



International
Labour
Organization



Cambodia Decent Work Country Programme

for 2024-2028



► Cambodia Decent Work Country Programme

for 2024-2028



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MEMORANDUM OF UNDERSTANDING

PREMABLE

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 AND THEREOF, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of Decent Work Country Programme (DWCP) 2024-2028 for Cambodia. The following are agreed as priorities of the DWCP:

Priority 1: HUMAN CAPITAL - Promoting strengthened technical and vocational skills systems, strengthened and expanded social protection and improved labour market transitions;
Priority 2: ECONOMY - Promoting a more sustainable, digitalized, inclusive, green and formalized economy; and
Priority 3: INDUSTRIAL RELATIONS - Promoting social dialogue, harmonious industrial relations and rights at work in line with national and international labour standards.
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 including 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. This MoU is made in written and signed in two (2) original copies in Khmer and English, all texts being equally authentic. In case of divergence in interpretation, the English text shall 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 the Royal Government of Cambodia



H.E. Ms. Sovann Vannaroth,
Permanent Secretary of State, Ministry of Labour and Vocational Training
Phnom Penh, 10 May 2024

For the Employers' Organization



Oknha Sok Piseth,
President of Cambodian Federation of Employers and Business Associations (CAMFEBA)
Phnom Penh, 10 May 2024

For the Workers' Organization



Mr. Sam Soeun,
Representative of National Labour Confederation of Cambodia
Phnom Penh, 10 May 2024

For the International Labour Organization



Ms. Xiaoyan Qian,
ILO Country Director for Thailand, Cambodia and Lao People's Democratic Republic
Phnom Penh, 10 May 2024



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Acronyms

ACRA	Association of Cambodian Recruitment Agencies
ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
BFC	Better Factories Cambodia
CAMFEBA	Cambodian Federation of Employers and Business Associations
CBA	collective bargaining agreement
CEACR	ILO Committee of Experts on the Application of Conventions and Recommendations
CDRI	Cambodia Development Resource Institute
CSO	civil society organization
CSDGs	Cambodia Sustainable Development Goals
CWEA	Cambodia Women Entrepreneurs Association
DEY	Decent Employment for Youth in Cambodia programme
DFAT	Department of Foreign Affairs and Trade (Australia)
DGL	Directorate-General for Labour
DGTVET	Directorate-General for Technical and Vocational Education and Training
DWCP	Decent Work Country Programme
EU	European Union
GBV	gender-based violence
GDP	gross domestic product
GIZ	Gesellschaft für Internationale Zusammenarbeit (Germany)
GS-NSPC	General Secretariat – National Social Protection Council
ICT	information and communications technology
IDP	Industrial Development Policy
ILC	International Labour Conference
IMC	Inter-Ministerial Committee
KAB	Know About Business
LDC	least developed country
LFS	Labour Force Survey
LGBTQI	lesbian, gay, bisexual, transgender, queer and intersex
M&E	monitoring and evaluation

MAFF	Ministry of Agriculture, Forestry and Fisheries
MISTI	Ministry of Industry, Science, Technology and Innovation
MoC	Ministry of Commerce
MoEYS	Ministry of Education, Youth and Sport
MLVT	Ministry of Labour and Vocational Training
MoP	Ministry of Planning
MRC	Migrant Worker Resource Centre
MRS	Mutual Recognition of Skills
NEP	National Employment Policy
NGO	non-governmental organization
NIS	National Institute of Statistics
NSAF	National Social Assistance Fund
NSDP	National Strategic Development Plan
NSSF	National Social Security Fund
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSH	occupational safety and health
P&B	Programme and Budget (ILO)
RGC	Royal Government of Cambodia
ROAP	ILO Regional Office for Asia and the Pacific
TVET	Technical and vocational education and training
UN	United Nations
UNCT	United Nations Country Team
UNESCAP	Economic and Social Commission for Asia and the Pacific
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations Sustainable Development Cooperation Framework
USDOL	United States Department of Labor
YEAC	Young Entrepreneurs Association of Cambodia

Glossary of terms

The following terms are selected from the official Glossary of the ILO:

- ▶ **Assumption:** An assertion about some characteristics of the future that underlies the current operations or plans of a project. An assumption is important if its negation would lead to significant changes in those operations and plans.
- ▶ **Baseline:** A measurement, calculation or location used as a basis for comparison; an analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made, or using a starting period as baseline reference.
- ▶ **Care economy:** The sum of all forms of care work including both paid and unpaid forms. “Care work” is further defined as the set of activities and relations that are required to meet the physical, psychological and emotional needs of others.
- ▶ **Collective bargaining:** Free and voluntary negotiations between the two independent parties concerned. Collective bargaining takes place between an employer, a group of employers or one or more employers’ organizations on the one hand, and one or more workers’ organizations on the other, in order to determine working conditions and terms of employment, or for regulating relations between employers and workers. It may take place at many different levels, with one level sometimes complementing the other; for example a unit within an enterprise, or at the enterprise, sectoral, or regional and national level.
- ▶ **Contributing family workers:** Workers who hold self-employment jobs in an establishment operated by a related person, with a too-limited degree of involvement in its operation to be considered a partner.
- ▶ **Decent work:** Opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives, and equality of opportunity and treatment for all women and men.
- ▶ **Employment:** The use of labour to produce goods for sale, exchange or own consumption and/or services for sale or exchange → Economic activities that are included in GDP and national accounts.
- ▶ **Employability:** The term relates to portable competencies and qualifications that enhance an individual’s capacity to make use of the education and training opportunities available in order to secure and retain decent work.
- ▶ **Green jobs:** Employment that contributes substantially to preserving or restoring environmental quality. Jobs are green when they help reduce negative environmental impact, ultimately leading to environmentally, economically and socially sustainable enterprises and economies. More precisely, green jobs are decent jobs that reduce consumption of energy and raw materials, limit greenhouse gas emissions, minimize waste and pollution, and protect and restore ecosystems.
- ▶ **Impact:** Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended
- ▶ **Indicator:** A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor. It does not indicate the direction of change. Indicators should be specific, measurable, attainable, realistic and time-bound (SMART).

- ▶ **Outcome:** The likely or achieved short-term and medium-term effects of an intervention's outputs. Outcomes represent changes in the institutional and behavioural capacities for development conditions that occur between the completion of outputs and the achievement of goals.
- ▶ **Output:** The products and services that result from a development intervention, which may also include changes resulting from the intervention that are relevant to the achievement of outcomes.
- ▶ **Own-account workers:** Workers who hold self-employment jobs and do not engage "employees" on a continuous basis.
- ▶ **Productive employment:** Employment yielding sufficient returns to labour to permit the worker and her/his dependents an adequate level of consumption/income that satisfies their basic needs.
- ▶ **Result:** A broad term used to refer to the achievements of a programme or project and/or activities. The terms "outputs", "outcomes" and "impact" describe more precisely results at different levels of hierarchy.
- ▶ **Social dialogue:** This includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers on issues of common interest relating to economic and social policy. The definition and concept of social dialogue varies from country to country and from region to region and it is still evolving.
- ▶ **Social protection:** The set of public measures that a society provides for its members to protect them against economic and social distress caused by the absence or a substantial reduction of income from work as a result of various contingencies (sickness, maternity, employment injury, unemployment, invalidity, old age or death of the breadwinner), the provision of healthcare and the provision of benefits for families with children. This concept of social protection is also reflected in various ILO standards.
- ▶ **Target:** A quantitative and measurable level that is expected to be achieved by a given date. The achievement of targets can be monitored through the use of indicators.
- ▶ **Vulnerable employment:** The sum of own-account workers and contributing family workers.
- ▶ **Working-age population:** Is defined as persons aged 15 years and older, although this may vary slightly from country to country. The ILO standard for the lower age limit is 15 years.

In addition to the above, the following terms are used in the Decent Work Country Programme (DWCP). The definitions and explanations are drawn from the website of the ILO, the Cambodia Labour Force Survey 2019 and the United Nations.¹

- ▶ **Gender equality:** The ILO's mandate to promote equality in all respects between women and men in the world of work is enshrined in its Constitution and reflected in relevant international labour standards. The four key ILO gender equality Conventions are the Equal Remuneration Convention, 1951 (No. 100), the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), the Workers with Family Responsibilities Convention, 1981 (No. 156), and the Maternity Protection Convention, 2000 (No. 183). Conventions Nos 100 and 111 are also among the ten fundamental Conventions and the principles and rights enshrined in those Conventions are found in the ILO Declaration on Fundamental Principles and Rights at Work. The ILO mandate on gender equality is reinforced by related Resolutions adopted by its highest decision-making body, the International Labour Conference.
- ▶ **Gender mainstreaming:** In July 1997, the United Nations Economic and Social Council defined the concept of gender mainstreaming as follows: "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation

¹ See: United Nations, "The Sustainable Development Agenda", available at <https://www.un.org/sustainabledevelopment/development-agenda->.

of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.”

- ▶ **Formal employment:** Includes persons who work in their own business in the formal sector or who are employees, apprentices, interns of an employer who makes contributions to a national pension fund, health fund and/or unemployment insurance fund, or who provides paid annual leave and sick leave in cases of illness and injury. In the Cambodian context, formal enterprises are registered with the Ministry of Science, Technology and Innovation and a few relevant ministries (Commerce and Labour) and are eligible for support from government business services.
- ▶ **Informal economy:** Activities and income that are partially or fully outside government regulation, taxation and observation. Informal employment involves work without formal contracts and protection of labour rights in line with national legislation and international labour standards.
- ▶ **International labour standards:** Legal instruments drawn up by the ILO’s constituents (governments, employers and workers) and setting out basic principles and rights at work. They are either Conventions, which are legally binding international treaties that may be ratified by member states, or Recommendations, which serve as non-binding guidelines. Standards are adopted by a two-thirds majority vote of the ILO’s constituents and are therefore an expression of universally acknowledged principles. At the same time, they reflect the fact that countries have diverse cultural and historical backgrounds, legal systems, and levels of economic development. Ratification is a formal procedure whereby a State accepts the Convention as a legally binding instrument. Once it has ratified a Convention, a country is subject to the ILO’s regular supervisory system responsible for ensuring that the Convention is applied.
- ▶ **Social partners:** The employers’ and workers’ organizations that, along with governments, make up the tripartite national constituents that serve as the membership base of the ILO at all levels.
- ▶ **Sustainable development:** Defined by the UN as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Key elements include:
 1. concerted efforts towards building an inclusive, sustainable and resilient future for people and planet;
 2. harmonization of three core elements: economic growth, social inclusion and environmental protection; and
 3. eradicating poverty in all its forms and dimensions through the promotion of sustainable, inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems.
- ▶ **Theory of change:** A method that explains how a given intervention, or set of interventions, are expected to lead to a specific development change, drawing on a causal analysis based on available evidence. A theory of change for UN programmes must be driven by sound analyses, consultation with key stakeholders and learning on what works and what does not in diverse contexts drawn from the experiences of the UN and its partners.
- ▶ **Vulnerable groups:** This term is understood by national constituents in the context of endorsing the DWCP 2024–2028 to include:
 - (i) women and men informal workers, migrant workers and young workers;
 - (ii) persons with disabilities;
 - (iii) women and men members of indigenous communities and other ethnic minorities;
 - (iv) LGBTQI+ persons; and
 - (v) women and men living with HIV.



1

Introduction

The Cambodia Decent Work Country Programme (DWCP) 2024–2028 is the sixth since 2005. It represents an integral part of the wider UN Sustainable Development Cooperation Framework (UNSDCF) 2024–2028 in Cambodia, which supports the country’s achievement of its national development objectives as well as achievement of the Sustainable Development Goals (SDGs).

As a time-bound cooperation framework for the ILO Office and tripartite constituents in Cambodia, as well as other national stakeholders, the DWCP provides the ILO’s primary basis of accountability and guidance at the country level for cooperation to achieve the shared goal of decent work for all. In particular, the DWCP reflects the shared priorities of the ILO Office and Cambodian tripartite constituents: (i) the Ministry of Labour and Vocational Training (MLVT) as the focal point ministry for the Cambodian Government; (ii) the Cambodian Federation of Employers and Business Associations (CAMFEBA); and (iii) Cambodian workers’ organizations.

In implementing the DWCP, the ILO will draw on its distinctive global normative decent work mandate. This mandate is centred on the advancement of social justice and the promotion of decent work for all in Cambodia, including in relation to national and international labour standards, decent and productive employment, and social protection and social dialogue. This implementation effort will draw extensively from the ILO’s unique tripartite base and its decent work expertise.

The ILO’s four pillars of decent work provide the foundations of the DWCP. These are: (i) promoting jobs and enterprise, (ii) guaranteeing rights at work, (iii) extending social protection, and (iv) promoting social dialogue – with gender equality, leaving no one behind and environmental stewardship as cross-cutting commitments. These pillars are crucial to advancing the entire sustainable development agenda in Cambodia.

Core programmes in this context from previous DWCPs will carry forward under the current DWCP, particularly in the areas of labour migration, social protection, safe and healthy workplaces, technical and vocational training, youth employment, and labour rights.

The DWCP is fully aligned to and designed to support implementation of the decent work elements of Cambodia’s Vision 2030 and 2050 frameworks; the Cambodia Sustainable Development Goals (CSDGs); the Pentagonal Strategy for Growth, Employment, Equity, Efficiency and Sustainability: Building the Foundation Towards Realizing the Vision 2050; the National Strategic Development Plan (NSDP) 2024–2028, other relevant policies (see Section 2 for a detailed listing of such policies), as well as the MLVT’s Strategic Development Plan for 2024–2028.

With respect to the ILO’s global policy frameworks, the DWCP aligns with the:

- ▶ three pillars of the ILO Centenary Declaration for the Future of Work (2019);²
- ▶ ILO Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient (2021);
- ▶ ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022;³
- ▶ ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022;⁴
- ▶ ILO Strategic Plan 2022–2025; and
- ▶ Singapore Statement adopted by 17th Asia and the Pacific Regional Meeting Region, Singapore, 6–9 December 2022.

The latter includes an agreement by governments and social partners across the broader region to engage in consultations towards the development of the Global Coalition on Social Justice, both as a contribution to the United Nations’ “Our Common Agenda” for a new global social contract and to promote decent work in line with international labour standards (UN 2021). The DWCP further reflects the ILO Programme and Budget proposals for 2024–2025,⁵ including the four priority action programmes.⁶

² The three pillars are: (i) increasing investment in people’s capabilities; (ii) increasing investment in the institutions of work; and (iii) increasing investment in decent and sustainable work.

³ Updated in 2022 to reflect the inclusion of a safe and healthy working environment.

⁴ Also updated in 2022 to reflect the inclusion of a safe and healthy working environment.

⁵ Presented to the ILO Governing Body, 346th Session, Geneva, October–November 2022.

⁶ The four action programmes are: (i) formalization of economy; (ii) just transition towards environmentally sustainable economies and societies; (iii) advancing decent work outcomes in supply chains; and (iv) promoting decent work in crisis and post-crisis situations.

As an integral part of the Cambodia UNSDCF 2024–2028, the DWCP aligns with and contributes to the achievement of its four outcomes, which constitute the sustainable development pathway captured in the UNSDCF’s theory of change. These outcomes prioritize the achievement of: (1) gender-responsive education and social protection; (2) a productive, diversified, formalized and low carbon and climate adapted economy; (3) a healthier, gender inclusive natural environment; and (4) an increasingly gender equal and inclusive society with active civic space and more effective and accountable institutions. While the DWCP will contribute to the implementation of each UNSDCF Outcome, it will particularly play a key role with respect to the implementation of Outcomes 1, 2 and 4 and their associated Outputs.

One of the United Nations (UN) flagship programmes, the Global Accelerator on Jobs and Social Protection for Just Transitions, will be a further priority focus for the ILO under the UNSDCF (for further elaboration, refer to Annex 3). The Global Accelerator is guided by a national road map led by the Ministry of Economy and Finance MEF, with active participation from the UN system and other stakeholders and the ILO as the technical lead agency. Cambodia is one of the eight initial Pathfinder Countries in this global UN initiative, which aims to support the acceleration of national progress on social protection, decent job creation and a transition to a resilient, sustainable and inclusive society in line with national priorities and policies.

The ILO Office and constituents contributed to the development of the UNSDCF, including the UN Common Country Analysis that informs it. Facilitating ongoing and increased constituent engagement with wider UN activities under the UNSDCF will be a priority of the DWCP.

Formulation of the DWCP involved extensive engagement with ILO constituents and other key stakeholders. This included national and subnational tripartite and broader stakeholder consultations in Phnom Penh on 19 November 2023 and in Siem Reap on 22 November 2023. Tripartite constituents at these two workshops endorsed the priorities and outcomes of the DWCP. A series of tripartite preparatory meetings held in 2022 and early 2023 provided the foundations for the later consultations.

The DWCP will be implemented in the context of accelerating climate change, the global recovery from the COVID-19 pandemic and the rapidly evolving impacts of the digital revolution on the future of work. The DWCP thus mainstreams a focus on: climate change resilience and just transitions towards an environmentally sustainable economy; ensuring a human-centred economic recovery; and ensuring that Cambodia can maximize for its people the benefits of a rapidly digitalizing economy.

Tripartite governance is a cornerstone of the DWCP concept and operationalization. The DWCP will thus be overseen, implemented and monitored in close partnership between the ILO Office and the tripartite constituents in Cambodia.

Implementation of the DWCP will be supported by a mix of financial and human resources from the Royal Government of Cambodia, the ILO social partners, private sector contributions, ILO internal sources, relevant special UN Funds and development cooperation projects supported by international partners. Tripartite constituents will work together to strengthen and expand national ownership of the DWCP and ensure its long-term impact and sustainability.

This DWCP for the Kingdom of Cambodia for the period 2024–2028 was formally signed by the ILO tripartite constituents and launched by the Minister of Labour and Vocational Training Cambodia, H.E. Mr. Heng Sour, and the ILO Assistant Director-General and Regional Director for Asia and the Pacific, Ms Chihoko Asada-Miyakawa, in Phnom Penh on 10 May 2024.

► 1.1. DWCP at a glance

- Table 1. DWCP Goal: Decent, productive and sustainable work for all contributes to Cambodia's achievement of Visions 2030 and 2050, the CSDGs and least developed country (LDC) graduation in 2029.

DWCP Priority 1: Human capital – Promoting strengthened technical and vocational skills systems, strengthened and expanded social protection, and improved labour market transitions (*adapted from UNSDCF*).

Pentagonal Strategy:

Pentagon 1.2. Technical skills training;

Pentagon 1.4. Strengthening the social protection system;

Pentagon 4.1. Optimization of demographic dividends, strengthening of demographic resilience, and promotion of gender equality;

Pentagon 5.1. Building digital government and digital citizens.

SDG targets:

Target 1.3. Social protection for all;

Targets 4.3 and 4.5. Equitable and equal access to TVET;

Target 4.4. skills for employment, decent jobs and entrepreneurship;

Target 5.1. Ending discrimination against women and girls;

Target 10.4. Adopt fiscal and social policies that promote equality, including wage and social protection policies.

CSDG targets:

Target 1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable;

Target 3.9. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all;

Target 4.3. By 2030, ensure equal access for all women and men to technical, vocational and tertiary education, including university;

Target 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

Key national partners:

- Ministry of Labour and Vocational Training (MLVT), including the Directorate-General for Labour (DGL) and the Directorate-General for Technical and Vocational Education and Training (DGTNET);
- National Employment Agency (NEA);
- Cambodian Federation of Employers and Business Associations (CAMFEBA);
- Cambodian workers' organizations;
- Ministry of Economy and Finance (MEF);
- Ministry of Planning (MoP);
- Ministry of Tourism (MoT);
- Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY)
- General Secretariat of the National Social Protection Council (GS-NSPC);
- National Social Security Fund (NSSF);
- National Social Assistance Fund (NSAF);
- Skills Development Fund (SDF);
- Ministry of Education, Youth and Sport (MoEYS); and
- relevant civil society organizations (CSOs).

Key international partners:

- United Nations Children's Fund (UNICEF);
- Asian Development Bank (ADB);
- Agence Française de Développement;
- World Bank;
- Government of China;
- Government of the Republic of Korea;
- European Union (EU); and
- Swiss Agency for Development Cooperation.
- GIZ, Oxfam, Solidarity Centre.

DWCP Outcomes	DWCP Outputs
Outcome 1.1: By 2028, people in Cambodia, especially those at risk of being left behind, have improved resilience to shocks as a result of strengthened gender-responsive social protection systems and institutions. (adapted from UNSDCF Outcome 1). ILO Programme and Budget (P&B) 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 7: Universal social protection. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	Output 1.1.1: Extended social protection coverage and strengthened systems that increase the resilience of people against life-cycle socio-economic risks and shocks, including with respect to health (adapted from UNSDCF Output 1.4). Output 1.1.2: Increased sustainability of the social protection system, particularly the NSSF.
Outcome 1.2: By 2028, more youth in Cambodia, especially those at risk of being left behind, have improved employability as a result of strengthened gender-and market responsive skills development systems, institutions and programmes (adapted from UNSDCF Outcome 1). Outputs and interventions will contribute to meeting the Royal Government of Cambodia (RGC) target of an additional 1.5 million poor and vulnerable youth in TVET. ILO P&B 2024–25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 5: Gender equality and equality of treatment and opportunities for all.	Output 1.2.1: Better quality, inclusive, market-led, expanded and gender-responsive skills development and life-long learning, including soft, green and digital skills (adapted from UNSDCF Output 1.3). Output 1.2.2: Expanded accessibility of quality demand-led skills training for youth, particularly youth with disabilities, through flexible workplace-based learning pathways.
Outcome 1.3: By 2028, more jobseekers have improved access to labour market opportunities for decent and productive employment. ILO P&B 2024–25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 5: Gender equality and equality of treatment and opportunities for all.	Output 1.3.1: Increased capacities of the National Employment Agency (NEA) to deliver inclusive public employment support services nationwide. Output 1.3.2: Increased access to public employment services by poor and vulnerable groups, including women, youth, persons with disabilities, migrant workers, and indigenous and minority community groups.
DWCP Priority 2: Economy – Promoting a more sustainable,⁸ digitalized, inclusive, green and formalized economy (adapted from UNSDCF) Pentagonal Strategy: Pentagon 2.1. Development of key sectors and new sources of economic growth; Pentagon 3.1. Development of labour market; Pentagon 3.2. Promotion of micro, small, and medium enterprises, startups, entrepreneurship and development of informal economy; Pentagon 4.3. Promotion of agriculture and rural development; Pentagon 4.5. Ensuring environmental sustainability and readiness.	

