



International
Labour
Organization



► Global Accelerator Future Foresight Lab Cambodia

May 2025
Workshop Report



► Summary

A three-day Future Foresight Lab workshop was held in Kampot, Cambodia for policymakers and tripartite constituents. Delivered by ILO and ITCILO Turin, in collaboration with the Global Accelerator Joint Programme, Decent Employment for Youth phase III and the ILO-China project, the workshop aimed to build foresight skills.

Stakeholders from seven ministries, along with employers' and workers' representatives, participated in the workshop. UNDP colleagues also supported the event, ensuring alignment with efforts to develop a National Foresight Roadmap.

Participants worked collaboratively to develop a shared, forward-looking vision for Cambodia's future of work. They learned to apply foresight tools to identify trends, create resilient policies and align stakeholder efforts with the Global Accelerator framework and LDC graduation goals.

Day one explored change and driving forces of the future using Future Thinking and Horizon Scanning methodologies with contributions from UNDP and MEF.

Day two looked at alternative futures for Cambodia using scenario building, co-creation and gallery walks with group work by participants.

On day three, each participant group produced a short joint vision statement for the Future of Work in Cambodia 2040, applying backtracking and wind-tunnelling methodologies to build and test their strategies.

A list of key insights and takeaways was drawn up.

The event concluded with reflections from His Excellency Bronh Sopheana, recognizing participants' contributions and reaffirming the commitment to building a future-ready Cambodian workforce.

► Acronyms used

AI	Artificial intelligence
ASEAN	Association of Southeast Asian Nations
CDC	Council for the Development of Cambodia
DP	Development Partners
FASMEC	Federation of Associations for SMEs of Cambodia
FF	Foresight Future
GA	Global Accelerator
GMAC	Garment Manufacturing Association of Cambodia
GS	Global security
ILO	International Labour Organization
ITCILO	International Training Centre of the International Labour Organization
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MISTI	Ministry of Industry, Science, Technology & Innovation
MLVT	Ministry of Labour and Vocational Training
MoC	Ministry of Commerce
MoEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
MOI	Ministry of Interior
MoP	Ministry of Planning
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MSME	Micro, small and medium enterprises
MWT	Ministry of Public Works and Transport
NASLA	National School of Local Administration
NEP	NGO Education Partnership
NSPC	National Social Protection Council
NSSF	National Social Security Fund
PP	PowerPoint
PPP	Public-private partnership
SME	Small and medium enterprises
TAFTAC	Textile, Apparel, Footwear & Travel Goods Association in Cambodia
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
VUCA	Volatility, uncertainty, complexity and ambiguity



► 1. Introduction and Background

Cambodia stands at a development crossroads, with post-pandemic recovery exposing persistent challenges such as skills gaps, informality and inequality. The Government is aligning strategies with long-term goals, including LDC graduation by 2029 and its Visions for 2030 and 2050.

In 2025, three major policies – the Industrial Development Policy (2015–2025), National Employment Policy (2015–2025) and National TVET Policy (2017–2025) – will be reviewed and reformulated for 2026–2035. The ILO will provide technical assistance for the NEP and TVET revisions.

Recognizing this critical development phase, Cambodia joined the UN Global Accelerator on Jobs and Social Protection for Just Transitions as a pathfinder country in July 2023, scaling up policy, financing and institutional reforms to advance inclusive growth, formal employment and universal social protection. Its National GA Roadmap, endorsed in December 2023, offers a strategic framework for integrated policy and financing, supported by enhanced multilateral coordination.

The GA Roadmap promotes innovative frameworks to align policies with long-term national priorities, strengthen coherence, foster coordination across stakeholders and leverage global and local expertise to address socioeconomic challenges.

Developing Future Foresight capacities under the GA Roadmap is intended to support Cambodia's ability to anticipate challenges, identify emerging opportunities and ensure that the Roadmap reflects a future-ready and transformative vision. It will allow policymakers to visualize alternative scenarios, engage in structured long-term thinking and create actionable strategies that align with desired outcomes.

The Global Accelerator Future Foresight Lab

To support this vision, a three-day Future Foresight Lab workshop was held in Kampot for policymakers and tripartite constituents. It was delivered by ILO and ITCILO Turin, in collaboration with the Global Accelerator Joint Programme, Decent Employment for Youth phase III and the ILO-China project.

