome: DWCP Monitoring and Evaluation Framework operationalised to contribute to informed-policy formulation and to monitoring progress in achieving SDGs</p>	<p>IDP Section 7.5, Establishing Monitoring and Evaluation of Policy Implementation</p> <p>NEP Section 5, Monitoring and Evaluation</p>	<p>Section 6, Monitoring and Evaluation</p>	<p>Systemic issues: Data, monitoring and accountability</p>	<p>Outcome A: Effective advocacy for decent work,</p> <p>Indicator A.3: Member States that have strengthened labour market information systems and disseminated information on national labour market trends in line with the international standards on labour statistics</p>	<p>Indicator M&E. 1: Annual labour force surveys or household surveys with a core labour force module</p>	<p>NEP identifies need for improved labour market information.</p> <p>National Labour Force Survey conducted in 2012 but technical improvements needed</p>
					<p>Indicator M&E. 2: Regular collection of labour market indicators from administrative records</p>	<p>Number of DWI from administrative records available (with NEA) and other related agencies</p>
					<p>Indicator M&E. 3: Comprehensive labour market information system including additional quantitative and qualitative indicators</p>	<p>Number of DWI and SDGs employment indicators available, but no comprehensive labour market information system exists</p>
					<p>Indicator M&E. 4: M&E-DWCP implementation plan maintained</p>	<p>No M&E-DWCP implementation plan yet exists</p>

Milestones/Interim Targets (as at 31 Dec 2016)	Milestones/Interim Targets (as at 31 Dec 2017)	Target	Means of Verification/Evidence (Data sources, frequency and collection methods)	Assumptions	Risks
1) The system of household-based surveys such as the labour force survey (LFS) or household income and expenditure survey (HIES) upgraded for the collection of core labour statistics on annual basis, and in line with international standards	2017 labour force survey implemented	Core labour force statistics included in SDG indicators; annually	System of labour force surveys within the national surveys master plan, funded	Adoption of Global SDG Indicators is followed by adoption of Cambodian SDGs with indicators and development of a mechanism for reporting. IMC on the NEP will be involved in monitoring and reporting on SDG progress. Annual LFS included in the national surveys master plan, and funded	No funding availability for annual labour force surveys
2) The country's labour market information system revised to produce all labour market data from administrative records	2017 DWI and SDGs collected	3) The Ministry of Labour (MoLVT) with support by the National Institute of Statistics (NIS) is able to publish all main decent work indicators (DWI) and all employment related SDGs' indicators on annual basis.	LMI bulletins by NEA	Adoption of Global SDG Indicators is followed by adoption of Cambodian SDGs with indicators and development of a mechanism for reporting. IMC on the NEP will be involved in monitoring and reporting on SDG progress.	Low capacity of NEA to collect and produce LMI from administrative records Lack of adequate funding for NEA, low coverage of employment services
Options paper is developed and adopted by IMC on NEP for a comprehensive labour market information system. National budget is provided for its collection and analysis. 2016 labour force survey implemented, administrative records collected	2nd decent work country profile for Cambodia	Regular (annual) bulletin on the country's decent work indicators (including qualitative and institutional framework indicators)	National system of labour force surveys, labour market information system	Labour force surveys, and the gathering of administrative records are carried out on annual basis.	No funding availability for annual labour force surveys; low capacity to manage data from administrative records
Draft plan discussed and approved by IMC on the NEP All baseline data for M&E-DWCP available in 2016	2017 Monitoring indicators for the M&E-DWCP	Baseline indicators (SDG employment-related indicators and other qualitative and quantitative indicators) and end of programme indicators (SDGs and other indicators) maintained	Reports of IMC-NEP National system of labour force surveys, labour market information system	The existing data collection system of DWI and SDGs is revised to cover all monitoring indicators of the M&E-DWCP. IMC-NEP will continue to function with strong inter-Ministerial support and engagement of the social partners and key development partners.	Funding availability, capacity such as of the NEA to gather all M&E-DWCP indicators Failure to ensure adequate technical capacity within IMC-NEP would undermine efforts