⁷ The current P&B linkages for 2024–25 may alter in the next 2025–26 biennium.

⁸ Refer to the Glossary section above for the UN definition. In the Cambodian context, sustainable energy, environmental sustainability and sustainable economic development are particularly highlighted.

SDG targets:

Target 8.3. Policies to support job creation, entrepreneurship, creativity, innovation and formalization of MSMEs;

Target 8.5. Full and productive employment and decent work for all, and equal pay for work of equal value;

Target 8.6. Reduction in proportion of youth not in employment, education or training.

CSDG targets:

Target 8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour intensive sectors.

Target 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

Target 8.9. Devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

Key national partners:

- MLVT;
- NSAF;
- CAMFEBA;
- Cambodian workers' organizations;
- MEF;
- MoP;
- MosVY;
- Ministry of Commerce (MoC);
- Ministry of Industry, Science, Technology and Innovation (MISTI);
- Cambodia Women Entrepreneurs Association (CWEA);
- Youth Entrepreneurs Association of Cambodia (YEAC);
- National Disability Action Committee;
- Disability Foundation;
- Cambodia Disabled People's Organization (CDPO)

Key international partners:

- United Nations Industrial Development Organization (UNIDO);
- ADB;
- World Bank;
- Swiss Agency for Development Cooperation;
- New Zealand Ministry of Foreign Affairs and Trade (MFAT);
- US Department of Labor (USDOL).

DWCP Outcomes	DWCP Outputs
Outcome 2.1: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to just transitions towards a productive, diversified, digitalized, formalized, green, and low carbon and climate adapted economy (adapted from UNSDCF Outcome 2) ILO P&B 2024–25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 4: Sustainable enterprises for inclusive growth and decent work. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	Output 2.1.1: Businesses/enterprises will be more formalized, digitalized, inclusive, green, and carbon and pollution mitigating (<i>adapted from UNSDCF Output 2.2</i>).
	Output 2.1.2: Increased availability of decent work opportunities, particularly for women, youth and other vulnerable groups, through provision of and access to affordable quality childcare and other care services; sustainable business and SME development; and inclusive and gender-responsive entrepreneurship.
	Output 2.1.3: Increased gender-responsive tripartite constituent awareness and capacities to promote decent working conditions and employment opportunities in the care economy, including community childcare services.

Outcome 2.2: By 2028, the enabling environment for the promotion of decent employment is enhanced by revision and improved implementation of the National Employment Policy (NEP) in line with changing economic and labour market trends. ILO P&B 2024–25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 4: Sustainable enterprises for inclusive growth and decent work. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	Output 2.2.1: Increased capacities of National Employment Policy (NEP) committees and secretariats at the national and subnational level in results-based planning, implementation, and monitoring and evaluation (M&E) Output 2.2.2: Revised NEP supported by a gender-responsive NEP implementation plan, operationalization guidelines and monitoring framework.
DWCP Priority 3: Industrial relations – Promoting social dialogue, harmonious industrial relations and rights at work in line with national and international labour standards. Pentagonal Strategy: Pentagon 1.5. Strengthening citizenship in a highly civilized, moral, equitable and inclusive society. SDG targets: Target 5.2. Eliminating all forms of violence against all women and girls; Target 5.4. Recognizing and valuing unpaid care and domestic work, including through the provision of public services; Target 8.7. Eradicate forced labour and end child labour in all forms; Target 8.8. Labour rights and secure working environments for all, including migrant workers, especially women, and those in precarious employment; Target 10.1. Reduce income inequalities; Target 10.4. Adopt fiscal and social policies that promote equality, including wage and social protection policies. CSDG targets: Target 5.1. End all forms of discrimination against all women and girls everywhere. Target 5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. Target 5.5. Ensure full and efficient participation of women and equal opportunity in leadership in all levels in economic political and public life. Target 10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality. Key national partners: • MLVT, including DGL and the National Labour Institute; • CAMFEBA; • Cambodian workers' organizations; • MoC; • Ministry of Planning (MoP)/National Institute of Statistics (NIS); • National Council of Minimum Wage; • relevant CSOs. Key international partners: • United Nations Office of the High Commissioner for Human Rights (OHCHR); • Joint United Nations Programme on HIV/AIDS (UNAIDS); • Australian Department of Foreign Affairs and Trade (DFAT); • Government of Canada; • EU; • Swiss Agency for Development Cooperation; • Government of Japan; • USDOL.	

DWCP Outcomes	DWCP Outputs
Outcome 3.1: By 2028, gender-responsive social dialogue and workplace cooperation have been strengthened as a result of improved institutional and tripartite constituents' capacities and processes. ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue. Outcome 5: Gender equality and equality of treatment and opportunities for all.	Output 3.1.1: Increased capacities of ILO social partners to represent and service their members and engage effectively in social dialogue (both tripartite and bipartite, including on national policy matters), collective bargaining, and workplace consultations and cooperation.
	Output 3.1.2: Mechanisms and processes for gender-responsive and inclusive social dialogue strengthened at the national, provincial and enterprise levels.
	Output 3.1.3: Increased institutional and technical capacities for labour dispute resolution at the national, provincial and enterprise levels, including through the Arbitration Council.
Outcome 3.2: By 2028, promotion and protection of rights at work improved as a result of strengthened implementation of national and international labour standards. ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work	Output 3.2.1: Increased capacities of tripartite constituents for implementation of national and international and national labour standards, including monitoring of and reporting on ratified international labour Conventions.
	Output 3.2.2: The Labour Law, Trade Union Law and other labour-related laws updated as necessary in line with the changing requirements of the economy, especially as a result of digitalization.
	Output 3.2.3: Strengthened institutional capacities and workplace measures to promote gender equality and non-discrimination in the world of work in line with the ratified Equal Remuneration Convention, 1951 (No. 100), and Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and other relevant Conventions.⁹
Outcome 3.3: By 2028, increased realization of rights, better working conditions and sustainable reintegration for migrant workers as a result of enhanced labour migration governance, policies, mechanisms and support services. ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all.	Output 3.2.4: Strengthened evidence-base to support implementation of national action plans and Strategic Development Plan for Labour, Social Security and Vocational Training 2024–2028 to reduce child labour and eliminate the worst forms of child labour.
	Output 3.3.1: Improved gender-responsive enabling legal, policy and regulatory environment for safe and fair recruitment and productive labour migration.
	Output 3.3.2: Increased capacities of relevant institutions to support the realization of the rights and better working conditions of women and men migrant workers.
	Output 3.3.3: Expanded access to effective support services for women and men migrant workers at all stages of the labour migration process.

⁹ Particularly giving effect to the not-yet-ratified Maternity Protection Convention, 2000 (No. 183), Domestic Workers Convention, 2011 (No. 189), and Violence and Harassment Convention, 2019 (No. 190).

Outcome 3.4: By 2028, new and improved legal, policy and institutional frameworks are in place to ensure more women and men workers are in employment that provides decent, safe and healthy working conditions. ILO P&B 2024-25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all	Output 3.4.1: Strengthened gender-responsive legal, policy, planning and institutional frameworks in place to promote occupational safety and health (OSH), giving effect to fundamental principles and rights at work¹⁰ and supported by improved workplace OSH capacities.¹¹
	Output 3.4.2: Increased capacities of national labour inspection system in areas focused on strategic compliance planning, OSH, social security, violence and harassment at work, child and forced labour, and human trafficking.
	Output 3.4.3: Gender-responsive priorities and options developed through evidence-based social dialogue for ways forward in expanding the coverage of minimum wages in line with the Minimum Wage Law, taking account of economic circumstances.
	Output 3.4.4: More regular and sustainably-resourced Labour Force Surveys improve the evidence base to monitor application of RGC decent work commitments and design relevant gender-responsive policies, strategies and plans.

¹⁰ Based on the fundamental international labour Conventions concerning OSH, namely the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).

¹¹ Including in regard to mental health and during the commute to and from work.



2

National policy alignments for the DWCP

► Table 2. National policy alignments for the DWCP

Overarching strategic and policy frameworks	• Cambodia's Vision 2030 and 2050 frameworks • Cambodia Sustainable Development Goals (CSDGs) • Pentagonal Strategy for Growth, Employment, Equity, Efficiency and Sustainability: Phase I (2023–2028): Building the Foundation Towards Realizing the Vision 2050 • National Strategic Development Plan (NSDP) 2024–2028
Alignments with the Pentagonal Strategy 2024–2028	To implement Vision 2050, the Pentagonal Strategy – Phase 1 outlines five Strategic Goals that are aligned with the 2030 Agenda for Sustainable Development: 1. Ensuring crisis-resilient economic growth of around 7 per cent per year on average (SDG 8, SDG 9, SDG 11); 2. Creating more jobs, both quantity and quality, for Cambodian people, especially for youth (SDG 1, SDG 4, SDG 8); 3. Achieving the poverty reduction target of below 10 per cent and continuing to keep the poverty rate to a minimum level (SDG 1, SDG 2, SDG 3, SDG 4, SDG 5 [indirectly], SDG 6, SDG 7, SDG 9, SDG 10); 4. Continuing to strengthen governance capacity and improving the quality of public institutions, both national and subnational, to ensure efficiency of public services; to continue to strengthen private sector governance, and to continue to promote a favorable environment for business, investment and trade (SDG 4, SDG 5, SDG 6, SDG 7, SDG 10, SDG 16, SDG 17); 5. Ensuring sustainable socio-economic development and building resilience to climate change (SDG 6, SDG 7, SDG 9, SDG 10, SDG 11, SDG 12, SDG 13, SDG 14, SDG 15). The following Pentagons particularly support the Decent Work Agenda in Cambodia: Pentagon 1: Human Capital Development 1.2. Technical skills training 1.4. Strengthening the social protection system 1.5. Strengthening citizenship in a highly civilized, moral, equitable and inclusive society Pentagon 2: Economic Diversification and Competitiveness Enhancement 2.1. Development of key sectors and new sources of economic growth Pentagon 3: Development of Private Sector and Employment 3.1. Development of labour market 3.2. Promotion of micro, small, and medium enterprises, startups, entrepreneurship and development of informal economy Pentagon 4: Resilient, Sustainable and Inclusive Development 4.1. Optimization of demographic dividends, strengthening of demographic resilience and promotion of gender equality 4.3. Promotion of agriculture and rural development 4.5. Ensuring environmental sustainability and readiness for responding to climate change, as well as promotion of green economy. Pentagon 5: Development of Digital Economy and Society 5.1. Building digital government and digital citizens
Key strategic alignments with national sectoral and thematic policies, strategies, plans and road maps	• National Employment Policy (NEP) 2015–2025 • Industrial Development Policy (IDP) 2015–2025 • National Strategy for Informal Economic Development 2023–2028 • National Social Protection Policy Framework 2024–2035 • National TVET Policy 2017–2025 • TVET Strategic Action Plan 2024–2028 • National Skills Development Roadmap 2023–2035 • Neary Rattanak VI (2024–2028) for Gender Equality and the Empowerment of Women in Cambodia • National Disability Strategic Plan 2019–2023 (NDSP2); NDSP 3 (2024–2028)

	• National Policy on Youth Development 2011 • National Action Plan on Youth Development 2022–2026 • Policy on Labour Migration for Cambodia 2019–2023 (2024–2028 in draft form) • National Action Plan to implement the 2017 ASEAN Consensus on the Protection and Promotion of the Rights of Migrant Workers 2023–2025 • Global Compact for Safe, Orderly and Regular Migration National Implementation Plan 2024–2026 • Cambodia Digital Economy and Society Policy Framework 2021–2035 • Garment, Footwear, Travel Goods Sector Development Strategy 2022–27 • Cambodia Agro-Industrial Strategic Development Plan 2019–2030 • Sectoral strategy to address demand for care on women (garment sector) • Tourism Technology Roadmap 2030 • Digital Technology Roadmap 2030 • National Policy on Lifelong Learning 2019 • Roadmap for Sustainable Consumption and Production (2022–2035) • Resource Efficiency and Cleaner Production Strategy and Action Plan for Industry and SME Sector 2021–2030; • National Strategic Plan on Green Growth 2013–2030; • Circular Economy Strategy and Action Plan (2021–2035) • National Plan of Action on the Reduction of Child Labour and Elimination of the Worst Forms of Child Labour (2016–2025) • National Action Plan to Prevent and Respond to Online Child Sexual Exploitation (2021–2025) • Strategic Plan for HIV and STI Prevention and Care in the Health Sector 2021–2025 The DWCP further fully aligns with and supports the: • UN Sustainable Development Cooperation Framework (UNSDCF), 2024–2028 • National Roadmap for the Global Accelerator on Decent Jobs and Social Protection for Just Transitions in Cambodia • MLVT Strategic Development Plan for 2024–2028
Key regional frameworks	• ASEAN Declaration on Strengthening Social Protection, 2013 • ASEAN Declaration on the Protection of Migrant Workers and Family Members in Crisis Situations and its Guidelines, 2023 • ASEAN Consensus on the Protection and Promotion of the Rights of Migrant Workers, 2017 • ASEAN Labour Ministers (ALM) Work Programme 2016–2020 • ASEAN Guideline on Gender Mainstreaming into Labour and Employment Policies Towards Decent Work for All, 2020



Country overview – Decent work progress, challenges and opportunities

The following country overview summarizes key decent work progress, trends, challenges and opportunities in the context of Cambodia. The summary is structured in line with the three pillars of the ILO Centenary Declaration for the Future of Work:

- i. peoples' – both women's and men's – capacities to benefit from the opportunities of a changing world of work, including persons with disabilities;
- ii. institutions of work to ensure adequate protection of all workers; and
- iii. sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

The overview draws on the UN Common Country Analysis, which informed the drafting with the Cambodian Government of the UNSDCF 2024–2028, as well as the UNSDCF itself. These documents are supplemented by other sources as indicated in the references section at the end of this document.

A key consideration in the DWCP is Cambodia's impending graduation from least developed country (LDC) status. This is reflected in the DWCP Goal: "Decent, productive and sustainable work for all contributes to Cambodia's LDC graduation in 2029." Three objective criteria determine membership in the LDC category: (i) a measure for income per capita; (ii) a human assets index; and (iii) an economic and environmental vulnerability index. Cambodia met the three LDC graduation criteria for the first time at the 2021 UN Review. As Cambodia's development is export-driven, LDC graduation is expected to have impacts on the country's exports (even if not immediately), a significant share of which benefit from LDC-specific preferential market access. Impacts related to development cooperation and on support for participation in international forums are expected to be marginal (UNCTAD, unpublished). The five-year preparatory period until 2029 will allow Cambodia to address the challenges and potential negative impacts of graduation. Key priorities in this regard will include working towards the transition to other preferential trade schemes/market access; structural transformation; product, market, and trade diversification and promotion; reskilling and upskilling the labour force to increase productivity; building trade capacity; mobilizing resources; and equipping Cambodia with measures to deal with the uncertainty surrounding global shocks.

Peoples' – both women and men's – capacities to benefit from the opportunities of a changing world of work, including persons with disabilities and other persons in vulnerable situations

Enhancing and expanding social protection: The National Social Protection Policy Framework (NSPPF) 2016–2025 provides the long-term vision of building an effective and financially sustainable system that serves as a policy tool to reduce poverty, vulnerability and inequality, while at the same time boosting human development and national economic growth. The Government is currently drafting a new version of the NSPPF that covers life-cycle risks, based on the review of the NSPPF 2016–2025 conducted in 2021–2022, supported by the ILO. Three key institutions provide the backbone of the national social protection system:

- i. the National Social Protection Council, which is an inter-ministry body established in 2018 to coordinate and direct the work of formulating social protection strategies and policies;
- ii. the National Social Security Fund, established in 2007 with ILO support and a tripartite governance structure to manage national social insurance schemes covering occupational risk, healthcare and pensions (since October 2022) for 1.8 million workers from both the private and public sectors; and
- iii. the National Social Assistance Fund (NSAF), established in 2022 to consolidate all social assistance programmes under one institution. This covers programmes that are targeted for the poor and vulnerable households identified through the Identification of Poor (IDPoor) and the Identification of Vulnerable household mechanisms led by the Ministry of Planning.

The Government's main priority in the current period is to extend the effective coverage of social protection to uncovered workers in both the formal and informal economies and to vulnerable and poor families through both social security (contributory) and social assistance (non-contributory). Current significant efforts to extend effective coverage include: onboarding the NSSF to a data-sharing platform called CAMDEX (Cambodia Data Exchange); improving social registry and promoting digital

social protection; promoting formalization of the economy (enterprises and workers); working toward universal health coverage; and developing a shock-responsive social protection framework. Such efforts are underpinned by a focus on strengthening the capacities, efficiency, service quality, accountability, transparency and sustainability of the key social protection institutions, including through digitalization.

Demographic dividend provides new opportunities: The country's "demographic dividend" arises from the proportion of youth within Cambodia's population growing faster than the overall population. This frees up resources for investment and family income growth (World Bank 2018), providing a major opportunity for progressing Cambodia's long-term development objectives. However, maximizing the benefits of the demographic dividend requires increased attention to decent work creation for youth entering the labour market each year and comprehensive workforce skills development to meet labour market needs, with particular attention to vulnerable young women and men for whom there is a risk of being left behind.

Youth carry the future in their hands: Cambodia has a relatively young population, with 65 per cent being 30 years of age or younger (UNFPA, n.d.). Every year, the cohorts of youth joining the workforce put significant demands on the labour market for the creation of new jobs (ILO 2017). At the same time, a significant proportion of youth in Cambodia remain not in education, employment or training (NEET).¹² In 2019, a total of 341,272 youth were in NEET status, representing 12.7 per cent of all youth. More youth in NEET status were reported among females (13.8 per cent) than among males (11.4 per cent). These figures were significantly worsened during the pandemic, which saw youth disproportionately affected by disruptions in education, training and employment, exacerbating their existing vulnerabilities in the labour market (UNDP 2020). High school drop-out levels are a key factor in Cambodia's NEET status; while indigenous youth in Cambodia's north-east face a higher likelihood of being excluded from the education system, severely impacting their employment prospects (UNICEF 2020). As a result of these trends and challenges, vulnerability and marginalization characterize the employment experience of large numbers of Cambodia's youth, especially in rural areas. Particularly at risk of being left behind in this context are women and girls, adolescent youth generally, youth with disabilities, indigenous youth, ethnic minority youth, youth from poor families (IDPoor youth) and rural youth.

Gender inequalities and disability exclusion: Cambodia has made significant legislative and policy advances in gender equality over the past 25 years. The primary policy framework for promoting gender equality in all spheres is Neary Rattanak VI (2024–2028) for Gender Equality and the Empowerment of Women in Cambodia. Recent progress for women in the workplace has included the introduction of 90 days of maternity leave with a 120 per cent wage, and a baby bonus for female workers (US\$100 to a worker who delivers one baby, US\$200 for twins and US\$300 for triplets). In addition, the Cambodian Government has introduced a cash transfer scheme for pregnant women from families with an IDPoor card. Under the scheme, pregnant women will receive cash support in three phases, as follows: (i) US\$10 up to four times when they come for antenatal care visits; (ii) an additional one-time payment of US\$50 after delivery in a health facility; and (iii) US\$10 up to ten times for each post-delivery check-up for themselves and their babies until their children are two-years-old. The MLVT has also issued a Prakas on Domestic Work Conditions to give effect to the provisions of Convention No. 189.

Progress on women's labour participation has also been significant. The female labour force participation rate in Cambodia was 84 per cent in 2019, an increase from 77.5 per cent in 2014 and higher than neighbouring countries. Women are owners of 62 per cent of micro-enterprises and 26 per cent of medium-sized enterprises. At the same time, a number of key challenges remain and need ongoing attention:

- Despite a relatively high women's labour force participation rate, the wage gap between women and men for work of equal value, attributable to gender discrimination, is 19 per cent.¹³ This represents an enduring barrier for women jobseekers, and affects both men and women due to its negative impact on productivity and economic growth.

¹² The share of youth in NEET status refers to the proportion of young people who are not in education, employment or training compared to the population of the corresponding age group, be it youth (ages 15 to 24); persons aged 15 to 29; or both age groups.

¹³ Cambodia Socio-Economic Survey data for 2019–20, corrected for selection bias.

- Women carry disproportionate unpaid work burdens, as they perform 90 per cent of unpaid care work, on average (UN Cambodia 2022). This is one of the most unequal distributions of unpaid care work globally, and it creates a barrier to women's employment (and retention in employment) and can limit participation in education, training and leadership.
- Labour market inequalities show women to be over-represented in lower paid, less valued positions in the informal sector and under-represented in senior and higher paid roles in the formal economy. This increases women's vulnerability due to job insecurity, unfair wages and potentially unsafe working environments.
- Women are under-represented in leadership decision-making in both the public and private spheres, including in the world of work, constituting both a cause and a consequence of gender inequalities. Women continue to be significantly under-represented in management positions across sectors, trade unions, political parties and all levels of government.
- There is no national prevalence data on gender-based violence (GBV) and sexual harassment. However smaller studies give some indication of the extent of these issues in Cambodia. CARE (2017, as cited in UN Cambodia 2022, 25–26) found that 28.6 per cent of female garment factory workers had been sexually harassed in the 26 previous years, and that 16.5 per cent of women and 7.6 per cent of men experienced sexual harassment outside the factory over that period. Entertainment workers report very high rates of gendered violence: in 2018, 37.5 per cent of women working in the entertainment industry had experienced GBV in the past six months (Wieten et al. 2020, as cited in UN Cambodia 2022, 25).
- Underpinning these persistent gender inequalities in all spheres of society are widely held discriminatory social norms that uphold unequal power relations that disadvantage women and girls.