► **Table 1.1: Summary of participants profile**

Institution	N° Participants		
	Male	Female	Total
Ministry of Labour and Vocational Training	1	11	12
Ministry of Economy and Finance	1	5	6
Ministry of Industry, Science, Technology and Innovation	1	1	2
Ministry of Tourism	2	0	2
Ministry of Labour and Vocational Training	0	1	1
Ministry of Economy and Finance	1	2	3
Ministry of Industry, Science, Technology and Innovation	1	2	3
Ministry of Education, Youth and Sport	0	2	2
Workers's organizations (Union)	0	4	4
United Nations Development Programme (UNDP)	1	1	2
International Labour Organization (ILO)	2	4	6
Total	10	33	43

Participants worked collaboratively to develop a shared vision for Cambodia's future of work. They learned to apply foresight tools to identify trends, create resilient policies and align stakeholder efforts, ultimately supporting a sustainable, inclusive and innovative pathway aligned with the framework of the Global Accelerator and LDC graduation strategies.

Stakeholders from seven ministries, along with employers' and workers' representatives, participated in the workshop. UNDP colleagues also supported the event, ensuring alignment with efforts to develop a National Foresight Roadmap.

The three-day workshop was structured as follows:

- **Day 1:** Understanding change and future drivers
- **Day 2:** Exploring alternative futures for Cambodia
- **Day 3:** Collaborating towards a preferred future



► Workshop overview

Day One

The workshop opened with remarks from **His Excellency Kuoch Somean, Secretary of State of MLVT**, who emphasized the importance of foresight tools for preparing institutions to meet future challenges, reiterating the Royal Government's commitment to building long-term foresight capacity across institutions to ensure an inclusive, resilient and sustainable future of work.

Mr Tun Sophorn, ILO National Coordinator, thanked participants and partners, while **Mary Kent, ILO Skills and Employability Specialist**, highlighted Future Foresight as a key element of the Global Accelerator Roadmap endorsed by the Prime Minister in December 2024.

Giulia Melina, ITCILO International Trainer, introduced the concept of future thinking and its significance in addressing complex challenges and guiding long-term policy planning.

Key Points

"If you always do what you've always done, you'll always get what you've always got."
Henry Ford

FF capacity-building falls under the GA, which seeks to create a virtuous cycle between economic growth and improved employment, incomes and social protection.

This requires policy alignment, dialogue and collaboration between multiple ministries, workers, employers and others such as development partners.

The FF workshop is aligned with National Foresight Roadmap Development and is intended to build capacity for the development of NEP and TVET policies, which builds on the recent Evidence-Based Policy Workshop delivered by the ILO.

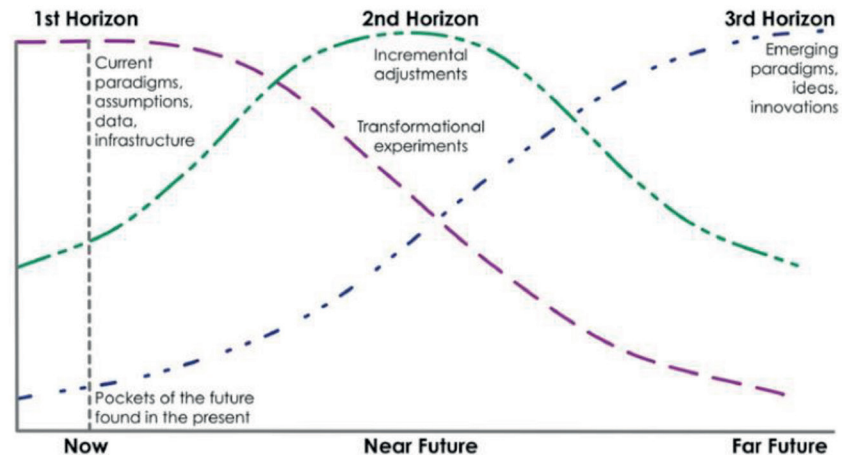
Sessions 1 & 2: Mapping Trends through Horizon Scanning

Participants were guided through several key components, beginning with an overview of Future Foresight (FF) thinking to establish foundational understanding. The trainer emphasized the importance of FF thinking and outlined the workshop's objectives to set clear expectations. Participants then engaged in a quick self-assessment to gauge their current FF mindset, fostering personal awareness. This was followed by group exercises designed to create awareness of change and encourage collaborative reflection.

The first exercise focused on mapping trends and horizon scanning. This involves practising a structured approach to navigating change. The first step in the process is creating awareness of current and emerging shifts in our environment, such as tracking relevant developments and recognizing new trends. The second step identifies our desired future by clarifying our vision, setting specific goals aligned with that vision and evaluating whether our preferred future is realistic and achievable. In the third step, we develop strategies and change management plans to bridge the gap between our present state and our envisioned future, ensuring these strategies are flexible and resilient enough to withstand uncertainties and turbulent changes, thereby guiding us effectively towards sustainable progress.

Horizon scanning looks into three scenarios, identifying main drivers of change now, in the near future and in the far future. Emerging changes will challenge our current assumptions and over time today's decisions and policies will become obsolete. (See Graph below.)

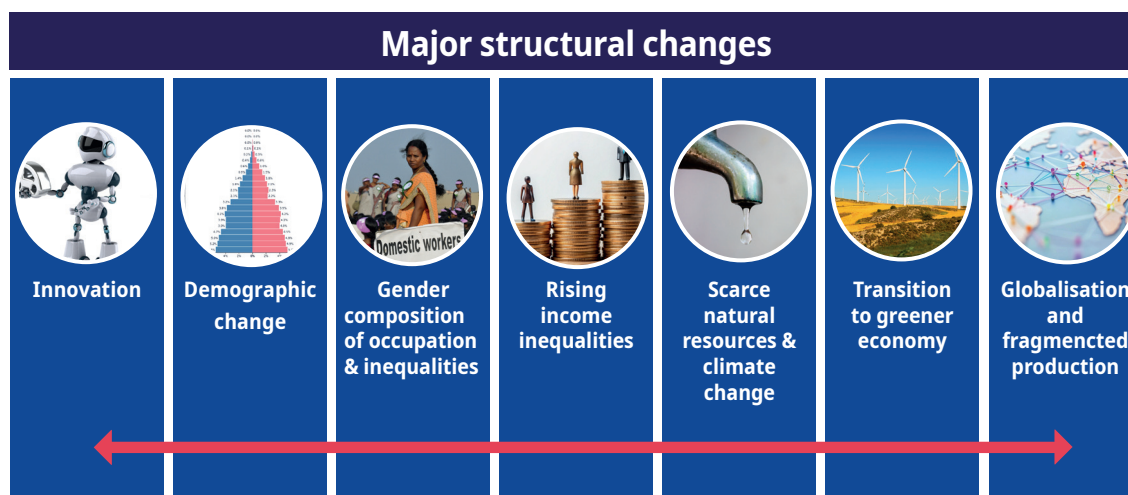
► Diagram 3.2.1 Horizon Scanning



Source: PP slide number 19, Giulia Melina, Trainer

Exercises addressed structural changes such as innovation, demographics, gender disparities, income inequality, resource scarcity, climate change, globalization and fragmented production (see table below).

► Table 3.2.2: Major Structural Changes



Participants were divided into four groups for horizon scanning and a jigsaw activity on Cambodia's labour market and drivers of change. They analysed trends within the framework of the Pentagonal Strategy – governance, human capital, economic diversification and competitiveness, private sector development, resilient, sustainable and inclusive growth, as well as digital economy initiatives.

During the initial round of activities, each group conducted brainstorming sessions within their teams to identify the present conditions and persistent challenges of Cambodia's labour market that policymakers take for granted when they make decisions and relevant trends and changes affecting Cambodia's labour market. Subgroups then discussed these insights, before presenting their findings on Post-it notes. Participants were encouraged to reflect on how well the initiatives and reforms listed under the second Horizon responded to the emerging trends listed under the third Horizon. A slide presentation (Slide 27) introduced forces of change: signals, trends, drivers, megatrends, black swans and shifts.

Group summaries are provided below, with full notes in the annex.

First Horizon:

► Present Conditions and Persistent Challenges of Cambodia's Labour Market

Cambodia's labour market faces limited economic diversification, low productivity due to skills gaps and poor access to labour market information – especially for youth. High levels of informal employment, gender disparities and digital literacy gaps between rural and urban areas hinder inclusive growth. Vocational training engagement remains low and climate change and COVID-19 continue to impact employment. Centralized decision-making often overlooks stakeholder input, despite bottom-up policy efforts. A lack of comprehensive data and policy awareness further complicates reform.

► Assumptions in Policymaking

Policymakers often assume policies will yield positive outcomes without unintended effects, overlooking the complexity of social dynamics and the needs of marginalized groups. They may underestimate the pace and impact of technological change, including AI and presume stakeholder participation and industry support will be straightforward, without fully assessing long-term social or environmental consequences.

Third Horizon: Emerging Trends over the next 10–15 years

Key trends shaping Cambodia's future include climate change, demographic shifts and technological progress. Urbanization and an ageing population are accelerating, while AI and digital tools transform industries and labour markets. Foreign investment, especially from China, is rising. Education gaps and the need for green skills are growing, with automation posing risks for employment – particularly for women – underscoring the need for adaptive, inclusive policies.

Second Horizon: Innovations and Reforms

Cambodia is implementing reforms in industry, employment and TVET, with a 2024–2028 agenda promoting e-Government and digital literacy. Plans include enrolling 1.5 million young people in TVET, modernizing education infrastructure and improving data systems. AI and other technologies are used to reach informal workers, while mobile service counters and social protection schemes enhance public service delivery.