The situation of persons with disabilities, including youth, exemplifies the additional challenges that vulnerable and marginalized groups face within the workforce. In the 2021 Cambodia Demographic and Health Survey, 28 per cent of men and 33 per cent of women in Cambodia over 15 years of age reported some form of disability (Cambodia, NIS, Ministry of Health, and ICF 2023). UN human rights mechanisms have noted various barriers to access to education and employment for persons with disabilities in Cambodia. The Committee on the Elimination of Discrimination Against Women has noted obstacles to girls' enrolment in and completion of secondary and tertiary education due to disability (CEDAW Committee 2019). The Committee on Economic, Social and Cultural Rights (CESCR) has noted that persons with disabilities suffer from the inaccurate stereotype that they cannot be productive members of society, resulting in difficulties in obtaining skilled employment. The CESCR further noted that there is no provision – legislative or otherwise – requiring that public buildings and government services should be accessible to persons with disabilities (CESCR 2009). The United Nations Joint Programme on Accelerating Disability Rights in Cambodia has stated that persons with disabilities face stigma and discrimination, limited access to services and information, unsustainable livelihoods and limited access to education, and the inaccessibility of physical infrastructure (UN 2019). Moreover, women with disabilities and individuals residing in rural areas encounter additional difficulties when it comes to finding employment opportunities (UNESCAP 2021). There is potential to promote the employment of persons with disabilities in the private sector by supporting the establishment of a national business and disability network, following the examples from almost 40 other countries.

Other persons in vulnerable situations include workers living with HIV, who face heightened risks in sectors such as entertainment. The Government has strengthened the national response on HIV and AIDS in the world of work through the implementation and reinforcement of HIV-related laws and regulations. To that end, efforts have been focused on the implementation of MLVT Prakas No. 86 of 2006 on the Creation of the HIV/AIDS Committee in Enterprises and Establishments and the Prevention of HIV/AIDS in the Workplace. The capacities of Provincial Departments of Labour and Vocational Training, which play a key role in the implementation of the prakas, were strengthened – as were the capacities of social partners. These efforts were complemented with the provision of training on the implementation of MLVT Prakas No. 194 of 2014 on Working Conditions, Occupational Safety and Health Rules of Entertainment Service Enterprises, Establishment and Companies and Instruction No. 008 of 2017 on Illicit Drug Control and Prevention in the Workplace.

Strengthening and expanding technical and vocational training: A persistent mismatch between labour market requirements and available skills poses a significant challenge to progress in increasing

access to decent employment in Cambodia (Cambodia, NIS 2020a). In all, 35 per cent of the 3,139 employees who participated in the Cambodia Skills and Jobs Survey 2020 were under- or over-qualified for their current position (Kuoch et al. 2021). Jobs in Cambodia were found to demand a moderate level of literacy, numeracy and ICT skills, as well as soft skills such as communication, teamwork and problem-solving, which are crucial for effective job performance. However, serious deficits and misalignments were identified in each of these areas. Youth coming into the labour market with only a high school (or lower) level of educational attainment have the highest rate of qualification mismatch, with 46.9 per cent experiencing this issue.

Recognizing that a skilled labour force is critical to efforts to boost productivity and to meet the requirements of ongoing economic structural transformation and the Fourth Industrial Revolution (IR4.0), the National Policy Framework for TVET 2017–2025 aims to address the skill gaps that hold back the transition to a higher-value added economy as envisaged in Cambodia’s Industrial Development Policy (IDP). A key component of this transition is the Government’s strategic goal to ensure that “each individual youth specializes in at least one skill in life”. The five-year strategic plan of the MLVT further aims at tackling skilled labour shortages and labour market mismatches through the establishment and implementation of active labour market policies (ALMPs) and the transformation of technical and vocational education and training (TVET) in response to the IR4.0, digital society and economy, and the need to accelerate progress towards a green economy.

The Government’s commitment to improving and expanding TVET in this context has been bolstered by its January 2023 announcement of an initiative to provide technical and vocational training to an additional 1.5 million young people from poor and vulnerable families nationwide over the next five years. This will apply across 38 skills in ten priority sectors.

Although there is a national TVET policy and institutional architecture in place to move this and other commitments forward, the system remains hindered by factors such as inadequate coordination, inadequate resourcing and insufficient internal skill levels, including among teaching and curriculum development staff.

The role of Cambodia’s private sector engagement is a further critical factor in providing market-led skills development opportunities for Cambodia’s youth. The percentage of firms offering training for employees is currently well below the East Asia and Pacific average (World Bank 2018). This reinforces the need to continue increasing private sector engagement through both the formal TVET system (public and private) and informal pathways such as workplace-based learning. The latter includes internships, on-the-job reskilling/upskilling and the recognition of prior learning (RPL), including through public-private partnerships between TVET institutions and business. The need to prioritize the development of soft, digital and green skills to meet the demands of the changing economy and labour market is a further imperative for action in this context. In addition, it is critical to ensure that skills development efforts lead to continued improvements in the quality and availability of labour market information on skills requirements and trends, as well as strengthened and expanded services (government and private) to link jobseeker skills with labour market needs.

Meeting the skills requirements of the future of work: With the increasing influence within Cambodia’s economy of the Fourth Industrial Revolution, information and communication technology (ICT)-related businesses are beginning to play an increasingly important role in growth and employment creation. In line with global and regional trends, Cambodia is experiencing an increase in gig/platform businesses and work, the use of e-commerce tools, and automation of manufacturing. The increase in the number of ICT startups is an important development in this context, with Cambodia offering favourable conditions due to its large youth population within the economically productive age range, as well as a relatively well-developed digital infrastructure. The Government has demonstrated significant commitment to fostering the development of digital startups in line with the Cambodia Digital Economy and Society Policy Framework 2021–2035, supported by related programmes and services.¹⁴ CSOs also provide support through various mechanisms, including shared workspaces, incubation and acceleration

¹⁴ Cambodian Government initiatives in this regard have included the establishment of the following institutions: the Skills Development Fund, Khmer Enterprise, the government-owned SME Bank, the Credit Guarantee Corporation of Cambodia, the Startup Cambodia National Program, and the Techo Startup Center.

programmes, mentorship opportunities, and events that facilitate connections between start-ups and both domestic and international markets.

At the same time the digital revolution is bringing new challenges. Only an estimated 30 per cent of Cambodians have basic digital skills for internet searches, communications and information-sharing, with a significant urban–rural divide in internet access and mobile phone subscriptions (UN Cambodia 2023a), as well as skill gaps that threaten to leave many behind (UNDP 2020). Potential job displacement, particularly in labour-intensive sectors such as manufacturing and textiles, will also affect young low-skilled workers as workplaces are increasingly digitalized (UNDP 2020). These developments reinforce the need for an increased focus within skills development programmes on digital and green skills, as well as on reskilling and upskilling within workplaces.

Worst forms of child labour – Progress and challenges: At the IV Global Conference on the Sustained Eradication of Child Labour (2017), the Government pledged to accelerate efforts to eradicate all forms of child labour in line with the National Plan of Action on Reduction in Child Labour and Elimination of Worst Form of Child Labour 2016–2025, SDG target 8.7, and the ILO Minimum Age Convention, 1973 (No. 138), and ILO Worst Forms of Child Labour Convention, 1999 (No. 182). Concerted collaboration between Better Factories Cambodia (BFC), the Textile, Apparel, Footwear and Travel Goods Association in Cambodia (TAFTAC), and other national partners have seen the incidence of child labour in Cambodia’s garment sector dramatically reduced. However, child labour remains a serious issue more broadly, driven and fuelled by family poverty (which was aggravated by the COVID-19 pandemic), challenges in accessing basic education, the often poor quality of schooling, and low school completion rates.

Institutions of work to ensure adequate protection of all workers

Key laws underpin industrial relations: The Labour Law and Trade Union Law are the two core legislative instruments underpinning industrial relations and the upholding of international labour standards in Cambodia. Since 1997, the Labour Law has been amended three times – in 2007, 2018 and 2021. The Trade Union Law (2016) was also recently revised to clarify the definition of “most representative” status.

International labour standards – The cornerstone of decent work: Cambodia has ratified 13 international labour standards, including eight of the ten fundamental Conventions (see Annex 1 for details).

The ILO supervisory bodies have adopted observations, conclusions and recommendations on the application of ratified Conventions, including the Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87), which was the object of three Direct Contacts Missions – in 2009, 2017 and 2022. While the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) has noted progress made in the implementation of Conventions ratified by the Cambodia in recent years, the Committee has made a number of observations, comments and direct requests since 2020 with respect to Cambodia’s compliance with the:

- Forced Labour Convention, 1930 (No. 29)
- Abolition of Forced Labour Convention, 1957 (No. 105);
- Freedom of Association and the Right to Organise Convention, 1948 (No. 87);
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98);
- Minimum Age Convention, 1973 (No. 138);
- Worst Forms of Child Labour Convention, 1999 (No. 182);
- Employment Policy Convention, 1964 (No. 122);
- Seafarers’ Identity Documents Convention, 1958 (No. 108).

Evolving national tripartite architecture: The peak tripartite body in Cambodia is the Labour Advisory Committee. Other key tripartite organs include the Arbitration Council, the National Minimum Wage Council, the Governing Body of the National Social Security Fund, the National Commission on Occupational Safety and Health, the National Training Board, the 8th Working Group on Labour and Industrial Relations, and the National Committee for Monitoring Implementation of Ratified ILO Conventions. Social partners highlighted the need to continue strengthening the effectiveness of social dialogue mechanisms and processes, as well as the relevant capacities of the participating parties.

Labour inspection services key to compliance: Effective, well-resourced and transparent labour inspection is a cornerstone of ensuring compliance with Labour Law requirements. While at the national level, labour and OSH inspections come under separate administrative arrangements, at the provincial level, labour inspection services cover the full spectrum of relevant areas, including OSH. Key priorities for ongoing development of the system include continuing to strengthen strategic compliance planning in line with international standards and good practices. Increased attention to child labour, to incoming migrants from other countries and to issues related to trafficking were also highlighted in DWCP drafting consultations. A key focus for ILO attention is the garment, footwear and travel goods sector, where BFC has long prioritized capacity support to Cambodia's labour inspection system.

Disputes resolution key to industrial harmony: The central body in this respect is the Arbitration Council (and the supporting Arbitration Council Foundation), which was formalized in 2003 as an independent state-sanctioned component of Cambodia's industrial dispute resolution architecture. The Council is widely respected for its effectiveness, transparency and credibility, and has recently had its scope broadened to include individual disputes. Sustainability and capacities to manage its expanded role are key considerations for the Council. Tripartite consultations held to develop this DWCP highlighted the need to strengthen dispute resolution in the workplace as the first recourse. The need to consider other alternative dispute resolution approaches and the need to develop a coordinated national system were also highlighted.

Employers' and workers' organizations: The national representative employers' body is the Cambodian Federation of Employers and Business Associations (CAMFEBA), which is steadily increasing its membership and capacity to engage in national policy dialogue through evidence-based policy engagement. Covering the country's largest formal sector, the Textile, Apparel, Footwear & Travel Goods Association in Cambodia (TAFTAC) is a major player within CAMFEBA.

Workers' organizations have proliferated in Cambodia but demonstrate mixed capacities and degrees of representativeness. The main trade union body with which the ILO has interacted is the National Trade Union Council for the DWCP, which consists of the representatives of 16 major national trade union federations/confederations.

Collective bargaining: The number of collective bargaining agreements (CBA) in Cambodia remains limited; moreover, most agreements recorded as CBAs are adopted in the course of resolving a specific dispute. Collective bargaining is practised by some larger hotels, garment factories and service enterprises, but generally remains rare in most sectors. Sector-based collective agreements are uncommon.

Occupational safety and health (OSH): While high levels of OSH risk, including those related to violence and harassment, persist in areas of the economy such as construction, agriculture and manufacturing (including the garment, footwear and travel goods sector), recent years have seen a steady strengthening of Cambodia's national OSH policy and planning architecture. Key elements include: (i) the 3rd Master Plan and Action Plan on OSH, which provides a road map with strategic objectives and activities for the period 2023–2027, with increased attention to mental health; (ii) the National OSH Profile; and (iii) the National Asbestos Profile. The DWCP will also be supporting the completion of a national OSH policy and a national OSH law, as well as improved monitoring and reporting on workplace injuries and diseases.

Sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Accelerating impacts of climate change a key factor in economic development: Cambodia is particularly vulnerable to climate change impacts due to its geographical location and reliance on agriculture. Rising temperatures, extreme weather events and changing rainfall patterns are already directly impacting agricultural productivity, potentially leading to job losses for people engaged in the agricultural sector (UNDP 2020), as well as to deteriorating working conditions. At the same time, climate change also presents opportunities for sustainable employment initiatives in areas such as renewable energy, green technologies and digital business (ILO 2022). Cambodia is moving quickly to address the challenges and to seize the opportunities through its National Strategic Plan on Green Growth 2013–2030,

the Circular Economy Strategy and Action Plan (2021–2035) and other relevant policies, strategies and plans.

Economic progress provides foundations for longer-term prosperity: Cambodia has established a remarkable track record of economic growth, with real GDP growth rates averaging above 6 per cent in the period 1995–2021 and the country attaining lower-middle income status in 2015. GDP per capita increased more than fivefold, from US\$379 in 1995 to US\$1,917 in 2023, with a projected level of US\$2,071 in 2024.¹⁵ Powered by garment manufacturing, the industry sector has been the main driver of Cambodia’s economic growth, followed by the services sector, mainly tourism. Construction is an emerging sector fuelled by a growing middle class. In 2019, the three subsectors contributed more than 70 per cent of the country’s economic growth and accounted for 39 per cent of total formal employment (UNCTAD, unpublished). This growth trajectory has enabled a considerable reduction in Cambodia’s Multidimensional Poverty Index (MPI), which fell from 0.17 in 2014 to 0.07 in 2021/22, and the incidence of poverty dropped from about 37 per cent to 17 per cent over the same period. This means that multidimensional poverty was halved in 7.5 years (UNDP 2024). Cambodia is currently expected to graduate from LDC status in 2029 and aims to reach high-income status by 2050.

While the immediate post-COVID period has seen indications of renewed growth (5.2 per cent in 2022), the outlook for trade remained uncertain in 2023, with the economy vulnerable to further external shocks amid ongoing geopolitical tensions and concerns about inflation and high commodity prices.

As a result of improvements in income, health and education, Cambodia’s Human Development Index (HDI) has increased by 56.9 per cent, reaching the medium human development category, and bringing Cambodia to a ranking of 146 among 191 countries in 2023 (UNDP 2024). Cambodia’s Gini Coefficient was last calculated in 2019 as standing at 54.6 (down from 69.2 in 2012 (World Economics, n.d.-a)). While this figure may be outdated, it was taken into consideration for Cambodia’s Inequality Index, which is 48.9 (World Economics, n.d.-b), suggesting high levels of inequality. These inequalities are perpetuated across gender, age, geographic location, ability and socioeconomic lines, with those that experience intersectional challenges or vulnerabilities most likely to be left behind (UN Cambodia 2023, 33).

COVID-19 pandemic stalls Cambodia’s development trajectory: A major factor in Cambodia’s progress in implementing the Decent Work Agenda over the five-year period of the DWCP is the period of recovery from the COVID-19 pandemic, which saw the economy contract by 3.1 per cent in 2021. This led to a loss of jobs and income for thousands of workers, particularly impacting women, youth, informal sector workers, workers in the garment, footwear and tourism sectors, women-owned enterprises, persons with disabilities, returning migrants and minority groups, as well as people living on the margin and below the national poverty line. Women were among the most affected since cultural norms make them responsible for domestic care and household chores, requiring them to care for sick family members and for home-schooling. Women also experienced increased levels of violence during the pandemic period. These developments exacerbated existing inequalities for women, who play a vital role in the social and economic fabric of Cambodia yet represent a disproportionately limited role in national and business decision-making. Young people were also negatively impacted by the disruptions to education, training and jobs due to the crisis, which further impaired pre-existing vulnerabilities of youth in the labour market.

High levels of informality: Cambodia’s labour market has been evolving significantly in recent years, with expansion of wage labour market and emerging employment opportunities in services, manufacturing and construction. Cambodia’s overall employment rate stands at 99.7 per cent, with employed youth accounting for 19.1 per cent of the total employed population. In addition, 39.4 per cent of young women work in manufacturing, particularly in the garment, footwear and travel goods sector, which is Cambodia’s major source of formal employment and exports. However, behind the high level of participation in the economy are significant challenges in improving the quality of employment, as reflected by the very high share of informal employment. The National Strategy for Informal Economic Development 2023–2028 points to the large numbers of employed persons by occupation and enterprise in the informal economy in many sectors in Cambodia, including transportation, services, wholesale and retail, handicrafts, and agriculture. Of the 7.9 million employed persons in Cambodia in 2019, 88 per

¹⁵ Ministry of Economy and Finance, Draft Budget Law 2024.

cent were in informal employment and 93 per cent were working in informal economic units. People in informal employment lack labour and social protection, often experience long working hours and severe OSH deficits, and their incomes and employment status are highly vulnerable to economic or environmental shocks.

A key factor behind such high incidence of informality is employment in informal economic units (particularly MSMEs), which account for 77 per cent of total employment. Furthermore, around two thirds of employment takes place in rural areas, where poverty continues to persist. The prevalence of informal employment was increased by the COVID 19 pandemic.

While a national policy framework is in place to tackle informality (including the new National Strategy for Informal Economic Development 2023–2028, the IDP and the NEP), only 12 per cent of enterprises had formally registered by 2023. The formalization of economic activities and employment requires an integrated policy approach that is based on an understanding of constraining and enabling factors for self-employed individuals and in business units. Formalization can happen through at least three channels:

- i. an economy that generates more productive enterprises and formal employment opportunities and ensure equitable access to these opportunities;
- ii. transforming current informal work situations into a formal employment, including through extension of social protection as a first step (including within already formal enterprises); and
- iii. preventing the informalization of formal jobs.

Long-term structural shifts in the economy an important factor for employment: It is predicted that GDP growth will bounce back, reaching 7.3 per cent in 2026 following the downturn caused by the COVID-19 pandemic. The industrial sector is expected to lead with a strong 9.6 per cent growth, followed by a 7.1 per cent increase in the service industry (including tourism) and 1.5 per cent in agriculture (Cambodia, MEF, General Department of Policy 2023). In 2021, 38.85 per cent of employees in Cambodia were active in the agricultural sector, 24.43 per cent were in industry and 35.72 per cent were in the service sector (Statista, n.d.). The overall trend is for services and industry to continue growing while agriculture reduces in scale. However, about 2 million households – or 57 per cent of all households – continue to rely on agriculture for their livelihoods, with the majority being smallholder farmers concentrated on low value-added activities (UN Cambodia 2023a).

MSMEs – Backbone of the economy: MSMEs are regarded as the backbone of Cambodia’s economy, covering some 90 per cent of enterprises, providing approximately 70 per cent of overall employment and making a significant 58 per cent contribution to GDP.¹⁶ However, the low registration level of these enterprises is a key factor in the high levels of informality within the economy as a whole (Cambodia, NIS 2023). For many young women, micro- and small-sized enterprises provide a key point of entry into the labour market. According to UNESCAP (2023), women-led businesses in Cambodia account for approximately 60 per cent of the overall total, of which 26 per cent are small- or medium-sized and 62 per cent are micro-sized. The challenges facing women micro-entrepreneurs include their inability to access finance because of low levels of financial literacy, insufficient collateral, a low level of digital literacy, few financial records, educational and social barriers, and limited business support and training. A lack of trust in digital adoption and other tools holds their business back from growth, as does the challenge of obtaining and paying back informal loans due to the lack of confidence in formal banking systems (UNDP 2021).

Social and solidarity economy – Promoting community benefits: Another small but growing element in Cambodia’s economy is what is referred to as “social and solidarity economy entities” (SSEs). Such entities include cooperatives, self-help groups, savings and credit schemes, and social enterprises. They generally prioritize the well-being of people and communities, resulting in a more inclusive form of growth. Their contributions include creating jobs, generating income and redistributing wealth, all of which help to alleviate poverty and social exclusion. Some SSE organizations play an important part in providing opportunities for women and vulnerable groups such as youth, indigenous communities and persons with disabilities. Furthermore, the decision-making processes in SSEs tend to be more

¹⁶ Ministry of Industry, Science, Technology and Innovation. Aid Memoir (10 April 2023)

participatory and egalitarian, giving marginalized groups a voice and increased ability to shape their own futures. SSEs actively promote decent wages, equality and advancement for all genders in the workplace, and practices that do not discriminate against any individual.

Harnessing labour migration for the benefit of all:¹⁷ Cambodia is a major country of origin for migrants in South-East Asia. The majority of these women and men migrant workers go abroad in search of work due to the lack of sufficient employment opportunities available in the domestic labour market and significant wage differentials. The Government has recognized that labour migration significantly contributes to inclusive and sustainable economic growth in Cambodia, as well as poverty alleviation and improved livelihoods. Labour migration has accordingly been the focus of considerable legal, policy and services attention from the Government in recent years. Well over 1 million Cambodian workers migrated in 2023 to earn higher wages than are currently available at home and to send remittances back to family members. Likewise, migration provides access to valuable technical and soft skills that can be drawn upon when workers return home. Thailand remains the most popular destination for Cambodian migrant workers, followed by the Republic of Korea, Japan and Malaysia.