Key Points

- ▶ FF Thinking & Horizon Scanning: Involves understanding current and future trends by analysing three scenarios to anticipate changes and avoid outdated decisions.
- ▶ Structural Changes: major shifts include innovation, demographic changes, inequality, resource scarcity, climate change and globalization impacts.
- ▶ Cambodia's Labour Challenges: Faces low productivity, skills gaps, informality, gender disparities, data gaps and centralized policymaking.
- ▶ Policy Assumptions: Policymakers often overlook social complexities, rapid tech changes and diverse stakeholder needs, risking unintended outcomes.
- ▶ Emerging Trends: Urbanization, ageing, AI adoption, foreign investment, education gaps and automation will shape Cambodia's future labour market.
- ▶ Reforms & Innovations: Cambodia is promoting digital literacy, vocational training, modernization and social protection to adapt to change.

Session 3: National Foresight Roadmap and Future of Work (UNDP, MEF)

UNDP Presentation:

UNDP outlined two key components: the development of the *National Foresight Roadmap for Cambodia* and the *Draft Report on the Future of Work 2050*. The Roadmap aligns with the Pentagon Strategy Phase I, UNSDCF 2024–2028 and the UNDP Country Programme, aiming to drive inclusive, sustainable growth. Global trends such as AI, renewable energy, fossil fuel subsidies and geopolitical shifts were identified as major influences.

The foresight study employed the **Houston Foresight Framework**, encompassing framing, scanning, futuring, visioning and planning phases. Horizon scanning identified 235+ signals of change across six domains: technology, economy, society & values, policy & legal, education & skills and population & demography. This identified **seven key drivers** including AI, human capital, green transition and governance. Three uncertainties – AI adoption speed, education reform effectiveness and climate resilience – shaped four future scenarios: Baseline, New Paradigm, Collapse and Transformation. A systems map highlighted governance as a central enabler, risks from digital divides and potential for 449,000 green jobs. These insights inform policy strategies for a resilient, equitable labour market by 2050.

Ministry of Economy and Finance (MEF) Presentation:

MEF's New Economy Department introduced the **National Foresight Roadmap 2025–2030**, designed to embed strategic foresight in national planning amid a VUCA (Volatility, Uncertainty, Complexity, Ambiguity) world. Recognizing that traditional linear planning is inadequate in a rapidly evolving global context, the Roadmap presents foresight as a mechanism to help Cambodia proactively navigate megatrends such as climate change, AI, digital disruption and shifting global power structures. These trends are forecast to reshape labour markets, education systems, resource use and governance structures. The Roadmap asks a central question: *What kind of Cambodia do we want by 2050?* and urges alignment of today's decisions with this long-term vision.

The Roadmap promotes a **national foresight ecosystem**, empowering public and private sectors to integrate foresight into decision-making. Key actions include establishing a **dedicated foresight unit**, conducting **sectoral scanning** and joining **regional foresight networks**. Priority areas include education, employment, innovation, digitalization and environmental resilience.

The **phased five-year implementation plan (2025–2030)** begins with capacity-building, followed by scenario development, institutionalization of foresight units and integration into regional leadership. By 2030, Cambodia aims to lead ASEAN countries in foresight-driven governance, ready to anticipate change and pursue high-income status by 2050.

Key Points	
Key Points from the UNDP Presentation:	Key Points from the MEF Presentation:
▶ Strategic Alignment: The Roadmap supports Cambodia's development policies, including the Pentagonal Strategy and UNSDCF 2024–2028. ▶ Methodology: Employed Houston Foresight Framework – framing, scanning, futuring, visioning, planning. ▶ Horizon Scanning: Identified 235+ change signals across six domains, leading to seven key drivers like AI, green transition and governance. ▶ Uncertainties & Scenarios: Focused on AI adoption pace, education reform effectiveness and climate resilience – leading to four future scenarios: Baseline, New Paradigm, Collapse and Transformation. ▶ Key Insights: Governance as enabler, digital divides risking polarization and potential for 449,000 green jobs. ▶ Goal: Guide policy to foster an equitable, resilient and sustainable labour market by 2050.	▶ Purpose & Context: Developed to institutionalize strategic foresight in Cambodia's policymaking amid a VUCA world. ▶ Focus Areas: Addressed climate change, AI, digital disruption and shifting geopolitics impacting labour, education and governance. ▶ Core Question: <i>What kind of Cambodia do we want by 2050?</i> guiding long-term vision and decision-making. ▶ Roadmap Elements: Establishing a foresight ecosystem, sectoral scanning, regional networks and sectoral foresight units. ▶ Implementation Plan: Five-year phased approach (2025–2030) emphasizing capacity-building, scenario development, institutionalization and regional integration. ▶ Ultimate Aim: Position Cambodia as an ASEAN leader in foresight-informed governance and achieve high-income status by 2050.

Day Two

Sessions 4–7: Scenario Building, Co-Creation and Gallery Walks

The second day focused on Cambodia's future of work by 2050. Exercises highlighted major challenges such as informality, limited digital access and climate vulnerability, but also opportunities like a youthful population and progress in poverty reduction.

This started with participants working in teams to create policy scenarios based on a matrix of low to high resource availability and low to high policy coherence and capacity. They were then invited to co-create optimal future policy scenarios linked to Employment and Skills Policy and integrating Global Accelerator integrated strategy and financing concepts for Cambodia's future of work.

Participants then reviewed the visual scenarios developed by through a gallery walk of each teams' work providing constructive feedback and voting for their favourite future scenario. The four scenarios were: Smart Cambodia 2035, Cambodia Miracle, Harmonized Cambodia and Green and Smart Cambodia.

The results of each group's work are recorded below:

Group 1: Smart Cambodia 2035 (7 votes)

- ▶ **Scenario:** Emphasizes need to address low policy coherence and promote structural reforms through enhanced interdepartmental, interministerial coordination and governance and policy support for the informal economy and sustainability. Key priorities are fostering green industry and developing a digitally connected, environmentally conscious and resilient society.
- ▶ **Employment Policy:** Targets 95 percent youth employment, green jobs, inclusive hiring, flexible work, establishing a national skills planning unit, offering tax incentives and strengthening entrepreneurship and career counselling.
- ▶ **TVET Policy:** Expands PPPs, integrates digital literacy, builds provincial centres, aligns training with green economy, supports marginalized groups through diverse learning pathways, creates quality assurance frameworks, embeds life skills and entrepreneurship and establishes startup hubs to support skills development and facilitate the school-to-work transition.

Group 2: Cambodia Miracle (6 votes)

- ▶ **Scenario:** Addresses employment-driven growth, gender inequality, low efficiency in resource use and uneven income distribution. Despite fewer budget constraints and improvements in social protection and informality, issues like poor infrastructure, high unemployment and limited capacity to adapt to climate change persist, hindering productivity and competitiveness. There is a need to promote decent work, green jobs and skills development, especially through TVET, to support green growth and diversification within existing resource limits.
- ▶ **Employment Policy:** Focuses on high-tech, skills-based jobs, decent work, formalization, youth employment, digitalization, migrant protection, gender equality and migration integration.
- ▶ **TVET Policy:** Enhances competitiveness, addresses skills mismatches, provides industry-relevant and digital training, fosters gender equality, increases enthusiasm for TVET, strengthens public-private partnerships and modernizes the TVET system.

Group 3: Harmonized Cambodia (8 votes)

- ▶ **Scenario:** Tackles lack of social protection, inequality, indebtedness, high vulnerability, limited PPP coordination, skills mismatch and a growing informal economy, alongside issues like low income, skills gaps, unemployment, inflation and weak infrastructure. Four future scenarios are envisioned: Scenario 1 – a highly competitive, skilled labour market with universal social protection and inclusive employment; Scenario 2 – high formality, value added industries and strong labour governance; Scenario 3 – robust PPPs, quality labour markets and increased enrolment; Scenario 4 – decent employment boosted, TVET changed to meet labour demand, digital and green skills promoted, reduced informality and improved social protection.
- ▶ **Employment Policy:** Encourages formal economy participation, high-skill jobs and improved labour market information.
- ▶ **TVET Policy:** Enhances private sector involvement, competency standards and trainers' skills. Modernizes educational institutions.

Group 4: Green and Smart Cambodia (11 votes)

- ▶ **Scenario:** Highlights challenges such as inefficient policy outcomes, resource misallocation, fragmentation, persistent skills mismatches, low citizen involvement, predatory private sectors and limited capacity to mitigate future budgets. It contrasts high- and low-income countries. Common

issues include policy incoherence, slow development and social exclusion. Envisions a future with high knowledge, life skills, employment in high-value sectors, universal social protection and resource-attractive policies.

- **Employment Policy:** Promotes decent work, human capital development, labour market data, governance and green and digital job creation.
- **TVET Policy:** Strengthens institutions, expands access, fosters PPPs and lifelong learning, aligns training with labour market needs, raises awareness and improves coordination through frameworks and capacity-building.

Consolidated Results from all Groups

Key Challenges

Participants identified limitations with regard to policy coherence and resource allocation, noting persistent challenges such as skills mismatches, limited social protection, high informality, low productivity, climate vulnerability and limited capacity for green growth and innovation, which may hinder competitiveness and stability.