However, due to the high demand, high costs, long duration and complexity of formal migration channels, 33 per cent of Cambodian migrant workers go through undocumented channels, according to the ILO and IOM. Migrant workers are often employed in undervalued work, and do not receive the minimum wage or the labour rights they are entitled to under domestic and international laws. Long hours and highly demanding conditions are common. One of the sectors of particular concern in this respect is fisheries. Countries in South-East Asia are among the worlds' top producers and exporters of fish and seafood products, and migrant workers contribute significantly to the fishing and seafood processing sectors. However, unsafe migration, decent work deficits, abuse and trafficking for forced labour present major concerns in the region. Women migrant workers generally face additional challenges in finding decent work opportunities and safe and legal migration options. The type of work available to women migrant workers often pays less and affords fewer legal protections than opportunities available to men. Women migrants furthermore face greater risks of human trafficking, sexual exploitation, HIV and abuse.

Addressing decent work data gaps

As highlighted by the UNSDCF 2024–2028, significant data gaps remain in assessing country-level progress towards the CSDGs, including with respect to gender, vulnerable groups and those most at risk of being left behind, decent work, and the informal economy. In 2020, the UN, supported by several development partners (GIZ, SIDA EU), collaborated on an assessment of the National Strategy for the Development of Statistics 2019–2023, leading to the requirement for a more coordinated approach among all relevant parties to the statistical reform process in Cambodia. A second UN report on harmonized monitoring and evaluation mechanisms for the CSDGs also noted the limitations of the CAMSTAT data reporting and dissemination platform, including capacity and coordination challenges.

To address these issues, data strengthening actions have been mainstreamed across the UNSDCF and are prioritized within the DWCP. For the ILO, the priority focus is on supporting more regular sustainably resourced Labour Force Surveys (LFS) and improved quality and availability of labour market information, particularly increased NEA capacities.

¹⁷ This section draws primarily on the Policy on Labour Migration for Cambodia 2019–2023. This in turn draws on the findings of the survey report 'Risks and rewards: Outcomes of labour migration in South-East Asia,' published in 2017 by the ILO and the International Organization for Migration (IOM).



DWCP theory of change and programme overview

► 4.1. Decent work and the UNSDCF theory of change

The UNSDCF theory of change is based on four pillars: (1) Human, (2) Economic, (3) Environmental; and (4) Social Transformation.

The following table is extracted from Pillars 1,2 and 4 of the UNSDCF theory of change. It highlights the decent work components under each pillar.

► Table 3. The DWCP and UNSDCF theory of change

UNSDCF pillar	Overarching strategic and policy frameworks	Economic pillar (decent work components)	Social transformation pillar (decent work components)
UNSDCF Outcome Level Theory of Change 	IF quality education and lifelong learning are universally and equitably available to all, particularly the most vulnerable, with a qualified, competent, motivated and supported teaching workforce that continues to develop.	IF businesses are more formalized, ensuring a just transition to a diversified, resilient, low carbon economy, while meeting the needs of vulnerable and marginalized populations; encouraging data-based, digital solutions to climate change that generate skills and formal employment; and being supported by enabling policy frameworks, public campaigns and outreach to business; IF all people, particularly women and the most vulnerable, have decent and productive employment, increased rights in the workplace that are protected through enabling mechanisms (such as policy frameworks), safe workplaces, fair wages and opportunities for upskilling in addition to enabling climate adaption and digitalization.	IF actions that support increased opportunities for meaningful dialogue and participation are rolled out, enabling women and the most vulnerable to be involved in development and decision-making;
	THEN this will provide the necessary environment for equitable and inclusive human development to advance.	THEN Cambodia's economy will become increasingly more productive, formalized, low carbon and climate adapted, while supporting the population through decent and productive work and increased inclusivity and equality achieved through diverse and sustainable financing.	THEN discrimination, violence, abuse, exploitation and other harmful practices will be reduced and all people will be able to participate meaningfully in the life of society.

UNSDCF pillar	Overarching strategic and policy frameworks	Economic pillar (decent work components)	Social transformation pillar (decent work components)
The three UNSDCF pillars are supported by the following cross-cutting factors:			
Gender equality and women's empowerment	Stronger focus on women and the most vulnerable/LNOB at risk population, improved rights at work, access to social protection, improved work safety, climate adaptive and digital opportunities.		
Financing	Improved strategic partnerships – private sector/CSOs; public and private sector and international financial institutions aligned for SDG acceleration and environmental, social and governance (ESG) goals.		
Digital	Increased use of digital solutions and improved data for evidence-based approaches that ensure that the farthest are reached first and non-one is left behind.		
Human rights-based approach prioritizes LNOB in line with international norms	1. Expanded social protection that first reaches those most left behind, provided in accordance with international human rights-based Conventions; 2. Support from a human-rights-based approach to the agri-food and other economic sectors ensures outreach and inclusion of those in the lowest socio-economic groups, as well as rural populations at greatest risk of being left behind, supported by a just transition to decent jobs with gender equality and women's empowerment; 3. Legal frameworks, policies and increased financing in place, compliant with human rights standards, and increasingly involving LNOB populations for strategic dialogue and participation in civic spaces and key areas of service delivery.		

► 4.2. DWCP theory of change

Implementation of these decent work-related components of the UNSDCF theory of change is supported by the DWCP theory of change set out on the diagram below. The DWCP theory of change places decent work at the core of Cambodia's graduation from LDC status in 2029, and is centred on three priorities:

Priority 1: Promoting strengthened technical and vocational skills systems, strengthened and expanded social protection, and improved labour market transitions (based on the UNSDCF).

Priority 2: Promoting a more sustainable, digitalized, inclusive, green and formalized economy (based on the UNSDCF).

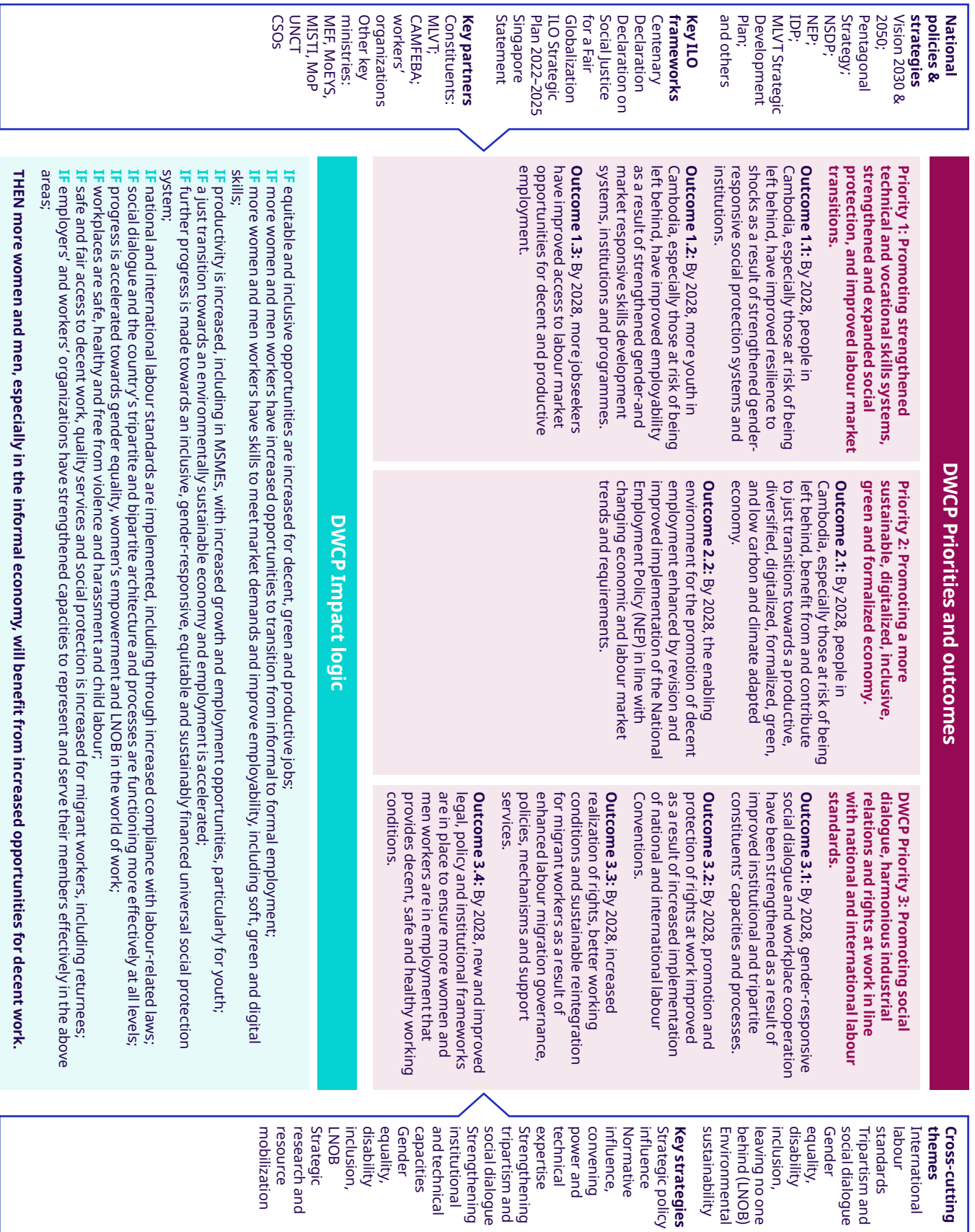
Priority 3: Promoting social dialogue, harmonious industrial relations and rights at work in line with national and international labour standards.

Progress with respect to improvements in the three key elements of DWCP Priority 3 is integral to the achievement of the Outcomes and Outputs under Priorities 1 and 2.

The priorities correspond with the ILO's comparative advantage in Cambodia (refer to section 4.3 below) and the ILO's four pillars of decent work: (i) promoting jobs and enterprises; (ii) guaranteeing rights at work; (iii) extending social protection; and (iv) promoting social dialogue, with gender equality, leaving no one behind, non-discrimination and environmental sustainability as cross-cutting commitments. The Outcomes, Outputs and planned interventions supporting the three DWCP Priorities, in turn, link to the extent possible with UNSDCF Outcomes and Outputs, as elaborated in section 4.7 below.

The theory of change diagram further sets out the impact logic of the DWCP, as well as relevant enabling policy and normative frameworks, key partners, cross-cutting themes and key strategies for implementation.

► **Figure 1. DWCP Goal: Decent, productive and sustainable work for all contributes to Cambodia's achievement of Visions 2030 and 2050, the CSDGs and LDC graduation in 2029.**



► 4.3. ILO comparative advantage

As a longstanding part of the UN presence in Cambodia, the ILO contributes to and is able to draw on the UN's immense breadth and depth of support across all sectors to support the Government and people of Cambodia advance towards an increasingly inclusive, resilient and sustainable development future.

Social dialogue, tripartism and international labour standards are at the core of the ILO's comparative advantage in implementing the DWCP alongside other international actors within Cambodia's socio-economic development process at the national and provincial levels.

Social dialogue and tripartism are cornerstone for the engagement and cooperation of the ILO's constituents and other stakeholders around shared interests and priorities to promote and implement the Decent Work Agenda in Cambodia. Social dialogue can take tripartite forms at the national and provincial levels, as well as bipartite forms through collective bargaining and other levels of workplace cooperation between employers and workers.

International labour standards provide a crucial basis and guidance for the promotion of opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and dignity. They are an essential component of ensuring that economic growth provides benefits for all.

Together, social dialogue, tripartism and international labour standards help to maximize the impact of constituents' joint contributions to Cambodia's recovery from the COVID-19 pandemic, as well as the achievement the country's long-term development goals and the CSDGs, while ensuring that labour rights are respected, gender equality environmental sustainability are enhanced and no one is left behind.

These comparative advantages are reinforced by the ILO's convening power among world of work stakeholders in Cambodia, including with respect to the development of the DWCP itself; the longstanding engagement by the ILO Office with the Cambodian Government and social partners; the ILO's distinct decent work normative and technical expertise; and its ability to draw on and apply global and regional expertise and experience to support Cambodia to meet its national development priorities and objectives, with a focus on decent work for all.

► 4.4. Principles guiding DWCP design and implementation

The DWCP reflects the guiding principles articulated in the ILO's Singapore Statement Programme (December 2022), approved by governments, employers' organizations and workers' organizations, as follows:

- a. Work collectively towards the promotion of social justice and fundamental principles and rights at work through effective social dialogue and tripartite cooperation to advance the achievement of full, productive and freely chosen employment, and decent work for all.
- b. The 2019 Centenary Declaration for the Future of Work and the 2021 Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient provide critical foundations for decent work, economic recovery and future growth to ensure a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions.
- c. Gender equality and diversity should underpin policy development and implementation to ensure no one is left behind.
- d. Social partners have an important role to play in preparing for the future of work, including policy design, analysis and implementation in areas of job transformation and the upskilling and reskilling

of workers. It is vital for governments to undertake and promote genuine engagement and effective social dialogue.

- e. Sustainable enterprises play an important role as generators of employment and promoters of innovation and decent work.
- f. Promotion of workers' rights is a key element for the attainment of inclusive and sustainable growth, with a focus on freedom of association and the effective recognition of the right to collective bargaining as enabling rights.

► 4.5. Building on previous DWCP lessons

The DWCP builds on and carries forwards the progress and lessons of previous country programmes in Cambodia. The Country Programme Review (CPR) conducted to inform the development of this DWCP inter alia highlighted the importance and value of:

- systematically investing in and closely monitoring the quality of partnerships while continuing to:
 - i. extend and deepen engagement with other government ministries and development partners to broaden the outreach, influence, leverage and resource base of the Decent Work Agenda;
 - ii. promote coherence and coordination in DWCP delivery and its contribution to broader national development objectives;
- the role of the DWCP and its tripartite governance process as a platform for facilitating greater social dialogue, coordination and synergies among relevant government ministries and other stakeholders;
- bringing tripartite constituents and other social partners together at regular intervals in order to enhance cooperation, coherence and communications within a complicated environment involving different levels of management and technical leads; and
- seriously increased and expanded engagement of the private sector through CAMFEBA and other relevant private sector platforms in promoting the Decent Work Agenda, as demonstrated by the UN Joint DEY-II programme in relation to developing public-private partnerships between TVET institutions and private companies.

► 4.6. Risks and mitigation measures in DWCP design and implementation

Key assumptions underpinning the DWCP are set out at the outcome and output levels in the DWCP Results Framework (Annex 4). The following risks are aligned with the overall risks set out by the UNSDCF 2024-2028 with respect to the whole-of-UN effort in Cambodia.

► Table 4. Risks and mitigation measures in DWCP design and implementation

UNSDCF risks	Decent work dimensions of risk	DWCP mitigation measures
Climate risk: Increased extreme weather events, leading to – and compounded by – biodiversity losses due to the climate crisis. Insecurity due to dependence on agriculture for nutrition and livelihoods. Limited adaptive capacities prevents resilience to disasters	Deteriorating working conditions due to rising temperatures, causing heat stress in the workplace, Disruption and loss of employment due to increased extreme weather events.	Ensuring effective implementation of the OSH Master Plan and Action Plan, including through enhanced capacities of labour inspection and tripartite constituents to promote OSH and address issues at the workplace level. Strengthening the capacities of key institutions and stakeholders for just transitions towards an environmentally sustainable and circular economy.
Economic risk: Multidimensional poverty leaves many vulnerable. High rates of informality exacerbate vulnerabilities and constrain government revenue and access to social protection and better working conditions, including occupational safety and health.	The negative impacts of regional and/or global economic instability and shocks on Cambodia’s economic development, affecting Cambodia’s plans to address informality and generate new decent employment as part of the COVID-19 recovery and to absorb the annual flow of young people into the labour market.	Increasing the coverage, sustainability, adequacy and capacities of Cambodia’s growing social protection system. Supporting implementation of the current and revised NEP, the informal economy policy framework and other key policies, strategies and plans to promote decent employment creation. Effectively implementing and resourcing the national OSH framework, supported by increased OSH capacities among constituents and at workplace level.
Human and social risk: Difficulty protecting freedoms of expression, press and assembly. Overburdened justice system. Engrained inequalities surrounding gender, poverty, disability, ethnic groups and so on, combined with discrimination, gender-based violence and social exclusion.	Exacerbated inequalities as Cambodia’s economy grows following the COVID-19 pandemic, with challenges related to ensuring that no one is left behind. Gaps in coverage, capacities, quality and adequacy of Cambodia’s growing social protection system. The losses to private and public economic well-being and development caused by issues related to gender inequalities, violence and harassment, and discrimination in the workplace.	Strengthening labour market governance (laws, policies and institutions), including for dispute resolution and promoting industrial harmony. Progressively strengthening coverage, capacities, quality and adequacy of social protection. Strengthening and expanding effective social dialogue. Improving the availability of labour market data for monitoring and policy development. Ensuring that gender equality, disability-inclusion and leaving no one behind underpin all aspects of the DWCP.

► 4.7. DWCP contributions to implementation of the UNSDCF 2024–2028

The following table sets out the specific interventions of the DWCP 2024–2028 that contribute to the achievement of UNSDCF 2024–2028 outcomes and outputs. The contributions involve engagement with the range of national and international partners set out in the “DWCP at a Glance” above.

► **Table 5. Contributions of DWCP outcomes outputs and key interventions to UNSDCF implementation during the period 2024–2028**

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender-responsive education and social protection.	Output 1.1: Universal health coverage is advanced through a resilient people-centred health system.	DWCP Outcome 1.1: By 2028, people in Cambodia, especially those at risk of being left behind, have improved resilience to shocks as a result of strengthened gender-responsive social protection systems and institutions. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Extending social protection coverage and strengthening systems that increase the resilience of people against life-cycle socio-economic risks and shocks, including with respect to health (DWCP Output 1.1.1, see further below). - Increasing universal health coverage through the extension of NSSF National Healthcare scheme to uncovered population groups, through: (i) the communication and registration campaign for the rollout of the voluntary healthcare scheme for self-employed and dependents; (ii) developing strategies with GS-NSPC to extend coverage to all vulnerable groups; (iii) monitoring and evaluation of the scheme; (iv) a policy evaluation of the scheme, including actuarial assessment of its financial sustainability; and (v) capacity-building of the NSSF and MLVT. - The harmonization of contributory and non-contributory schemes to improve consistency and efficiency of service delivery.
	Output 1.4: Enhanced and expanded social protection systems that increase the resilience of people against life-cycle socio-economic risks and shocks.	DWCP Outcome 1.1: By 2028, people in Cambodia, especially those at risk of being left behind, have improved resilience to shocks as a result of strengthened gender-responsive social protection systems and institutions. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Extending social protection coverage more broadly and strengthening systems that increase the resilience of people against life-cycle socio-economic risks and shocks, including with respect to health (DWCP Output 1.1.1) - Developing national stakeholders' capacities to design, improve and implement social protection programmes, including through increased digitalization. - Expanding and ensuring portability of social protection for migrant workers and facilitating social dialogue on the introduction of an unemployment scheme. - Strengthening labour and social security inspections, raising awareness on the right to social protection for all workers, and increasing engagement of social partners to promote compliance with the social security law. - Reviewing social security schemes' benefits to ensure adequacy and compliance with international labour standards. - Developing and implementing sectoral formalization strategies. Strengthening of the sustainability of the social protection system, particularly the NSSF (DWCP Outputs 1.1.2) - Strengthening the NSSF, the Social Security Regulator (SSR) and GS-NSPC in regard to public disclosure to improve transparency and accountability. - Developing and implementing financing mechanisms for social security expansion and delivery. - Strengthening the SSR regulation function, providing actuarial services and increasing in-house actuarial capacities.

¹⁸ The interventions set out align with the relevant policies, priorities, strategies and programmes of key Cambodian Government partners, including the Strategic Development Plan of the Ministry of Labour and Vocational Training 2024–2028.

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
	Output 1.3: Better quality and accessible education, skills development and life-long learning.	DWCP Outcome 1.2: By 2028, more youth in Cambodia, especially those at risk of being left behind, have improved employability as a result of strengthened gender-and market responsive skills development systems, institutions and programmes. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Enhancing quality, inclusive, market-led, expanded and gender-responsive skills development and life-long learning, including soft, green and digital skills (DWCP Output 1.2.1). • Developing/strengthening and implementing national TVET policy and strategic planning frameworks, specifically the National TVET Policy 2017–2025, the National TVET Policy 2026–2035, the TVET Strategic Action Plan 2019–2023 and the TVET Strategic Action Plan 2024–2028. • Developing and implementing competency-based training packages – and associated resources and staff capacities – in line with RGC priorities, with digital and green skills integrated. • Strengthening TVET delivery through updating the TVET Master Plan; improving teacher inspection capacities; and expanding South–South cooperation to strengthen TVET institutions. • Increasing access to TVET through contributing to the national TVET rebranding and awareness-raising efforts to promote the “TVET 1.5 million programme” for youth from poor and vulnerable families and making TVET institutions more inclusive for persons with disabilities. • Expanding the Mutual Recognition of Skills (MRS) and Mutual Recognition Agreements (MRA) arrangements with ASEAN countries in RGC priority areas. Expanding accessibility of quality demand-led skills training for youth, particularly youth with disabilities, including through flexible workplace-based learning pathways (DWCP Output 1.2.2). • Increasing private sector engagement in TVET/skills development to strengthen market alignment and provide employment pathways, including through provision of quality apprenticeships. • Expanding the outreach and uptake of RPL/e-RPL, including among returned migrant workers and in the tourism sector. • Assessing the capacity needs of the existing four sector skills councils, and developing a gender-responsive capacity development plan to strengthen the capacities and effectiveness of each. • Promoting/supporting workplace-based skilling, upskilling and reskilling, particularly among SMEs. Outcome 1.3: By 2028, more jobseekers have improved access to labour market opportunities for decent and productive employment. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Increasing the capacities of NEA to deliver inclusive public employment support services nationwide (DWCP Output 1.3.1). • Conducting a capacity gaps assessment with the NEA and DGTVE, and developing/ implementing an action plan and improved monitoring. • Strengthening NEA capacities for internal staff training through provision of “training of trainers” in strategically targeted areas. • Strengthening NEA labour market information capacities, including through: (i) an annual labour market survey on employment and skills; (ii) publishing regular labour market bulletins; and (iii) developing Cambodia’s Standard Classification of Occupations to the five-digit level. • Strengthening NEA and DGTVE career guidance and counselling services and tools, with focus on poor and vulnerable groups. Increasing access to inclusive employment services, career counselling and labour market information by poor and vulnerable groups, including women, youth, persons with disabilities, migrant workers, and indigenous & minority community groups (DWCP Output 1.3.2).