Converged Scenarios:

- Scenario 1: A highly skilled, competitive labour market with universal social protection and inclusive employment.
- Scenario 2: Focus on high formality, value added industries and strong labour governance.
- Scenario 3: Emphasizes robust PPPs, quality labour markets and increased enrolment.
- Scenario 4: Aims to boost decent jobs, transform TVET for labour demand, promote digital and green skills and reduce informality.

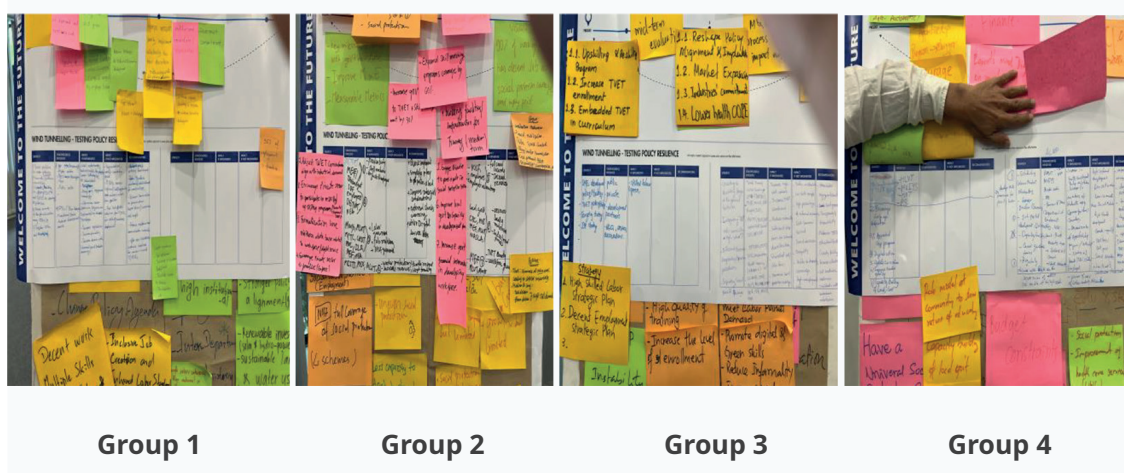
Employment Policy Objective:

Promote high-tech, skills-based jobs, formalization, decent work, digitalization, gender equality and support and protection for migrant workers and returnees.

TVET Policy Objective:

Expand PPPs, upgrade standards, modernize institutions, embed digital and green skills and support lifelong learning and industry relevance.

Summary of all groups' outputs



Key Points	
▶ Cambodia's Future of Work by 2050 ▶ Challenges: informality, limited digital access, climate vulnerability ▶ Opportunities: youthful population, poverty reduction ▶ Trends include: AI industries, human capital shifts, green jobs ▶ Uncertainties: AI adoption speed, education reform, climate resilience ▶ Goals for 2050 ▶ High skills, decent jobs, social protection ▶ Green and digital economy leadership ▶ Inclusive, resilient, sustainable growth	▶ Key Themes & Actions ▶ Strengthen policy coherence, institutional capacity and governance ▶ Promote green, digital and inclusive growth ▶ Expand social protection, formalization and skills development ▶ Foster public-private partnerships and lifelong learning ▶ Address gender disparities, informal economy, climate resilience

Day two reflections

The day concluded with reflections on key themes:

- ▶ **Policy Coherence:** Urgent need to improve coordination across departments and ministries.
- ▶ **Financing:** The need to address budget gaps to ensure policy implementation.
- ▶ **Stakeholder Engagement:** Inclusive policymaking requires active involvement of civil society, private sector, development partners and worker organizations.
- ▶ **Communication:** Ongoing dialogue among stakeholders is essential for effective execution.
- ▶ **Social Protection:** Acts as a foundation for expanding coverage and supporting new employment and TVET policies.

Day Three

Sessions 8–11: Visioning and Strategy Development

Participants created joint vision statements for Cambodia's Future of Work in 2040, guided by the Pentagonal Strategy and Global Accelerator Roadmap. Using **backcasting**, they mapped strategic steps from 2040 to 2025 in five-year intervals, identifying actions, barriers and enablers. They then applied **wind-tunnelling** to test the resilience of strategies across different future scenarios, refining them to reduce risks and improve adaptability.

► Wind Tunneling - Test

Strategy	Stakeholder(s) involved	Impact if implemented	Impact if not implemented	Recommendations

Group Visions and Strategies:

Group 1 (Smart Cambodia 2035: a Vibrant Society)

- A high-income, resilient and green economy.
- A population that is highly knowledgeable and possesses at least one skill for life.
- Citizens living with dignity and happiness, enjoying equal access, rights and opportunities in social protection.
- A country characterized by harmony, resilience and inclusiveness of both physical and natural environments, maintaining a healthy balance between development and environmental conservation.

Priority areas from wind-tunnelling assessment:

Strategy	Stakeholder(s) involved	Impact if implemented	Impact if not implemented	Recommendations
► Develop guideline for career counselling and support ► Disseminate guideline implementation ► Capacity-building to enable MLVT and MoEYS officers to operate the guideline ► Raise awareness of formalization among SMEs ► Register SMEs and incentivize	► Government ► Private Sector ► NGOs, Unions, Associations ► Public sector ► SMEs, micro enterprises ► Microfinance ► Bank ► Business development services	► Good understanding of and actionable guidelines and career pathways by all stakeholders ► Increased beneficiary engagement ► Harmonize career pathway programmes implemented by relevant ministries ► Increase registration ► Promote greater formality ► Enhance decent work through universal social protection coverage	► Persistence of fragmentation and overlap, as well as ongoing competition. ► MSMEs remain informal. ► There is a lack of opportunities for MSMEs to receive support from the Government. ► The Government lacks data collection from MSMEs to inform policy and incentive development.	► Evidencebased guideline development ► Set up Ministry Secretariat for coordination ► Enhance communication on formalization support policies, incentives and benefits ► Produce evidencebased communication materials ► Develop new incentives or customize incentives for womenowned MSMEs

Group 2 (Cambodia Miracle)

- ▶ Envisions a future where work is universally accessible, skills are essential and employment drives inclusive growth.
- ▶ Digitalization and tech-driven production enhance innovation and competitiveness.
- ▶ Green jobs and decent work are central, with equitable policies ensuring everyone gains at least one life skill.
- ▶ Vision: 90 percent of the workforce has decent, well-paid jobs with social protection.

Priority areas from wind-tunnelling assessment:

Strategy	Stakeholder(s) involved	Impact if implemented	Impact if not implemented	Recommendations
▶ Adjust the TVET curriculum to align with industrial skills demand. ▶ Incentivize the private sector to participate in reskilling and upskilling programmes. ▶ Formalize the line Ministry's daily activities related to the workforce and digital services. ▶ Encourage the private sector to formalize its operations. ▶ Promote private sector participation in the social protection system. ▶ Enhance the capacity of local governments in developing development plans. ▶ Increase Government financial interventions in workforce development.	▶ NSSF ▶ Employers ▶ Employer Associations ▶ Local government ▶ CDC, MoI, MEF, MWT, ▶ NASLA ▶ MLVT ▶ MoEYS	▶ Full social security ▶ Increase resources ▶ Locally mobilized resource ▶ TVET quality ▶ Workforce governance	<i>Not specified</i>	▶ Quick implementation of strategies ▶ Simplify policies for the public and local communities to understand ▶ Improve intergovernmental coordination ▶ Establish external shock warning systems ▶ Utilize digital services

Group 3 (Harmonized Cambodia)

- ▶ Aims to build a regionally competitive, inclusive workforce by 2035 through quality education, lifelong learning, strong labour institutions and migrant worker protection.
- ▶ Guided by labour market data, gender equality and climate resilience, the strategy responds to LDC graduation and technological shifts.

Priority areas from wind-tunnelling assessment:

Strategy	Stakeholder(s) involved	Impact if implemented	Impact if not implemented	Recommendations
▶ Upskilling and reskilling programmes at garment factories ▶ Integrating TVET into high school curricula ▶ Streamlining business registration and operation procedures ▶ Expanding social benefit packages	▶ Trade unions ▶ Labour unions ▶ GMAC (TAFTAC) ▶ MLVT, MEF, buyers, ILO ▶ MoEYS, Sectoral Skill Coord. ▶ UNICEF ▶ MoC, MISTI, SME, Associations, Audit Teams, (FASMEC) ▶ GS, NSPC, MoP, MoSVY, DP, MISTI ▶ MoH	▶ Increase the number of highskilled workers ▶ Increase TVET (Technical and Vocational Education and Training) enrolment ▶ Reduce informality ▶ Ensure sufficient labour force for economic diversification ▶ Develop a diversified skills and labour force ▶ Achieve universal social protection coverage	▶ Skills mismatch ▶ Low skills supply ▶ High percentage of informal economy ▶ Some left behind ▶ Social exclusion ▶ Inequality ▶ Unable to diversify the economy ▶ High unemployment rate	▶ Good Governance ▶ Transparency and Accountability ▶ Modernize TVET and Educational Universities ▶ Capacity Building ▶ Resource Allocation ▶ Well established coordination mechanism ▶ Establishment and Support of Infrastructure

Group 4 (Green and Smart Cambodia)

- ▶ Cohesive policy design and implementation for the certification of skills and education across all groups of people to foster significantly higher formal employment through skills development capacity or the utilization of existing diverse financial sources.
- ▶ Companies are encouraged to pursue legalization and contribute to both economic growth and contributory social protection, which promotes equity for the poor and vulnerable and across all target groups.
- ▶ High-level implementation and an effective governance system are required to ensure successful roll out.
- ▶ Sustainable growth in social terms encompasses both equity and equality, covering contributory and non-contributory social protection systems that ensure better health and welfare outcomes.
- ▶ Economic development is also driven by formalization, which contributes to improved economic activities and skills.
- ▶ Vision: 90 percent formal and decent employment, universal social protection, competitive and high-skilled workforce.