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
		- Improving NEA capacities to expand national and provincial outreach, particularly to poor and vulnerable groups, via means such as mobile job centres and career, internship and productivity fairs and forums. - Promoting recruitment of persons with disabilities, particularly youth, into TVET, internships, apprenticeships and jobs.
Outcome 2: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to a productive, diversified, formalized and low carbon and climate adapted economy.	Output 2.2: Businesses will be more formalized, inclusive and carbon and pollution mitigating.	Outcome 2.1: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to just transitions towards a productive, diversified, digitalized, formalized, green, and low carbon and climate adapted economy. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> More formalized, digitalized, inclusive, green and carbon and pollution mitigating businesses/enterprises (DWCP Output 2.1.1) - Strengthening capacities and availability of Business Development Services (BDS), including to support readiness for formalization, informed by a survey of the BDS ecosystem and its challenges and needs for support. - Strengthening capacities of national/sector business and entrepreneurship associations to promote decent work, formalization, inclusion and sustainable enterprise development among their members, including through the development and effective functioning of cooperative models in the rural economy. - Strengthening the greening of business and expanded climate resilience through: (i) assessing and identifying options and strategies to improve capacities and decision-making for the promotion of circular economy, green jobs and green skills in the garments value chain (UN PAGE Programme with UNIDO); and (ii) expanding climate-resilient rural road and water infrastructure to allow reliable all-weather access for rural communities in at least two prioritized provinces, supported by involving local communities in infrastructure improvement and upkeep, thus providing new job opportunities in rural areas. - Strengthening the capacities of CAMFEBA and other business associations (including EuroCham) to establish and operate a National Business and Disability Network to ensure that employment policies and practices are fully disability-inclusive. - Promoting strategic research on the implications of AI for Cambodian employers and workers, and accelerating the availability and use of other digital tools to inform social dialogue and relevant policy development. Increasing availability of decent work opportunities, particularly for women, youth and other vulnerable groups, through provision of and access to affordable quality childcare and other care services; sustainable business and SME development; and inclusive and gender-responsive entrepreneurship (DWCP Output 2.1.2). - Improving the enabling environment for SME growth, productivity and competitiveness and decent working conditions. - Expanding the provision of community-based childcare services to enable women to access and retain employment, with a focus on decent employment for staff. - Implementing the Garment, Footwear, Travel Goods Sector Development Strategy 2022–27, including supporting enterprises in the sector to become more environmentally sustainable, resilient, inclusive and socially responsible. - Enabling youth to acquire entrepreneurial skills and access business development services to start, develop and sustain new businesses, including through the sustainable expansion of the ILO Know About Business (KAB) programme to secondary schools in all provinces. Strengthening gender-responsive tripartite constituent awareness and capacities to promote decent working conditions and employment opportunities in the care economy (DWCP Output 2.1.3). - Promoting awareness and recognition of women's disproportionate unpaid care and domestic work in the garment, footwear and travel goods sector, including through encouraging shared family responsibilities and provision of workplace nursing and other care facilities for pregnant women and young mothers.

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
		Facilitating social dialogue on ensuring decent work conditions and new job opportunities within the care economy – including promotion of cooperative care models, particularly for community-based childcare.
	Output 2.3: Decent work conditions will be promoted for more people.	Outcome 3.2: By 2028, promotion and protection of rights at work improved as a result of strengthened implementation of national and international labour standards. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Increasing the capacities of tripartite constituents for implementation of national and international and national labour standards, including monitoring of and reporting on ratified international labour Conventions (DWCP Output 3.2.1). - Increasing the capacities of the National Tripartite Committee on Implementation of International Labour Standards in consultation with employers' and workers' organizations. - Strengthening relevant RGC capacities to provide quality and timely reporting to ILO supervisory bodies. - Strengthening constituent capacities to implement national and international labour standards. Updating the Labour Law, Trade Union Law and other labour-related laws updated as necessary in line with the changing requirements of the economy, especially as a result of digitalization (DWCP Output 3.2.2). Strengthening the evidence-base to support implementation of national action plans and the Strategic Development Plan for Labour, Social Security and Vocational Training 2024–2028 to reduce child labour and eliminate the worst forms of child labour (DWCP Output 3.2.4). - Incorporating a module to assess the status of children in the worst forms of child labour in at least one Labour Force Survey. - Monitoring and reporting of child labour cases in the garment, footwear and travel goods sector. Outcome 3.1: By 2028, gender-responsive social dialogue and workplace cooperation have been strengthened as a result of improved institutional and tripartite constituents' capacities and processes. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Increasing institutional and technical capacities for labour dispute resolution at the national, provincial and enterprise levels, including through the Arbitration Council (DWCP Output 3.1.3). - Strengthening the capacities of social partners to resolve disputes at the workplace level and to advise their members of available MLVT and other services. - Strengthening the capacities and sustainability of the Arbitration Council in light of its expanded role. - Providing technical and capacity support for the development and use of other alternative dispute resolution approaches. - Facilitating social dialogue on the harmonious development of the national dispute resolution system including alternative dispute resolution approaches and the issue of establishing a Labour Court. Outcome 3.4: By 2028, new and improved legal, policy and institutional frameworks are in place to ensure more women and men workers are in employment that provides decent, safe and healthy working conditions. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i>

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
		Strengthening gender-responsive legal, policy, planning and institutional frameworks in place to promote OSH, giving effect to fundamental principles and rights at work and supported by improved workplace OSH capacities (DWCP Output 3.4.1). - Developing, implementing and monitoring a new OSH law, OSH Policy, and OSH Master Plan and Action Plan, including an increased focus on mental health and safe commuting to and from work, and increasing the capacities of employers' and workers' organizations to raise OSH awareness of members. - Strengthening the capacities and effectiveness of the National OSH Committee, including to enhance its role in strengthening OSH management systems and progressively establish OSH standards in all workplaces, with a focus on the garment, footwear and travel goods sector, the construction sector and the entertainment sector. - Improving the functioning of the national OSH database with dissemination of data for monitoring and planning purposes. Increasing national labour inspection capacities and systems in areas focused on strategic compliance planning, OSH, child labour, forced labour, social security, violence and harassment and human trafficking (DWCP Output 3.4.2). - Developing labour strategic compliance and technical inspection capacities for enforcement of national and international labour standards, including attention to the above issues. - Strengthening the sustainable capacities of the labour inspection system to bring BFC factories into the national inspection system from 2027, with joint inspections from 2024 as a key step towards this end. Outcome 3.3: By 2028, increased realization of rights, better working conditions and sustainable reintegration for migrant workers as a result of enhanced labour migration governance, policies, mechanisms and support services. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Improving gender-responsive enabling legal, policy and regulatory environment for safe and fair recruitment and productive migrant labour (DWCP Output 3.3.1). - Facilitating tripartite constituent engagement in the development of a national Labour Migration Policy and Law, supported by strengthening labour migration governance. - Reducing the vulnerability and improving protection of fishers by: (i) removing restrictions on the migration of fishers through regular channels; (ii) increasing national capacities to negotiate and implement a bilateral MOU with Thailand on migrant fisher recruitment; and (iii) disseminating a comparative analysis of the legal framework for labour migration into the fishing and seafood processing sectors in relation to key international labour standards. Increasing the capacities of relevant institutions to support the realization of the rights and better working conditions of women and men migrant workers (DWCP Output 3.3.2). - Increasing national capacities to apply the National Implementation Plan on the Global Compact on Migration, as well as the capacities on safe migration of Provincial Departments of Labour and Vocational Training. - Increasing the capacities of relevant RGC and private entities to implement the ILO General Principles and Operational Guidelines for Fair Recruitment, and to implement and monitor the Cambodia Code of Conduct for Private Recruitment Agencies (COC) and the COC Assessment System Pilot. - Increasing the capacity of workers' organizations to participate in industry consultations and negotiations on workplace compliance. Expanding access to effective support services for women and men migrant workers at all stages of the labour migration process (DWCP Output 3.3.3). - Increasing the availability, capacities and quality of Migrant Worker Resource Centre services, with a focus on women, vulnerable groups and high-risk employment such as work in the fishing and seafood processing sectors.

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
		- Developing pre-departure training and information materials for migrant fishing and seafood processing workers. - Enhancing opportunities for returning migrant workers to access RPL; skills development opportunities, including quality apprenticeships; and employment opportunities, including for those returning from the fishing and seafood processing sectors. - Promoting inclusive access for disabled migrant returnees' to social and legal support services, education, skills training and local employment opportunities. Outcome 3.4: By 2028, new and improved legal, policy and institutional frameworks are in place to ensure more women and men workers are in employment that provides decent, safe and healthy working conditions. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Gender-responsive priorities and options developed through social dialogue for ways forward in expanding the coverage of minimum wages in line with the Minimum Wage Law, taking account of economic circumstances (DWCP Output 3.4.3). - Providing the evidence-base for social dialogue on the way forward in extending minimum wage coverage to other economic sectors over time, taking account of economic circumstances as well as sector and geographic diversity.
Outcome 4: By 2028, people in Cambodia, especially those at risk of being left behind, live in an increasingly gender equal and inclusive society with active civic space and enjoy more effective and accountable institutions.	Output 4.1: Institutions are more accountable and effective in upholding human rights to deliver justice and protection services to vulnerable groups including women, children and migrants.	Outcome 3.4: By 2028, new and improved legal, policy and institutional frameworks are in place to ensure more women and men workers are in employment that provides decent, safe and healthy working conditions. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key area:</i> More regular and sustainably-resourced labour force surveys (LFS) to improve the evidence base to monitor application of RGC decent work commitments and design relevant gender-responsive policies, strategies and plans (DWCP Output 3.4.4). - Increasing NIS capacities to design and conduct LFS, including incorporation of a child labour module into one survey. - Increasing awareness and capacities of tripartite constituents and other stakeholders to use LFS findings in policy development and monitoring, as well as national and international reporting. - Long-term planning for sustainable resourcing for more regular LFS.
	Output 4.2: Increased civic participation in development and decision making at all levels, including for women and youth.	Outcome 3.1: By 2028, gender-responsive social dialogue and workplace cooperation have been strengthened as a result of improved institutional and tripartite constituents' capacities and processes. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Increasing the capacities of ILO social partners to represent and service their members and engage in social dialogue (including on national policy matters), collective bargaining and workplace cooperation and consultation (DWCP Output 3.1.1). - Strengthening CAMFEB/employers' organizations and workers' organizations to: (i) expand and service their memberships; (ii) engage in collective bargaining; (iii) inform their members of relevant laws and regulations (including with regard to the Trade Union Law amendments on trade union representation and regulations on fixed-term contracts); and (iv) engage in evidence-based policy dialogue in prioritized areas. Strengthening mechanisms and processes for gender-responsive social dialogue at the national, provincial, sectoral and enterprise levels (DWCP Output 3.1.2). - Strengthening bipartite social dialogue processes in areas including dispute resolution, grievance handling, collective bargaining, and workplace consultation and cooperation arrangements.

UNSDCF outcome	UN Inter-agency outputs	Supported by DWCP outcomes, outputs and key interventions ¹⁸
		- Strengthening worker-management Performance Improvement Consultative Committees (PICCs) in the garment, footwear and travel goods sector (BFC), with a view to expansion to other sectors. - Strengthening social dialogue capacities within the Arbitration Council, the NSSF, the National OSH Committee, the Minimum Wage Council, the Labour Advisory Committee, and NEP national and provincial committees, among others. Outcome 2.2: By 2028, the enabling environment for the promotion of decent employment is enhanced by revision and improved implementation of the National Employment Policy (NEP) in line with changing economic and labour market trends. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Increasing the capacities of National Employment Policy (NEP) committees and secretariats at the national and subnational levels in results-based planning, implementation and M&E (DWCP Output 2.2.1). - Assessing capacities, strengths, gaps and priorities to operationalize and monitor the NEP. - Developing and implementing a multi-year capacity-development plan for effective implementation and coordination of the NEP at the national and subnational levels – to include: (i) a stronger and functional national Inter-Ministerial Committee (IMC); and (ii) subnational NEP Committees engaged in results-based planning/management and the monitoring and evaluation of NEP implementation. - Developing pilot approaches in two selected provinces for strengthening policy coherence through the greater integration of NEP committees and secretariats within provincial social protection governance arrangements. Implementing the revised NEP on a gender-responsive basis supported by the development of a gender-responsive implementation plan, operationalization guidelines and monitoring framework (DWCP Output 2.2.2). - Reviewing the existing NEP and revising/developing a new NEP before the end of 2025, by applying results-based management (RBM) principles and ensuring meaningful consultation with relevant stakeholders. - Formulating a results-based implementation plan and operational guideline for the NEP.
	Output 4.3: Improved systems, services and community solutions that respond to and prevent discrimination, gender-based violence, abuse, exploitation and other harmful practices.	Outcome 3.2: By 2028, promotion and protection of rights at work improved as a result of strengthened implementation of national and international labour standards. <i>Policy, technical and capacity-development cooperation will be supported under the DWCP in the following key areas:</i> Strengthening institutional capacities and workplace measures to promote gender equality and non-discrimination in the world of work in line with the ratified Equal Remuneration Convention, 1951 (No. 100), and Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and other relevant Conventions (DWCP Output 3.2.3). - Promoting constituent initiatives to increase the number of women in leadership and decision-making roles in their organizational structures. - Promoting initiatives to improve workplace gender equality through: (i) an increased number of female supervisors and managers in at least the tourism/hospitality sector and the garment, footwear and travel goods sector; (ii) increasing women's financial literacy as part of the digital wage transition in the garment, footwear and travel goods sector; and (iii) strengthening workplace capacities to address and prevent gender-based violence and harassment. - Developing and implementing disability inclusion guidelines and measures at the enterprise level, including through increased capacity of employers' and workers' organizations to support their members in this regard. - Addressing the rights of most at risk groups of female workers, including in the entertainment sector where risks include exposure to HIV.



5

DWCP management and tripartite governance

► 5.1. The ILO within UNSDCF oversight and management arrangements

The DWCP will be implemented, monitored and evaluated within the framework of the UNSDCF 2024–2028. As a member of the United Nations Country Team (UNCT) led by the UN Resident Coordinator, the ILO Country Office will participate both directly and through its Cambodia Joint Projects Office (JPO) in the **UNSDCF Joint Steering Committee**, which provides oversight and leadership for UNSDCF implementation.

At a programmatic level, the ILO Office will participate in UNSDCF Results Groups 1, which includes social protection and skills development, and **Results Group 2** (ILO as co-chair), which includes decent work and formalization. With the DWCP as the basis, the ILO will be part of the development, implementation and monitoring of relevant **UNSDCF Joint Work Plans** in this context.

The ILO Office will further facilitate the participation of tripartite constituents in the **UNSDCF Consultative Group**, which will provide wider stakeholder advice to the UNCT on UNSDCF implementation.

The **Global Accelerator on Jobs and Social Protection for Just Transitions** will be a further priority focus for the ILO under the UNSDCF (for further elaboration, refer to Annex 4). This is the first flagship programme of the UNSDCF and is guided by the Global Accelerator Roadmap led by the MEF, with active participation from the UN system and other stakeholders and the ILO as the technical lead agency. Cambodia is one of the eight initial Pathfinder Countries in this global UN initiative, which aims to support the acceleration of national progress on social protection, decent job creation and a transition to a resilient, sustainable and inclusive society.

► 5.2. Tripartite governance of the DWCP

Tripartite governance is a core part of the DWCP, as stated in the 2016 ILO Resolution on advancing social justice through decent work. Effective governance of DWCPs by tripartite constituents is both vital for national ownership and is part of and contributes to wider tripartite and social dialogue processes.

The ILO DWCP Guidebook (Version 4) describes DWCP governance as “the practices and processes undertaken to ensure that programmes are managed effectively and efficiently. DWCP governance entails developing and operating systems and methods through agreed institutional arrangements with ILO constituents”. Tripartite governance of the DWCP in Cambodia has the following main components:

Platform for annual review: The DWCP Tripartite Steering Committee established at Inter-ministerial level in 2024 under a government regulation provides the platform for an annual review of the DWCP by constituents and other key stakeholders. The Government focal point for this process is MLVT. Employers participate through CAMFEBA, while selected workers’ organizations participate in their own right. A number of additional RGC ministries and agencies participate as core members in light of their key roles in advancing the decent work agenda in Cambodia.

The DWCP Tripartite Steering Committee meets annually for a review and planning process chaired by the Minister of Labour. The review is based on a comprehensive annual report on DWCP progress, gaps, lessons and good practices prepared with constituent input by the DWCP Tripartite Secretariat (refer below). While monitoring and reviewing past and present DWCP implementation, the Committee prioritizes implementation in the coming year and adjusts outputs, indicators and targets in light of experience and changing circumstances. The latter may include available resourcing.

Through their role and membership, both the DWCP Tripartite Steering Committee and the DWCP Tripartite Secretariat link to other tripartite bodies at the national, subnational and sectoral levels.

DWCP Tripartite Secretariat: This body consists of representatives from the ILO constituents and is co-chaired by MLVT and ILO with vice-chair from the ILO social partners. It meets quarterly (or more often, as necessary) in order to carry out its three functions, as follows:

1. Programmatic review and advisory support to the DWCP Tripartite Steering Committee and ILO Office, including acting as the Project Advisory Committee (PAC) for smaller projects which don't warrant a separate PAC.
2. Policy/technical review and advisory support to the DWCP Tripartite Steering Committee and ILO Office on key decent work developments, trends and issues in Cambodia
3. Administrative support to the annual meeting of the DWCP Tripartite Steering Committee and processes related to DWCP design and development and implementation.

Project Advisory Committees (PACs): Such committees are established on a tripartite basis where necessary in light of the size and scope of a project. They provide oversight, advice, coordination, planning and other support to the implementation of development cooperation projects operating under the DWCP with international funding. PACs will report to the DWCP Tripartite Steering Committee via the Secretariat.

The above governance arrangements will be reviewed on a regular basis with a view to considering alternative arrangements if this is agreed to be desirable.



► 5.3. DWCP management and implementation

Overview: The DWCP will be implemented under the oversight of the ILO Regional Director based in the ILO Regional Office for Asia and the Pacific (ROAP) in Bangkok, and the direction and supervision of the Director of the ILO Country Office for Thailand, Cambodia and the Lao People's Democratic Republic. Technical support, including through regular country visits, will be provided by the regional ILO Decent Work Team based within the ROAP, as well as by specialists in ILO Headquarters in Geneva. Within this framework, the ILO National Coordinator based in the Joint Projects Office (JPO) in Phnom Penh provides the primary focal point for DWCP planning, implementation, monitoring, partnerships and relations at the country level.

As well as participating in the DWCP governance structure and process outlined above, the Cambodian Government and social partners will actively participate in DWCP implementation at all levels and at all stages of the programming cycle.

The MLVT plays the primary focal point role for the DWCP within the Cambodian Government, including the convening and coordination of inter-governmental consultation meetings on DWCP matters, as necessary. The strengthening of coordination, knowledge sharing and synergies between relevant government ministries and agencies on the one hand, and among the tripartite constituents on the other, will be actively promoted by the ILO Office and constituents.

DWCP Annual Work Plans: Within the first three months of the DWCP, the ILO Office and tripartite constituents will jointly prepare a work plan based on the DWCP Results Framework for the first year(s) of DWCP implementation. This plan will be reviewed and updated annually. It will further indicate areas at the Output level where ILO constituents have a lead responsibility.

Constituent cooperation frameworks: To strengthen the strategic focus and impact of the support provided by the ILO Office to address the prioritized ILO constituent capacities, five-year cooperation frameworks will be jointly developed with each of the constituents. ACTRAV and ACTEMP will lead the engagement to develop such frameworks from the ILO side in relation to the social partners. These frameworks will be based on the relevant strategic planning document of each constituent and will be reviewed and updated annually.

Gender equality and leaving no one behind (LNOB): The ILO office will ensure that programme / project documents and evaluation TORs routinely include attention to and require evidence of gender mainstreaming, disability inclusion and LNOB. At the programme/project delivery level, this may include activities concerning awareness-raising; relevant training for partners, stakeholders and beneficiaries; anti-harassment committee development; peer support network development; and GBV/sexual harassment policy development. Every effort will be made in the DWCP governance process to ensure increased participation by women, with a target of women accounting for 35 per cent of total participants.



DWCP monitoring, evaluation and learning

DWCP monitoring and evaluation fits within and contributes to the annual UNSDCF M&E process under the UNCT's multi-year Monitoring, Evaluation and Learning Plan. The ILO will particularly contribute to joint UN M&E at the level of Results Groups 1, 2 and 4. This contributes to an annual UNSDCF implementation progress report. Along with all UNCT members, the ILO will report on its contributions to the UNSDCF directly in the UN INFO ¹⁹ online platform. The ILO Country Office will align reporting cycles with those of the UNSDCF to the extent possible.

In this context, the ILO Country Office and tripartite constituents will:

- Jointly develop a gender-responsive **Monitoring, Evaluation and Learning Plan** within the first three months of the DWCP. This will be based on the DWCP Results Framework, cover the full five-year period of the DWCP, and be reviewed and updated annually.
- Establish an **internal online monitoring dashboard** as early as possible within the DWCP period to provide “real time” access to progress reports on the implementation of DWCP Outputs, Indicators and Targets. The dashboard will provide the platform for three-monthly progress reporting and will be accessible to all ILO staff in Phnom Penh, relevant staff in the ROAP and national constituents.
- Conduct **mid-term and end-of term reviews** of DWCP progress, lessons and contributions to UNSDCF implementation, with at least the final Country Programme Review (CPR) being conducted on an independent basis.
- Participate in **ILO independent high-level evaluations** as part of ILO EVAL's rolling work plan, should any involving Cambodia be approved by the Governing Body during the DWCP period.
- Ensure that **development cooperation projects** include plans and resourcing for internal or independent evaluation, as appropriate, and that new project designs link to both UNSDCF and DWCP results and indicators.
- Draw on the above in **contributing to UNCT reporting to the Government**, as well as to the UNSDCF end-of term evaluation in 2027.