Priority areas from wind-tunnelling assessment:

Strategy	Stakeholder(s) involved	Impact if implemented	Impact if not implemented	Recommendations
▶ Establishing labour market observatory ▶ Career guidance or counselling ▶ Job portal development/job matching ▶ Capacity building ▶ Regular discussion with private sector	▶ MLVT ▶ MoEYS ▶ Private Sector ▶ DPs ▶ Provincial Department of Employment ▶ NSSF ▶ Sectoral Skills Council ▶ Youth associations ▶ MEF	▶ Increase in youth employment ▶ Reduction in migration ▶ Increase in the number of students using career guidance or counselling ▶ Increase in the number of apprenticeship programmes ▶ Increase the number of female TVET students employed ▶ Increase the number of users of the labour market observatory	▶ High levels of informal employment ▶ Predominantly low skilled workers ▶ Low income and limited social protection ▶ High levels of underemployment ▶ Gender inequality ▶ Skill gaps ▶ Social disorder ▶ Limited coordination or investment in the private sector	▶ Improve coordination among stakeholders ▶ Develop an M&E framework ▶ Reduce the budgeting gap ▶ Improve the school environment ▶ Update the training curriculum (career guidance, TVET courses/skills) to align with labour market demand

Key points

- ▶ Foresight helps Cambodia navigate a VUCA world by anticipating future challenges and opportunities.
- ▶ Participants developed visions focused on skills, formal employment, social protection and sustainability.
- ▶ Backcasting identified steps from 2040 to 2025, highlighting actions, barriers and enablers.
- ▶ Wind-tunnelling tested strategies against future scenarios to ensure resilience and prioritize robust actions.
- ▶ Key focus areas include formalizing MSMEs, updating vocational training and improving labour market coordination.
- ▶ Successful implementation relies on multi-stakeholder collaboration, data-driven policies and strengthening social protections.
- ▶ Addressing risks like informality, skills gaps and inequality is essential for a sustainable future of work.

Workshop Close-down

The workshop concluded with a certification ceremony and reflections from His Excellency Bronh Sopheana, Secretary-General of the National Council for Minimum Wage, who thanked participants for their contributions.



► Insights and Takeaways

The following are summarized from participant comments collated over the three days.

- Understanding the drivers of change – such as demographic shifts, climate change and digital skills development – is crucial for effective strategic planning. Foresight Future (FF) methodologies support scenario planning and preparedness to navigate uncertainties and build resilience.
- Technological advancements, especially AI and digitalization, are reshaping society and the labour market, presenting both opportunities and challenges. In Cambodia, with over 60 percent of the population under 30, these shifts demand investments in skills development to harness youth potential while addressing emerging risks like climate change.
- Rapid technological progress often causes skills mismatches, underscoring the need for data-driven forecasting combined with scenario planning for long-term resilience. Raising awareness of emerging trends and their impacts on the labour market supports inclusive and adaptive policymaking. Ensuring inclusive and diverse perspectives is important to develop a well-informed and legitimate consensus.
- Engaging stakeholders through open dialogue and assessing capacities for technological adoption are vital steps towards harnessing change. Reflection on strategic preparedness enables more robust planning. Ultimately, embracing change, understanding risks and opportunities and fostering a shared vision are key to Cambodia's sustainable development.
- There is an urgent need to enhance policy coherence by improving interdepartmental and interministerial coordination. Addressing budget gaps is essential to ensure policies are financially feasible, while active stakeholder engagement – covering civil society, the private sector, development partners and worker organizations – is crucial for inclusive policy development. Regular communication among stakeholders is vital for effective implementation. Additionally, the social protection policy serves as a foundation for expanding social safety nets and developing new employment and TVET policies.

► Annexes

Workshop Evaluation

Key findings (marked on a scale from 1 – 5)

Evaluation statement	Average score
Overall satisfaction on the effectiveness of the workshop	4.05
Training relevance	4.25
Coherence and relevance of the content	4.15
Confidence to apply new knowledge	3.91
Expert's overall contribution	4.48

100 percent of participants reported that they would recommend the training to colleagues.

Resources and Reference Material

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