¹⁹ UN INFO is part of the United Nations' efforts to improve coordination, transparency and accountability for results by tracking the UN Sustainable Development Group's contributions to Agenda 2030 and the Sustainable Development Goals.



7

DWCP resource mobilization plan

The ILO's plans and initiatives for resource mobilization to support DWCP implementation fit within the UNSDCF financing plans and arrangements, including the development of a multi-partner trust fund to broaden the resource base and increase efficient use of available resources for UNSDCF implementation. The ILO will be part of UN efforts to engage strategically with the Government and all development partners across Cambodia's development landscape to support comprehensive and innovative financing for development, maximizing the available resources to support the accelerated progress of Cambodia's SDGs, including those related to the Decent Work Agenda. Support will be provided by the UN for an Integrated National Financing Framework, including for the effective, transparent and responsible use and management of public finances with a focus on the direction of more public and private sector financing to SDGs that are lagging behind or will have the greatest multiplier effect. Decent work-related SDG targets fit among the latter. The Global UN Global Accelerator on Jobs and Social Protection for Just Transitions will add further weight in this regard through support for costings and financing strategies to strengthen the basis for achievement of the Pentagonal Strategy 2024–2028 Phase I.

In this context, the ILO Country Office and tripartite constituents will work together to identify, mobilize and monitor resources to achieve the outcomes and outputs set out in the DWCP for the period 2024–2028.

There will be a particular emphasis on **increasing domestic contributions** in line with Cambodia's graduation from LDC status. Key resourcing contributions in this context will include:

- ▶ **Tripartite constituents' resources:** These will include government budget allocations (where appropriate and feasible), as well as tripartite constituent financial and in-kind contributions in line with relevant policies, strategies and plans. Financial contributions will build on the experience of existing programmes that are receiving increased domestic funding, including the:
 - BFC programme, which receives government and employer funding (US\$1 million from the Government in 2024);
 - ILO-coordinated joint-UN Decent Employment for Youth (DEY) programme, which both receives government funding and has a commitment to key components being integrated into the government budget; and
 - use of interest from NSSF contributions to fund the work of the Arbitration Council.

In-kind contributions will include staff time, use of facilities and services, and facilitating access to wider constituencies and networks, as appropriate.

- ▶ **Increased private sector investment in promotion of decent work:** This will include ongoing support to BFC, providing employment pathways for TVET graduates and supporting on-the-job skills development opportunities.
- ▶ **Adding value to the impact of other external resources:** For example, through the strategic application of ILO expertise in areas such as green skills and recognition of prior learning (RPL) to add value to large-scale investment in skills development by the World Bank and ADB.

Extra-budgetary technical cooperation projects funded through various multi/bilateral development partners: These are the primary source of funding for DWCP implementation. The main funders of activities carrying forward into the DWCP 2024–2028 period are the EU, SDG Trust Funds and the governments of Australia, Canada, China, Japan, New Zealand, Republic of Korea and the United States.

For details on ILO-managed development cooperation projects that will contribute to DWCP implementation and its contribution to the UNSDCF (as confirmed at the time of DWCP signing), refer to Annex 2 below or to the ILO Development Cooperation Dashboard, available at: <https://www.ilo.org/DevelopmentCooperationDashboard/#altay3m>.

ILO global and regional programmes: The ILO implements various programmes at the global and regional levels to address the common issues faced by the countries covered. These are supported by various funding sources, including bilateral funding partners, multilateral agencies and private foundations. Central to the ILO's global efforts and resourcing are the following flagship programmes:

Better Work; Social Protection Floors for All; the International Programme on the Elimination of Child Labour and Forced Labour (IPEC+); Safety + Health for All; and Jobs for Peace and Resilience.

ILO Regular Budget Supplementary Account (RBSA): Programmes of strategic significance can be funded for specific periods by the RBSA, which is based on unconditional funding to the ILO by various development partners.

Global UN funds and programmes: The ILO Country Office will explore options for DWCP financing, such as the Global Accelerator on Jobs and Social Protection for Just Transitions launched in September 2021 by the UN Secretary-General. Other relevant global funds will also be explored as potential fundings sources, including for promoting decent work in the care economy.

Building on the above, the ILO Country Office will develop a short **resource mobilization strategy** within the six months of the DWCP, in alignment with the resource mobilization approaches of the UNCT. The ILO Cambodia strategy will be based on a resourcing gap analysis and funding source mapping to enable the setting of realistic targets.





8

DWCP communications plan

Evidence-based and gender-responsive communications for decent work policies, legal frameworks, strategies, plans and resourcing are an important part of the ILO's role at the country level. This has three main aspects:

- i. policy engagement and support for strengthening the Government's decent work policy and legal and programmatic priorities and plans;
- ii. outreach to partners and other stakeholders in Cambodia active in promoting the Decent Work Agenda; and
- iii. outreach to the broader Cambodian public.

ILO communications will be conducted within the context of – and in support of – broader UNCT communications strategies and efforts. Inter alia, such efforts will draw on available disaggregated data on the implementation of the decent work components of the CSDGs. Wherever possible, success stories and examples from the implementation of the DWCP will be featured in UNCT public outreach initiatives, as well as in those of the ILO Office itself.

A key message in ILO advocacy and communications will be that the advancement of the Decent Work Agenda – including the implementation of international labour standards and effective social dialogue – is an essential contributor to:

- i. Cambodia achieving the CSDGs and national development priorities set out in the Pentagonal Strategy and NSDP 2024-2028;
- ii. a sustainable recovery from COVID-19 that has decent work, social justice, expanded social protection, gender equality and inclusion at its core;
- iii. the creation of decent jobs for more women and men in Cambodia, social protection for all, and safe, healthy and gender-equitable workplaces; and
- iv. promoting gender equality and women's empowerment and disability inclusion, and ensuring that no one is left behind.

Alongside the above-mentioned development of a resource mobilization strategy, a brief ILO communications strategy will be developed in the first year of the DWCP, aligned to and supporting UNSDCF initiatives in this regard.

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Annexes

► Annex 1. Cambodia's ratification of international labour Conventions

As of June 2024, Cambodia had ratified 13 international labour Conventions, as follows. Twelve were in force, and one instrument has been abrogated.

Convention	Ratification date	Status
Fundamental Conventions (8 of 10)		
Forced Labour Convention, 1930 (No. 29)	24 Feb 1969	In force
Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)	23 Aug 1999	In force
Right to Organise and Collective Bargaining Convention, 1949 (No. 98)	23 Aug 1999	In force
Equal Remuneration Convention, 1951 (No. 100)	23 Aug 1999	In force
Abolition of Forced Labour Convention, 1957 (No. 105)	23 Aug 1999	In force
Discrimination (Employment and Occupation) Convention, 1958 (No. 111)	23 Aug 1999	In force
Minimum Age Convention, 1973 (No. 138) – minimum age specified: 14 years	23 Aug 1999	In force
Worst Forms of Child Labour Convention, 1999 (No. 182)	14 Mar 2006	In force
Fundamental Conventions (8 of 10)		
Employment Policy Convention, 1964 (No. 122)	28 Sep 1971	In force
Fundamental Conventions (8 of 10)		
Night Work (Women) Convention, 1919 (No. 4) –		
abrogated by decision of the ILC at its 106th Session (2017)	24 Feb 1969	Not in force
Night Work of Young Persons (Industry) Convention, 1919 (No.6)	24 Feb 1969	In force
White Lead (Painting) Convention, 1921 (No. 13)	23 Aug 1999	In force
Labour Administration Convention, 1978 (No. 150)	23 Aug 1999	In force

► Annex 2. Development cooperation projects supporting implementation of the DWCP as of January 2024

No.	Project name and code	Project description and outcome link	End date	Key national partner(s)
1	Better Factories Cambodia KHM/16/51/AUS KHM/19/51/USA KHM/18/51/MUL CMB/12/52/CMB CMB/12/51/CMB (Main funding partners: RGC, TAFTAC, USDOL, Australia/DFAT, Better Work) Note: Two ongoing projects under BFC: – Digital Wage Project – Road Safety Project	BFC helps the garment, footwear and travel goods sectors improve working conditions and compliance with national and international labour standards while enhancing their competitiveness through assessing workplace conditions and offering customized advisory and training services for factories. The project works with the Government, employers, workers and international buyers to ensure its approach is both relevant and sustainable and improving the lives of workers. This project contributes to Outcomes 3.2 and 3.4.	31/12/2027	MLVT, MoC, MEF TAFTAC, trade unions in the sector
2	COVID-19 Recovery KHM/21/02/NZL: COVID-19 socio-economic recovery for returning migrants and host communities in North-West Cambodia (Main funding partner: New Zealand/MFAT)	The project is designed to mitigate the socio-economic impact of the COVID-19 pandemic for returning migrant workers. It aims to address pressing needs to create jobs and provide skills development in remittance-dependent communities in Siem Reap and Battambang provinces – targeting returned migrants and vulnerable households. It is expected that 2,500 job opportunities and 60,000 workdays are to be created through employment-intensive rural infrastructure and the provision of blended TVET training to 3,000 target beneficiaries. This project contributes to Outcomes 1.2 and 3.3.	31/10/2024	MLVT, Ministry of Interior, provincial governments of Siem Reap and Battambang, Ministry of Tourism, National Committee for Tourism Professionals, CAMFEBA, civil work contractors trade unions, communities and TVET providers
3	Decent Employment for Youth in Cambodia (DEY) KHM/23/05/CHE (Main funding partner: Switzerland/SDC).	This joint programme promotes decent and productive employment opportunities for Cambodian youth, especially vulnerable youth, through quality skills development for current and future labour market needs, enhanced capacity of SMEs regarding decent working conditions, improved access to employment services, and strengthened implementation of the National Employment Policy. This project contributes to Outcomes 1.2, 1.3 and 2.2.	29/02/2028	MLVT, NEA, MEF (Khmer Enterprise, Skills Development Fund), Ministry of Tourism, MoEYS, MISTI, CAMFEBA, trade unions, youth networks. ILO is the convening agency, in collaboration with UNESCO, UNICEF and UNIDO.

No.	Project name and code	Project description and outcome link	End date	Key national partner(s)
4	Mutual Recognition of Skills (MRS) RAS/21/50/KOR: Improved mechanisms for skills recognition and TVET digitalization in ASEAN (Main funding partner: Republic of Korea)	The project is to improve and enhance mechanism for skills recognition (at the national and regional levels), TVET digitalization, and enhanced knowledge sharing and partnership building in ASEAN. The project covers three countries (Cambodia, Lao PDR and Myanmar) and focuses on: (a) enhancing MRS in ASEAN; (b) improving digital learning and skills recognition infrastructure; and (c) strengthening mechanisms to enhance partnerships, regional dialogue and knowledge sharing on skills digitalization. This project contributes to Outcome 1.2.	31/03/2024	MLVT
5	PAGE Cambodia Partnership for Action on Green Economy (PAGE), Cambodia (Main funding partners: EU, Switzerland, Germany, Sweden, Finland, Norway, and Republic of Korea.	PAGE is a joint programme between five agencies (UNITAR, UNIDO, UNDP UNEP and ILO) to provide integrated support to countries on eradicating poverty, increasing jobs and social equity, strengthening livelihoods and environmental stewardship, and sustaining growth. PAGE Cambodia supports the following areas: • green investment, green finance, and green trade; • green technology development, green jobs creation, and resource efficiency promotion; • green industry and green SME development. PAGE focuses support on economic recovery priority sectors: agriculture, garments, tourism and SMEs. This project contributes to Outcome 2.1.	30/06/2026	MEF, Ministry of Environment, MISTI, Ministry of Agriculture, Forestry and Fisheries (MAFF), MLVT, Ministry of Mines and Energy, National Council for Sustainable Development, CAMFEBA, TAFTAC, trade unions, research institutes (CDRI)
6	OSH KHM/17/01/ JPN: Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia (Main funding partner: Japan's Ministry of Health, Labour and Welfare	The project improves the safety and health of construction workers in Cambodia through effective implementation of policy and legal frameworks in the construction sector, and promotes and shares best practices on OSH through training and capacity-building programmes and promotes high quality agreements. This project contributes to Outcome 3.4.	31/04/2024 (New project starts in May 2024)	MLVT, Ministry of Land Management, Urban Planning, and Construction, CAMFEBA, Cambodia Constructors Association, workers' organizations.
7	Ship-to-Shore RAS/20/01/EUR: Ship to Shore Rights Southeast Asia: regional programme on labour migration in the fishing sector (Main funding partner: EU)	The programme aims to promote regular and safe labour migration in the fishing and seafood processing industry among South-East Asian countries (Cambodia, Lao PDR, Indonesia, Myanmar, Philippines, Thailand and Viet Nam). It focuses assistance on: (a) strengthening the legal, policy and regulatory frameworks related to labour migration and labour standards; (b) protecting labour rights and promoting safe and secure working environments throughout the migration process; and (c) empowering migrant workers, their families and communities to promote and exercise their rights. This project contributes to Outcome 3.3.	31/12/2024	MLVT, NEA, CAMFEBA, workers' organizations, CSOs (LSCW, CENTRAL)

No.	Project name and code	Project description and outcome link	End date	Key national partner(s)
8	SKILLS RAS/18/09/CHN: Strengthening Skills Development in Cambodia, Lao PDR and Myanmar through South-South and Triangular Cooperation (Main funding partner: China's Ministry of Human Resources and Social Security)	The project supports long-term skills development for decent employment growth. This support is delivered through action research, standards development, skills training and public employment services development. This project contributes to Outcome 1.2.	30/12/2025	MLVT, Ministry of Tourism, NEA, CAMFEBA, trade unions, TVET providers
9	SOCPRO KHM/21/01/EUR: Advancing Social Protection in Cambodia (Main funding partner: EU) Note: RBSA Formalization is under SOCPRO	The project aims to increase inclusion in or coverage of workers by social security schemes, and of poor and vulnerable population in social assistance and complementary programmes promoting improved livelihoods and well-being, and to strengthen social protection institutions through improved business processes and tools to increase coverage and the quality of services offered to workers in the formal and informal sectors. This project contributes to Outcome 1.1.	31/12/2024	MLVT, MEF, GS-NSPC, NSSF, MoC, MoSAVY, NSAF, CAMFEBA, trade unions and CSOs
10	TRIANGLE in ASEAN Programme RAS/10/01/AUS: Tripartite Action to enhance the contribution of labour migration to growth and development in ASEAN (Main funding partner: Australia/DFAT, Global Affairs Canada/GAC)	The programme's goal is to maximize the contribution of labour migration to equitable, inclusive and stable growth in ASEAN, with the three main focuses on protection, development, and mobility. The project carries out interventions in six countries - Cambodia, Lao PDR, Malaysia, Myanmar, Thailand and Viet Nam. This project contributes to Outcome 3.3.	30/09/2025	MLVT, NEA, CAMFEBA, Association of Cambodian Recruitment Agencies (ACRA), workers' organizations (CLC, NACC), CSOs (LSCW, PSOS, GADC), training providers.
11	SSE Social and Solidarity Economy (Main funding partner: Republic of Korea)	The project aims to help policymakers, workers' and employers' organizations, and practitioners better understand the SSE's contribution to decent work and sustainable development and develop SSE policies and/or mainstream SSE into their own policies and programmes. The project covers six countries (Cambodia, Kyrgyzstan, Lao PDR, Mongolia, Thailand and Viet Nam). This project contributes to Outcome 2.1.	31/05/2024	MLVT, MEF, MISTI, MAFF, CAMFEBA, business associations, workers' organizations, trade unions, academic bodies (CamTech, CDRI, NUM).

► Annex 3. Background on UN Global Accelerator on Jobs and Social Protection for Just Transitions resource mobilization.

The Global Accelerator on Jobs and Social Protection for Just Transitions is an initiative of the UN Secretary-General launched in September 2021. The Global Accelerator supports countries to develop and implement sustainable and integrated policy and financial solutions in the areas of social protection and decent job creation. It aims to build on national commitments and institutions, amplify ongoing work, create synergies, and maximize impact.

The **Cambodia Road Map for the Global Accelerator on Jobs and Social Protection for Just Transitions** is a priority focus for the ILO under the UNSDCF. This is the first flagship programme of the UNSDCF and will be led by the MEF, with active participation from the UN system and other stakeholders. The ILO will serve as the technical lead agency. Cambodia is one of the eight initial Pathfinder Countries in this global UN initiative, which aims to support the acceleration of national progress on social protection, decent job creation and the transition to a resilient, sustainable and inclusive society. ILO constituents CAMFEB and workers' organizations have endorsed the national road map initiative and have committed to supporting its implementation.

The road map has three pillars: (i) accelerating the improvement of skills and employability through technical and vocational education and training; (ii) accelerating the extension of social protection, with a focus on health insurance and social assistance; and (iii) accelerating the formalization of the informal economy.

To implement the pillars, the Global Accelerator will leverage the convening power and the technical capacities of the UN system to expand the range of implementing partners, accelerate policy development and implementation, and mobilize resources. The latter will include support for costings and financing strategies in line with the National Financing Policy Framework in order to strengthen the basis for achievement of the Pentagonal Strategy 2024–2028 (PS-1). Key focus areas will be expanding the availability and impact of public finance, increasing public-private collaboration and accelerating inclusive private sector development.



► Annex 4. DWCP Results Framework 2024–2028

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.				
DWCP Priority 1: Human capital – Promoting strengthened technical and vocational skills systems, strengthened and expanded social protection, and improved labour market transitions (<i>adapted from UNSDCF</i>)					
Pentagonal Strategy: Pentagons 1.2, 1.4, 4.1, 5.1. SDG targets: 1.3, 4.3, 4.4, 4.5, 5.1, 8.7, 10.4. CSDG targets: 1.3, 3.9, 4.3, 4.5					
Results	Indicators	Baseline (year)	Target by 2028	Source/means of verification	
Outcome 1.1: By 2028, people in Cambodia, especially those at risk of being left behind, have improved resilience to shocks as a result of strengthened gender-responsive social protection systems and institutions (<i>adapted from UNSDCF Outcome 1</i>). ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 7: Universal social protection. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	1.1: Proportion of population covered by national social protection floors/systems (<i>SDG 1.3.1, adapted from UNSDCF Indicator 1.4</i>) 1.2: Proportion of the population covered by social health protection systems (Health Equity Funds and Social Health Insurance schemes) (<i>CSDG Indicator 3.9</i>).	Baseline: Coverage of population: 40% (UN estimate, 2022) (a) Children: 12% (b) Newborns: 25% (c) Elderly: 9% (d) Persons with disabilities: 15% (e) Maternity: 22% (f) Work injuries: 14% (g) Poor/vulnerable: 30% (2023) 39.7% of population covered in 2021 (<i>CSDG Target 3.9</i>).	Target: Coverage by social protection floors/systems of Cambodia's population: 60% (UN estimates) (a) Children: 37% (b) Newborns: 40% (c) Elderly: 48.8% (d) Persons with disabilities: 13% (e) Maternity: 60% (f) Work injuries: 30% (g) Poor/vulnerable: Cumulative 30% The DWCP contributes to the achievement of these UNSDCF targets through the outputs below. By 2025, 50% coverage; by 2030, 100% coverage. <i>The DWCP contributes to the achievement of this CSDG target through the outputs below.</i>	GS-NSPC, NSSF and NSAF administrative and M&E data. UNSDCF reporting. ILO project reporting on ILO contribution. CSDG annual reports. Ministry of Health data. UNSDCF reporting. ILO project reporting on ILO contribution.	
Assumptions: Current government policy settings remain in place and the necessary human and financial resources are sustainably available for the ongoing progressive development and expansion of gender-responsive social protection systems, institutions and schemes, including for social health protection.					
Output 1.1.1: Extended social protection coverage and strengthened systems that increase the resilience of people against life-cycle socio-economic risks and shocks, including with respect to health (<i>adapted from UNSDCF Output 1.4</i>).	1.1.1(a): Number of social protection institutions with enhanced capacity and effectiveness with respect to gender-responsive policymaking and implementation of social protection schemes.	Social Security Regulator (SSR) institutional development plan was developed, based on a needs assessment, in 2023. NSSF evaluated against the Social Insurance Administrative Diagnostic in 2024. For the GS-NSPC, the baseline assessment remains to be done in 2024.	At least three social protection institutions with enhanced capacities and effectiveness with respect to gender-responsive policymaking and implementation of social protection schemes, as follows: NSSF, GS-SPCC and the SSR.	GS-NSPC and NSSF administrative data. Report of independent evaluation of social protection capacities of GS-NSPC, SSR and NSSF. ILO project reports.	
Assumptions: The necessary policy commitments and sustainable human/technical and financial resources are in place to support progressive institutional strengthening of the targeted institutions.					

Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.					
DWCP goal					
Output 1.1.2: Increased sustainability of the social protection system, particularly the NSSF.	1.1.1(b): Number of social protection schemes with increased population coverage.	Existing (2023) social protection schemes are: pensions (coverage 25%); work injury (coverage 25%); private sector healthcare (coverage 25%); and voluntary healthcare scheme for self-employed and dependents (coverage <1%). Percentages refer to active members/total workforce of 7.9 million. (Source: NSSF Annual Report, 2023).	At least four social protection schemes with increased population coverage, as follows:	GS-NSPC, NSSF and NSAF administrative and M&E data. ILO project reports.	
	1.1.1(c) Number of new gender-responsive schemes on which work is undertaken to address uncovered life-cycle risks.	Uncovered areas include unemployment insurance and portability of social protection benefits. The development of unemployment insurance is covered under the national Social Security Law.	At least two new gender-responsive schemes on which work is undertaken to address uncovered life-cycle risks, as follows:	ILO project reports.	
			(i) at least one social security scheme portability agreement (<i>Indicator 5.1.c, MLVT SDP 2024-2028</i>); (ii) one study on social security scheme for unemployment is completed (<i>Indicator 5.1.e, MLVT SDP 2024-2028</i>).		
	Assumptions: The necessary sustainable human/technical and financial resources and delivery systems are available and in place to support progressive expansion of the highlighted schemes and development of new schemes				
	1.1.1(d): Number of new gender-responsive policy frameworks developed and adopted to increase coherence within the national social protection system.	Existing National Social Protection Policy Framework (2016-2025) in place.	One new gender-responsive policy framework developed and adopted to increase coherence within the national social protection system.	New policy framework. MLVT reports. ILO project reports.	
Assumptions: The relevant institutions have the necessary sustainable human and financial resources to develop the new policy framework. ILO social partners are effectively engaged in the process.					
Output 1.1.2: Increased sustainability of the social protection system, particularly the NSSF.	1.1.2(a): Number of gender-responsive regulations developed and implemented to increase the sustainability of social protection institutions, based on recommendations of actuarial studies.	Regulation promulgated to establish the GS-NSPC investment regulation function in February 2023. Actuarial studies conducted under the previous DWCP to inform sustainability assessments and planning.	At least two gender-responsive regulations (sub-decree/prakas) developed and implemented in following areas:	The adopted regulations. Actuarial study reports. MLVT, GS-SPC and NSSF reports. ILO project reports.	
	Assumptions: The relevant institutions have the necessary sustainable human and financial resources to follow through on actuarial study recommendations, including to take measures to increase sustainability of the social protection system.				

Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.	
DWCP goal	
Outcome 1.2: By 2028, more youth in Cambodia, especially those at risk of being left behind, have improved employability as a result of strengthened gender-and market responsive skills development programmes (adapted from UNSDCF Outcome 1) ILO P&B 2024-25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 5: Gender equality and equality of treatment and opportunities for all.	1.2.1: Rate of graduates from TVET programmes who obtain a job within 3 months (<i>adapted from Indicator 2.d., MLVT TVET SDP 2024-2028</i>). 80% (2023, MLVT SDP 2024-2028). 80% of TVET graduates obtain a job within 3 months (<i>MLVT SDP 2024-2028</i>) The DWCP contributes to efforts to meet this RGC target through implementation of the following outputs. MLVT data (DGT/VET; Department of Labour Market Information; Department of Training, TVET institutions). ILO project reporting on ILO contributions.
	Assumptions: (i) Ongoing RGC policy/budget commitment to expanding and improving the quality of inclusive, market-led TVET, leading to decent employment; (ii) increased commitment to and implementation of workplace-based training by employers, including through public-private partnerships between TVET institutions and private sector counterparts.
Output 1.2.1: Better quality, inclusive, market-led and expanded skills development and life-long learning, including soft, green and digital skills (adapted from UNSDCF Output 1.3)	1.2.1(a): Number of students completing TVET studies targeting youth from IDPoor and at-risk households, in accordance with the Government's policies (<i>adapted from Indicator 2.3.a of the MLVT SDP 2024-2028</i>). No prior data available (2023, MLVT SDP 2024-2028). 50,000 in 2024 as step towards national targets to be defined on an annual basis towards overall target of 1.5 million youth from poor and vulnerable families (<i>Pentagonal Strategy for Growth, Employment, Equity, Efficiency and Sustainability Phase I, 2023-2028; MLVT SDP 2024-2028</i>). The DWCP supports efforts to meet RGC annual targets, with accountability for delivery at the RGC level. TVET MIS. MLVT annual reports on implementation of five-year Strategic Development Plan. DEV III reporting on ILO contribution.
	Assumptions: Ongoing commitment by the RGC and other stakeholders to work together – supported by the necessary resourcing – to reach out to youth from IDPoor and at-risk households and engage them in TVET programmes.
	1.2.1(b): Number of additional public, private and NGO TVET providers which have demonstrated strengthened capacities to expand and deliver quality and inclusive skills development and life-long learning for youth, including soft, digital and green curricula. Eight TVET institutions (six public, two NGOs) (2023, DEV II). At least ten additional TVET providers have demonstrated strengthened capacities to expand and deliver quality and inclusive skills development and life-long learning for youth, including soft, digital and green skills. MLVT/DGT/VET reports. ILO /China Project reports. DEV III reporting on ILO contribution.
	Assumptions: Relevant institutions have: (i) commitment to capacity strengthening to improve performance, including with respect to soft, digital and green skills; and (ii) absorptive capacity to effectively apply technical and other support.

DWCP goal		Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
Output 1.2.2: Expanded accessibility of quality demand-led skills training for youth, especially youth with disabilities, through flexible workplace-based learning pathways.	1.2.1(c): Number of policies and plans reviewed and developed to strengthen the quality and effectiveness of the TVET system in line with market demands (linked to Indicator 2.a. in MLVT SDP 2024-2028). Linked to MLVT SDP 2024-2028 Indicators 2.a. and 2.1.a. (TVET policy); 2.2.a. (TVET quality); and 2.d., 2.3.b. and 2.3.c. (completion of studies in priority areas).	The primary national TVET frameworks in 2023 are the National TVET Policy 2017-2025; the TVET Strategic Action Plan 2024-2028; and National Skills Development Roadmap 2023-2035.	At least two policies and plans reviewed and developed, as follows: Policy: National TVET policy 2017-2025 reviewed, and new National TVET Policy 2026-2030 developed. Plan: TVET Strategic Action Plan 2019-2023 reviewed, and new TVET Strategic Action Plan 2024-2028 developed.	MLVT/DGT/VET reports. DEV III reporting on ILO contribution.	
	Assumptions: RGC remains committed to ongoing development, monitoring and upgrading of policies, institutions, tools and capacities to strengthen delivery of market-relevant, quality and inclusive TVET.				
	1.2.1(d): Number of existing sector skills councils with increased capacities.	Four sector skills councils were in place in 2023 in the areas of manufacturing, (megatronics and mechanical), electrical, construction and automotive. However, each had limited levels of capacity and effectiveness.	At least 4 sector skills councils demonstrate increased capacities.	MLVT reports. CAMFEBA reports. ILO project reports.	
	Assumptions: DGT/VET and CAMFEBA, with ILO technical support, collaborate to assess capacity gaps within existing sector skills councils and are able to address these.				
	1.2.1(e): Number of RGC TVET priority development areas which demonstrate improved capacities to deliver quality and inclusive skills programmes in line with national targets. Linked to MLVT SDP 2024-2028 Indicators 2.b. (competency packages) and 2.2.a. (ISCO)	Progress was made under the DWCP 2019-2023 in areas including: the development of TVET green and digital skills curricular and delivery capacities; developing green competencies and related capacities for electricians and plumbers; and developing linkages for mutual capacity-development benefit with other TVET institutions in ASEAN and China.	At least four prioritized TVET development areas demonstrate improved capacities, including: (i) national TVET planning; (ii) competency-based training packages for selected RGC priority areas and levels; (iii) teaching quality and performance; and (iv) extension of Cambodia's Standard Classification of Occupations extended to five digit level (with NIS).	MLVT reports. ILO project reports. DEV III reporting on ILO contribution.	
Assumptions: RGC remains committed to ongoing development, monitoring and upgrading of policies, institutions, tools and capacities to strengthen delivery of market-relevant, quality and inclusive TVET.					
1.2.2(a): Number of flexible workplace-based learning pathways demonstrating expanded accessibility for youth, especially youth with disabilities. Linked to MLVT SDP Indicator 2.e. on employer satisfaction, and Indicator 2.3.e on RPL.	2,193 youth (30% female) supported by the ILO under DEV II to participate in internships, apprenticeships and recognition of prior learning. The RGC/MLVT signed an MOU with CAMFEBA and other employer associations to provide at least three weeks of internships or apprenticeships per year. Standard Operating Procedures for Apprenticeships in Cambodia (SOPAC) were developed with ILO technical support. ILC adopted the Quality Apprenticeships Recommendation, 2023 (No. 208) in 2023.	At least three flexible learning pathways for youth expanded, with particular attention paid to disability inclusion: (i) RPL/e-RPL assessments and certifications; (ii) blended learning programmes for tourism professionals, including in green and digital skills; and (iii) promotion of quality apprenticeships in collaboration with CAMFEBA, in line with the MLVT MOU with national business associations.	MLVT reports. ILO project reports. DEV III reporting on ILO contribution.		

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
	Assumptions: Public, private and CSO stakeholders are committed to expanding access to flexible workplace-based learning pathways, especially for youth with disabilities, in line with national policies and requirements in this regard.			
Outcome 1.3: More jobseekers have improved access to labour market opportunities for decent and productive employment (<i>adapted from DEV III Outcome 3</i>). ILO P&B 2024-25 linkages Outcome 3: Full and productive employment for just transitions. Outcome 5: Gender equality and equality of treatment and opportunities for all.	1.2.2(c): Number of cooperation agreements (public-private partnerships) between public TVET institutions and domestic and international enterprises and establishments to enhance TVET programmes per year (<i>MLVT SDP 2024-2028 Indicator 2.4.a</i>).	Twenty public-private partnerships agreed between TVET institutions and private businesses under DEV II, with ILO support (2020-23).	At least ten cooperation agreements (public-private partnerships) per year between public TVET institutions and domestic and international enterprises and establishments. The DWCP contributes towards achievement of this target, with accountability for overall delivery at the RGC level.	MLVT data (Department of Labour Market Information, Institution Management Department, Policy, Department of Training and TVET institutions). DEV III reporting on ILO contribution.
	Assumptions: TVET institutions and private counterparts recognize the mutual benefits of such agreements from the perspectives of: (i) TVET quality and market relevance; and (ii) employer skills needs.			
	1.3.1: Increase in the annual number of recipients of career, employment, and vocational counselling services (adapted from MLVT Indicator 1.3.e).	30,724 recipients in 2023 (NEA).	42,500 individuals receive direct services from the NEA in 2028 through participation in training and guidance sessions in educational institutions and at the NEA. The DWCP contributes to achievement of this RGC target through the following outputs.	NEA monitoring reports. ILO project reporting on ILO contribution.
	1.3.2: Level of increase in the employment rate through public employment services (adapted from MLVT SDP 2024-2028 Indicator 1.2a).	21% of recipients of public employment services obtained employment in 2023	26% of recipients of public employment services obtain employment. The DWCP contributes to achievement of this RGC target through the following outputs.	NEA monitoring reports. ILO project reporting on ILO contribution.
Output 1.3.1: Increased capacities of NEA to deliver inclusive public employment support services nationwide.	Assumptions: Ongoing RGC policy/budget commitment to strengthening policies, national and provincial institutions, services and programmes which facilitate labour market transitions, particularly of youth.			
	1.3.1(a): Number of prioritized NEA operational areas with demonstrated improved capacities to deliver inclusive public employment support services nationwide.	Identification of priority areas for ILO capacity-development support through process of formulating the project document for DEV III (2024-2027).	At least three prioritized NEA operational areas with demonstrated improved capacities to deliver inclusive public employment support services, including: (i) internal staff training capacities through "training of trainers"; (ii) capacities for labour market information gathering, analysis and dissemination, including for annual labour market survey on employment and skills and related labour market bulletins; and (iii) NEA (and DGTNET) capacities to monitor employment services outcomes.	NEA and DGTNET reporting. DEV III reporting on ILO contributions.
Assumptions: (i) NEA remains committed to strengthening and expanding public employment services across all provinces, in collaboration with DGTNET; and (ii) active increasing collaboration with the MoEYS in areas of shared priority, such as career counselling.				

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
	1.3.1(b): Number of guidelines developed and implemented to support persons with disabilities into TVET and employment.	Zero baseline as of 2023.	At least three guidelines developed and implemented to support persons with disabilities into TVET and employment, including guidelines for CAMFEBA, NEA and DGTVEI. (Also refer to Indicator 2.1.(c) below on the establishment of Cambodia section of ILO Global Business and Disability Network).	Available tools and guidelines. ILO project reports. DEV III reporting on ILO contributions.
	Assumptions: The specified tools are developed with input and ownership by the key agencies concerned and are actively applied.			
Output 1.3.2: Increased access to public employment services by poor and vulnerable groups, including women, youth, persons with disabilities, migrant workers, and indigenous and minority community groups.	1.3.2(a): Percentage of jobseekers who access NEA services who are from poor and vulnerable groups, including young women and men, persons with disabilities, migrant workers, and indigenous and minority community groups.	150,647 young people (53% female) accessed NEA employment services with ILO support between 2020 and 2023. No breakdown of access by poor and vulnerable is available (2023).	At least of 10% of jobseekers who access NEA services are from poor and vulnerable groups. The DWCP supports NEA efforts to meet this target with accountability for delivery at the RGC/NEA level.	NEA monitoring reports. DEV III reports on ILO contribution.
	Assumptions: NEA has the necessary human and financial resources to continue strengthening and expanding its services, including increased attention to access by poor and vulnerable groups.			

DWCP Priority 2: Economy – Promoting a more sustainable, digitalized, inclusive, green and formalized economy (adapted from UNSDCF)				
Pentagonal Strategy: Pentagons 2.1, 3.1, 3.2, 4.3, 4.5. SDG targets: 8.3, 8.5 and 8.6. CSDG targets: 8.2, 8.3 and 8.9				
Results	Indicators	Baseline (year)	Target by 2028	Source/means of verification
Outcome 2.1: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to just transitions towards a productive, diversified, digitalized, formalized, green, and low carbon and climate adapted economy (adapted from UNSDCF Outcome 2).	2.1.1: A long-term national development strategy developed and adopted for a just transition to an environmentally sustainable economy/society that is inclusive, energy efficient, job-rich, pro-poor (SDG 8.1.1, UNSDCF Indicator 2).	Elements of such a strategy are partly reflected in the current National Strategic Development Plan (NSDP) (UNSDCF Indicator 2).	All dimensions are fully reflected in the NSDP. The ILO will contribute alongside other UNCT members to the achievement of this target through the following outputs.	Pentagonal Strategy – Phase I reporting. NSDP 2024–2028 reporting. ILO project reporting on ILO contribution.
Assumptions: (i) The necessary political commitment and policy and human resources are in place to develop and implement such long-term national development strategy; and (ii) ILO constituents are committed to contributing effectively to the development and implementation of such strategy.				
ILO P&B 2024–25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 4: Sustainable enterprises for inclusive growth and decent work. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	2.1.2: Proportion of informal employment in total employment, by sector and sex (SDG 8.3.1, UNSDCF Indicator 2).	88.3% By sex: Male = 89.0% Female = 87.6% By sector: Agriculture = 98.6% Industry = 80.3% Services = 85.3%	70% informal employment in total employment. By sex: Male = 70% Female = 70% By sector: Agriculture = 90% Industry = 60% Services = 65% The ILO will contribute alongside other UNCT members to the achievement of this target through the following outputs.	UN estimation based on Labour Force Survey data. ILO project reporting on ILO contribution.

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
	Assumptions: Effective implementation of national policies and programmes to promote the transition of informal enterprises and workers to the formal economy is supported by the necessary human and financial resources, both national and international.			
	2.1.3: Number of gender-responsive policy measures developed and implemented to facilitate productive, freely chosen and decent employment and productivity growth (<i>adapted UNSDCF Indicator 2</i>).	Key policies in place to promote and support productive, freely chosen and decent employment and productivity growth include: • PS-1; • NSDP 2024-2028; • IDP; • NEP; • National Strategy for Informal Economic Development 2023-2028; • Garment, Footwear, Travel Goods Sector Development Strategy 2022-27; • National Strategic Plan on Green Growth 2013-2030; • Circular Economy Strategy and Action Plan (2021-2035).	UN target: Five gender-responsive policy measures (including sectoral strategies) developed and implemented (<i>UNSDCF Outcome 2</i>). The ILO will contribute alongside other UNCT members to the achievement of this target. This will include leveraging the UN Global Accelerator on Jobs and Social Protection for Just Transitions to achieve maximum benefits for the people of Cambodia.	PS-1 reports. MLVT reports. ILO project reporting on ILO contribution.
	Assumptions: (i) The necessary political commitment and policy and human resources are in place to develop and implement relevant policy measures; and (ii) ILO social partners actively engage in the policy areas specified and contribute to the implementation of policies which are developed.			
Output 2.1.1: Businesses/enterprises and employment will be more formalized, digitalized, inclusive, green and carbon and pollution mitigating (<i>adapted from UNSDCF Output 2.2</i>).	2.1(a): Number of gender-responsive policy measures developed and implemented to support the transition of informal enterprises and workers in informal employment to the formal economy, including women-owned informal businesses (<i>adapted from UNSDCF Indicator 2</i>).	Key policies supporting formalization include the IDP, the NEP and the National Strategy for Informal Economic Development 2023-2028. ILO supported RGC measures to extend social protection coverage to informal workers (both in the informal and formal economies), contributing to formalization of employment.	Three gender-responsive policy measures (including sectoral strategies) developed and implemented to support the Informal Economy Development Policy, including at the sectoral level in agriculture, manufacturing, construction and tourism (adapted from UNSDCF Outcome 2). At least four capacity-development initiatives implemented, including: (i) strengthening public and private Business Development Services with respect to supporting SME readiness for formalization (with UNIDO); (ii) strengthening the capacities of three national business associations (CAMFEBA, YEAC and CWEA), with respect to promoting formalization among their members; (iii) supporting the establishment/operation of formal cooperatives within agri-food sector; and (iv) improving working conditions in garment subcontracting factories.	PS-1 reports. MLVT reports. ILO project reporting on ILO contribution. ILO project reports.
	2.1(b): Number of gender-responsive capacity-development initiatives implemented to support the achievement of RGC policies to facilitate the transition of informal enterprises and workers in informal employment to the formal economy, including women-owned informal businesses (<i>adapted from UNSDCF Indicator 2</i>).			
	Assumptions: The RGC and social partners remain committed to developing, contributing to and implementing policy and capacity-development measures to support just transitions towards a formalized economy.			

DWCP goal				
Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.				
Output 2.1.2: Increased availability of decent work opportunities, particularly for women, youth and other vulnerable groups, through provision of and access to affordable quality childcare and other care services; sustainable business and SME development; and inclusive and gender-responsive entrepreneurship.	2.1.1(c): Number of gender-responsive policies, mechanisms and practices to strengthen and support more inclusive business policies and practices.	The MLVT's ten-point Strategic Development Plan (2024–2028) prioritizes the establishment of community-based childcare facilities, which support the inclusion/retention of women in the workforce. BFC has actively promoted the establishment of facilities for pregnant women in the garment, footwear and travel goods sector, which also promotes inclusion.	At least three gender-responsive policies, mechanisms and practices to strengthen and support more inclusive business policies and practices, including: (i) establishment with CAMFEB of Cambodia section of ILO Global Business and Disability Network; (ii) increased availability of workplace-based care facilities (such as nursing and child feeding facilities) for young mothers in the garment, footwear and travel goods sector; and (iii) expanded development and implementation of workplace policies and measures to promote gender equality and disability inclusion.	MLVT reports on development of community-based childcare facilities. ILO project reports.
	Assumptions: The necessary policy and resourcing commitments to ensuring inclusion and LNOB in the specified areas are in place among tripartite constituents and other stakeholders.			
	2.1.1(d): Number of interventions implemented to promote environmentally sustainable businesses and infrastructure development.	UN Programme for Action on Green Economy (PAGE) launched in Cambodia on 12 May 2023 with ILO and UNIDO as key partners on promoting circular economy. ILO climate-resilient rural infrastructure project underway in Siem Reap and Battambang provinces. Curricula developed for TVET green skills training and for training of garment sector maintenance staff.	At least two interventions implemented to promote environmentally sustainable businesses and infrastructure development, including: (i) developing options and strategies to develop capacities for the promotion of circular economy, green jobs and green skills in the garments value chain (UN PAGE Programme, with UNIDO); (ii) expanding climate-resilient rural road and water infrastructure in at least two prioritized provinces, supported by short-term labour programmes.	UN PAGE reports. ILO project reports.
	Assumptions: Ongoing RGC commitment to environmentally sustainable development policies and models, supported by the necessary human and financial resourcing.			
	2.1.2(a): Number of gender-responsive interventions developed and implemented to promote employment at community nurseries and kindergartens, sustainable businesses, SME development, and inclusive and gender-responsive entrepreneurship.	ILO tools promoted and applied successfully to promote sustainable business and entrepreneurship, including SCORE, SYIB and KAB. Garment, Footwear, Travel Goods Sector Development Strategy 2022–27 developed with ILO/BFC input. Indicator 3.2.e. of the MLVT SDP 2024–2028 sets a target of at least 12 daycare centres and community pre-schools in areas where factories are concentrated.	At least four interventions developed and implemented, including technical support provided to: (i) ensure decent work standards and opportunities in community childcare centres established by the MLVT, including the exploration of options such as cooperative and solidarity economy models; (ii) apply ILO tools to promote sustainable growth and employment capacity in SMEs; (iii) implement the Garment, Footwear, Travel Goods Sector Development Strategy; and (iv) promote inclusive and gender-responsive entrepreneurship through ILO tools and the sustainable expansion of KAB to secondary schools in all provinces.	MLVT reports. ILO project reports. DEV III reports.

Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.				
DWCP goal	Assumptions: (i) All relevant stakeholders are committed to decent work standards in community childcare services; (ii) implementation of the garment sector development strategy is supported by the necessary human and financial investments; and (iii) sustainable resourcing is available for expansion and ongoing operation of KAB.			
Output 2.1.3: Increased gender-responsive tripartite constituent awareness and capacities to promote decent working conditions and employment opportunities in the care economy, including in community childcare services.	2.1.3(a): Number of social dialogues convened to increase gender-responsive tripartite constituent awareness and capacities to promote decent working conditions and employment opportunities in the care economy.	Lack of accessible, affordable, quality and appropriate childcare services is a key factor in women leaving the workforce. The development of professional care services for older persons is still at an embryonic level. MLVT's SDP 2024-2028 includes support for the development of community-based childcare as one of its ten action points.	At least two social dialogues convened to: (i) increase gender-responsive tripartite constituent awareness and capacities; and (ii) develop shared action priorities to promote decent working conditions and employment opportunities in the care economy, including within community-based childcare services.	ILO project reports.
DWCP Outcome 2.2: By 2028, the enabling environment for the promotion of decent employment enhanced by revision and improved implementation of National Employment Policy (NEP) in line with changing economic and labour market trends and requirements (adapted from DEY III) ILO P&B 2024-25 linkages: Outcome 3: Full and productive employment for just transitions. Outcome 4: Sustainable enterprises for inclusive growth and decent work. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	Assumptions: ILO tripartite constituents are committed to cooperation in promoting decent working conditions and employment opportunities in the care economy, particularly in supporting community childcare services, with cooperative models as a potential approach in this regard.			
	2.2.1: By 2025, availability of revised gender-responsive NEP in line with changing economic and labour market trends and requirements by 2025, applying RBM principles (adapted from DEY III Indicator 3.2.2).	NEP 2015-2025 in place. Revision prioritized by the MLVT by 2025. Governance structure consists of national Inter-Ministerial Committee (IMC) and provincial tripartite governance committees and secretariats.	By 2025, NEP reviewed and revised on gender-responsive basis with active participation of employers' and workers' organizations and other relevant stakeholders, including youth organizations/ networks.	National Gazette. Revised NEP. MLVT/IMC reports. ILO project reports.
	Assumption: The necessary prioritization of resources, including staff time, by tripartite constituents is in place for NEP review and revision.			
Output 2.2.1: Increased capacities of National Employment Policy (NEP) committees and secretariats at the national and subnational level in results-based planning, implementation and M&E (DEY III Output 3.1).	2.2.1(a): Number of national and subnational NEP committees and secretariats demonstrating increased capacities in result-based planning, implementation and M&E (DEY III Indicator 3.1.1)	Zero baseline.	At least six NEP committees and secretariats at the national and subnational levels demonstrate increased capacities in result-based planning, implementation and M&E, as follows: (i) the IMC-NEP and related secretariat; (ii) two provincial committees and their associated secretariats (with consideration of potential integration of social protection provincial governance arrangements).	MLVT reports. Training evaluation data. Project and review reports.

DWCP goal		Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
Output 2.2.2: Revised NEP supported by a gender-responsive NEP implementation plan, operationalization guidelines and monitoring framework.	Assumption: Participating entities in NEP governance and administration at the national and subnational levels prioritize the specified capacity building activities, including through ensuring staff availability.				
	2.2.2(a). Availability of finalized gender-responsive NEP implementation plan, operationalization guidelines and monitoring framework.	Provincial action plan for NEP implementation in Siem Reap for 2022–2023 was developed with ILO support and endorsed.	By 2025, gender-responsive NEP implementation plan, operationalization guidelines and monitoring framework developed with active participation of employers' and workers' organizations and other relevant stakeholders, including youth organizations/networks.	NEP monitoring framework, operationalization guidelines and plan. MLVT/IMC reports. ILO project reports.	
Assumption: The necessary prioritization of resources, including staff time, by tripartite constituents is in place to develop and implement the listed NEP support documents.					

DWCP Priority 3: Industrial relations – Promoting social dialogue, harmonious industrial relations and rights at work in line with national and international labour standards				
Pentagonal Strategy: Pentagon 1.5. SDG targets: 5.2, 5.4, 8.8, 10.1 and 10.4 CSDG targets: 5.1, 5.2, 5.5, 10.4				
Results	Indicators	Baseline (year)	Target by 2028	Source/means of verification
Outcome 3.1: By 2028, gender-responsive social dialogue and workplace cooperation have been strengthened as a result of improved institutional and tripartite constituents' capacities and processes. ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue. Outcome 5: Gender equality and equality of treatment and opportunities for all.	3.1.1: Number of new or revised national laws and policies which demonstrate clear decent work commitments and gender-responsiveness as a result of strengthened social dialogue.	Existing laws and policies adopted with social partner input include the Labour Law, Social Security Law, Trade Union Law, National Social Protection Policy Framework, NEP, TVET Policy and Strategic Action Plan, and Labour Migration Policy.	At least seven new or revised national laws, policies and plans demonstrate clear decent work aspects and gender-responsiveness as a result of social dialogue: New: TVET Law, National Migration Law, OSH Law Revised: National Social Protection Policy Framework, NEP, TVET Policy and Strategic Action Plan, and Labour Migration Policy.	Cambodia Voluntary National Review reports to the UN High-Level Political Forum.
				Review of relevant policies and their development processes.
				Tripartite constituent reports. ILO project reports.
Assumptions: (i) Social dialogue opportunities are provided and taken for input into the development of national laws, policies, strategies and plans; and (ii) ILO social partners have the necessary analytical and policy engagement capacities to provide relevant input.				
Output 3.1.1: Increased capacities of ILO social partners to represent and service their members and engage effectively in social dialogue (both tripartite and bipartite, including on national policy matters), collective bargaining, and workplace consultations and cooperation.	3.1.1(a): Number of gender-responsive multi-year cooperation frameworks for capacity-development between tripartite constituents and ILO Office in place, applied and reviewed/updated annually.	Zero baseline.	At least three multi-year gender-responsive cooperation frameworks for capacity-development between tripartite constituents and the ILO Office in place, applied and reviewed/updated annually.	Multi-year cooperation frameworks. ILO project reports.

Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.	
DWCP goal Output 3.1.2: Mechanisms and processes for gender-responsive social dialogue strengthened at the national, provincial and enterprise levels.	3.1.2(a): Number of social dialogue mechanisms and processes strengthened in consultation with employers' and workers' organizations, disaggregated by national, provincial and enterprise level. Key social dialogue mechanisms include the: (i) Labour Advisory Council (LAC); (ii) provincial NEP governance committees; (iii) Arbitration Council; (iv) NSSF; (v) National OSH Committee; and (vi) Minimum Wage Council. 254 workplaces in the garment, footwear and travel goods sector had worker-management Performance Improvement Consultative Committees (PICCs) in place in December 2023.
	At least six social dialogue mechanisms and processes strengthened at the national, provincial and enterprise levels in consultation with employers' and workers' organizations including the: (i) Arbitration Council; (ii) NSSF; (iii) National OSH Committee; (iv) Minimum Wage Council; (v) provincial NEP governance committees in selected pilot provinces (refer also to Output 2.2.1); and (vi) worker-management Performance Improvement Consultative Committees (PICCs) in the garment, footwear and travel goods sector (BFC), with a view to expansion to other sectors.
	MLVT reports. Tripartite mechanism reports. ILO project reports.
	Assumptions: Tripartite constituents and other key partners are committed to improving the quality, impact and outcomes of social dialogue approaches, mechanisms and processes – and commit the necessary attention and resources to this end.
	3.1.2(b): Percentage increase in number of collective bargaining agreements registered. 51 collective agreements registered in the five-year period of the previous DWCP (19 in 2023). At least a 5% increase in the number of collective bargaining agreements registered. MLVT register of collective bargaining agreements.
Output 3.1.3: Increased institutional and technical capacities for labour dispute resolution at the national, provincial and enterprise levels, including through the Arbitration Council.	Assumption: Social partners are committed to effective collective bargaining as an important element of social dialogue and workplace cooperation.
	3.1.2(c): Percentage of women representatives in formal national social dialogue bodies and processes. No baseline data available At least 20% of representatives in formal national social dialogue bodies and processes are women. Records of social dialogue bodies. ILO project reports.
	Assumption: Tripartite partners are committed to increasing the participation of women in social dialogue bodies and processes at all levels.
	3.1.3(a): Number of stakeholders with increased capacities for labour dispute resolution at the national, provincial and enterprise levels. Tripartite constituents all prioritize this area for increased attention to reduce the number of disputes requiring third party intervention, including through increased use of alternative dispute resolution approaches. At least four stakeholders with increased capacities for labour dispute resolution at the national, provincial and enterprise levels: (i) MLVT conciliation services; (ii) Arbitration Council, (iii) CAMIFEBA and (iv) workers' organizations. MLVT reports. ILO project reports.
	Assumption: Tripartite constituents and other stakeholders prioritize initiatives to increase their respective capacities in this area.
Output 3.1.3(b): Increased institutional and technical capacities for labour dispute resolution at the national, provincial and enterprise levels, including through the Arbitration Council.	3.1.3(b): Percentage of Arbitration Council cases successfully resolved, including individual disputes under the Council's extended mandate. In 2023, 86.1% of labour disputes were resolved by conciliation officers and by the Arbitration Council. The ILO has supported the Arbitration Council since its inception. The Council's scope expanded to include individual disputes in 2023. At least 85% of Arbitration Council cases successfully resolved, including individual disputes under the Council's extended mandate. The DWCP contributes to achievement of this target, with accountability for final delivery with the Arbitration Council. MLVT data. Arbitration Council reports, including the digest of arbitral decisions (a summary of jurisprudence of the Arbitration Council). ILO project reports on ILO contribution.

DWCP goal		Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
DWCP Outcome 3.2: By 2028, promotion and protection of rights at work improved as a result of increased implementation of national and ratified international labour standards. ILO P&B 2024–25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work. Output 3.2.1: Increased capacities of tripartite constituents for implementation of national and international labour standards, including monitoring of and reporting on ratified international labour Conventions.	Assumption: The demands of the Arbitration Council's expanded role are able to be met through strengthened capacities in critical areas and an increase in sustainable funding.	3.1.3(c): Number of social dialogue processes facilitated to consider priorities and ways forward for coordinated strengthening of dispute resolution at all levels.	Zero baseline.	At least two social dialogue processes convened to consider priorities and ways forward for coordinated strengthening of dispute resolution at all levels, including alternative dispute resolution approaches and the pending issue of establishing a Labour Court.	MLVT reports ILO project reports.
	Assumption: Tripartite stakeholders remain committed to developing a coherent and coordinated approach to dispute resolution at all levels.	3.2.1: The rate of applications or complaints related to international labour Conventions resolved in a timely manner (<i>adapted from Indicator 3.e, MLVT SDP 2024–2028</i>).	Cambodia is party to 8 of the 10 fundamental Conventions, 1 of 4 governance Conventions, and 3 of 56 other up-to-date Conventions and Protocols. Latest ratification was 2006. ILO supervisory bodies have adopted Observations, Conclusions and Recommendations on the application of various ratified Conventions, including the Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87), which was the object of Direct Contact Missions in 2017 and 2022.	100% of applications or complaints related to international labour Conventions resolved in a timely manner. The DWCP contributes to the achievements of this target, with final accountability with MLVT.	MLVT General Directorate of Administration and Finance. Reports of ILO supervisory bodies. ILO project reports on ILO contributions.
	Assumption: The RGC remains committed to applying the necessary attention to addressing concerns raised by ILO supervisory bodies and to providing quality reporting.	3.2.1(a): Number of prioritized areas for implementation of national and international labour standards in which increased capacities are demonstrated by tripartite constituents.	No baseline available.	At least two prioritized areas for implementation of national and international labour standards in which increased capacities are demonstrated by tripartite constituents, as follows: (i) the functioning of the National Tripartite Committee on Implementation of International Labour Standards; and (ii) Cambodia's quality and timely reporting to ILO international supervisory bodies.	MLVT reports. ILO supervisory body reports. ILO project reports.
Assumption: The implementation, monitoring and reporting of ratified international labour standards is seen by tripartite constituents as a shared interest that requires adequate resourcing and systematic attention.					

DWCP goal		Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
DWCP Output 3.2.2: The Labour Law, Trade Union Law and other labour-related laws updated as necessary in line with changing requirements of the economy, especially as a result of digitalization.	3.2.2(a): Number of labour-related laws updated on a gender-responsive basis with social partner involvement and in line with national and international labour standards, including to reflect changing requirements of the economy, especially as a result of digitalization.	Zero baseline.	At least two labour-related laws updated on a gender-responsive basis with social partner involvement in line with national and international labour standards, including to reflect changing requirements of the economy, especially as a result of digitalization.	National Gazette. Revised labour-related laws. ILO project reports.	
	Assumption: The rapid evolution of the digital economy, including new forms of work related to the gig and platform economy, are recognized by tripartite constituents as requiring coverage in the Labour Law and other related laws.				
	Output 3.2.3: Strengthened institutional capacities and workplace measures to promote gender equality, women's empowerment and non-discrimination within the world of work in line with the ratified Equal Remuneration Convention, 1951 (No. 100), and Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and other relevant Conventions. ²⁰	3.2.3(a): Number of institutions and sectors with strengthened capacities to promote gender equality, women's empowerment and non-discrimination.	Key institutions for ILO engagement in this respect have been MLVT, CAMFEBA and worker's organizations. Key sectors for ILO attention in this regard have been: (i) garment, footwear and travel goods; and (ii) tourism and hospitality. With respect to Conventions Nos 183, 189 and 190, the Government has introduced 90 days of maternity leave with a 120 per cent wage, increased baby bonuses for female workers, and cash transfers for mothers and children under two years. The MLVT has also issued a Prakas on Domestic Work Conditions to give effect to the provisions of Convention No. 189 and is committed to developing a policy on eliminating violence and harassment at work.	At least three institutions – MLVT, CAMFEBA and worker's organizations – have strengthened capacities to promote gender equality, women's empowerment, disability inclusion and non-discrimination within their own spheres and constituencies. At least two sectors – (i) garment, footwear and travel goods and (ii) tourism and hospitality – have strengthened measures for gender equality, including: (i) increased numbers of female supervisors, managers and leaders; and (ii) workplace measures to promote greater diversity and inclusion. Continued focus on addressing the rights of the most-at-risk groups of female workers, including in the entertainment sector where risks include exposure to HIV.	MLVT, CAMFEBA and workers' organization reports. ILO project reports.
		Assumptions: All constituents prioritize attention to implementation of gender equality and inclusion commitments – both within their own internal policies and plans and in line with national law, strategies and plans.			
	3.2.3(b): Number of BFC advisory factories in the garment, footwear and travel goods sector with policies or measures in place to address violence and harassment, including gender-based violence and sexual harassment.	Baseline to be established in 2024 within BFC advisory factories.	At least 200 workplaces in the garment, footwear and travel goods sector have policies or measures in place to address violence and harassment, including gender-based violence and sexual harassment.	ILO project reports	
	Assumption: Tripartite constituents are committed to implementation of their own relevant policies as well as national policies and plans in this regard.				

²⁰ Particularly giving effect to the not-yet-ratified Maternity Protection Convention, 2000 (No. 183), the Domestic Workers Convention, 2011 (No. 189), and the Violence and Harassment Convention, 2019 (No. 190).

DWCP goal		Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
	3.2.3(c): Percentage of ILO constituent leadership and decision-making roles held by women.	Zero baseline.	At least 35% of constituents' leadership and decision-making roles held by women.	Tripartite constituent data.	
	Assumption: Tripartite constituents remain committed to increasing the percentage of women among their leadership, decision-makers and senior managers, and put supportive measures in place.				
Output 3.2.4: Strengthened evidence-base to support implementation of national action plans to reduce child labour and eliminate the worst forms of child labour.	3.2.4(a): Number of gender-responsive measures taken to strengthen the evidence-base in support of national action plans to reduce child labour and eliminate the worst forms of child labour. <i>(Links to Indicator 3.3.a., MLVT SDP 2024-2028).</i>	Up-to-date data on the prevalence of child labour, including its worst forms is lacking to support monitoring, planning and programmes (2023). In the garment, footwear and travel goods sector, consolidated data from random workplace checks for BFC synthesis and annual reports between 2001 and 2022 showed 226 confirmed underage workers across 6,920 assessed factories. Key current national plans to eliminate the worst forms of child labour by 2025 are: (i) National Plan of Action on the Reduction of Child Labour and Elimination of the Worst Forms of Child Labour (2016-25); and (ii) National Action Plan to Prevent and Respond to Online Child Sexual Exploitation (2021-2025).	At least two gender-responsive measures taken to strengthen the evidence-base in support of national action plans to reduce child labour and eliminate the worst forms of child labour, as follows: (i) At least one Labour Force Survey includes a module to assess the status of children in worst forms of child labour (also refer to Output 3.4.4). (ii) Ongoing monitoring and reporting of child labour cases in the garment, footwear and travel goods sector.	Report of child labour module as part of Labour Force Survey. MLVT reports. ILO project reports.	
DWCP Outcome 3.3: By 2028, increased realization of rights, better working conditions and sustainable reintegration for migrant workers as a result of enhanced gender-responsive labour migration governance, policies, mechanisms and support services. ILO P&B 2024-25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all.	3.3.1(a): Percentage of activities under the new Policy on Labour Migration 2024-2028 for Cambodia which are on target.	There will be a new Policy on Labour Migration in Cambodia in 2024. Number of activities on target or progressing is not known in the first year or before the final Policy is agreed.	25% of activities under the new Policy on Labour Migration 2024-2028 are on target by end of 2025, with an additional 25% progressing.	Policy on Labour Migration assessment, conducted by ILO with MLVT annually. ILO project reports.	Assumption: The implementation of policies and priorities of tripartite constituents with respect to migrant labour (outgoing and returning) is adequately resourced by national and international sources for maximum impact.

Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.				
DWCP goal				
DWCP Output 3.3.1: Improved gender-responsive enabling legal, policy and regulatory environment for safe and fair recruitment and productive labour migration.	3.3.1(a): Number of new or strengthened legal, policy and regulatory frameworks for fair recruitment and safe and productive labour migration.	Existing key policy and guidance frameworks are the: (i) Policy on Labour Migration for Cambodia 2019–2023; (ii) Sub-decree No. 190 on the Management of the Sending of Cambodian Workers Abroad through Private Recruitment Agencies (Sub-decree 190) and the eight corresponding prakas; and (iii) National Implementation Plan on the Global Compact on Migration.	At least four new or strengthened legal, policy and regulatory frameworks including: (i) revision of the Policy on Labour Migration; (ii) development of a Labour Migration Law; (iii) improved regulation of recruitment agencies, including to reduce fees and costs; and (iv) development of fisheries sector MOU between Cambodia and Thailand.	National Gazette. MLVT reports. ILO project reports.
	Assumptions: All relevant stakeholders remain committed to: (i) progressing the prioritized strengthened legal, policy and regulatory frameworks for fair recruitment and safe and productive labour migration; and (ii) commit the necessary human and financial resources.			
	Output 3.3.2: Increased capacities of relevant institutions to support the realization of the rights and better working conditions of women and men migrant workers.	3.3.2(a): Number of institutions with increased capacities to realize the rights and better working conditions of women and men migrant workers.	Key national institutions with which the ILO has engaged are the: (i) MLVT at the national and provincial levels; (ii) Association of Cambodian Recruitment Agencies (ACRA); and (iii) Cambodia Labour Confederation. Several regulations, guidelines and tools related to these institutional relationships are in place, with ILO support. ²¹	At least three institutions with increased capacities, including: (i) MLVT at the national and provincial levels; (ii) ACRA; and (iii) Cambodia Labour Confederation (to implement the Cooperative Agreement with the Fishers' Rights Network).
Output 3.3.3: Expanded access to effective support services for women and men migrant workers at all stages of the labour migration process.	Assumption: Relevant institutions have the capacity to absorb and apply capacity-development support.			
	3.3.3(a) Number of support services (including MRCs, among others) established or expanded that are assessed as effective for women and men migrant workers at all stages of the labour migration process.	12 Migrant Worker Resource Centres (MRCs) were operational in 2023 (with priorities in 2023 including strengthening gender mainstreaming and the focus on vulnerable groups). A migrant workers complaints mechanism was also in place.	At least two support services established or expanded that are assessed as effective for women and men migrant workers at all stages of the labour migration process. At least 1 initiative completed to promote inclusive access for disabled migrant returnees' to social and legal support services, education, skills training and local employment opportunities.	MLVT reports. Reviews or evaluations conducted that cover newly established services. ILO project reports.
	Assumptions: The necessary institutional and financial support remains in place for the ongoing effective functioning and expansion of Migrant Worker Resource Centres, with national resources increasingly the main source of funding.			

²¹ These include the Code of Conduct for Private Recruitment Agencies (COC); the COC Assessment System Pilot; Guidelines for Dispute Resolution for Migrant Worker Grievances; ILO Guidance on Fair Recruitment (translated into Khmer and disseminated through training to key stakeholders); and the Bilateral Trade Union Cooperative Agreement on protection of Cambodian migrant fishers in Thailand.

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.				
DWCP Outcome 3.4: By 2028, new and improved legal, policy and institutional frameworks are in place to ensure more women and men workers are in employment that provides decent, safe and healthy working conditions. ILO P&B 2024-25 linkages: Outcome 1: Strong, modernized normative action for social justice. Outcome 5: Gender equality and equality of treatment and opportunities for all. Outcome 6: Protection at work for all. Outcome 8: Integrated policy and institutional responses for social justice through decent work.	3.4.1: The annual percentage of every 100,000 workers who suffer occupational accidents (<i>adapted from Indicator 3.c., MLVT SDP 2024–2028</i>)	957 workers were reported by NSSF data to have suffered occupational accidents in 2023.	An annual percentage decrease of 10% in the number of occupational accidents reported to the NSSF. The ILO contributes to the achievement of this target, with the RGC accountable for final delivery.	NSSF data (based on the number of workers who suffer occupational accidents divided by the number of workers who are NSSF members, multiplied by 100,000). ILO projects reports on ILO contributions.	
	Assumptions: (i) The requisite laws, policies, regulations, institutions and capacities are progressively and sustainably in place to ensure decent, safe and healthy working conditions in compliance with the Labour Law; and (ii) NSSF data increasingly reflects the real level of occupational accidents in Cambodia.				
	3.4.1(a): Number of new or strengthened gender-responsive legal, policy, planning and institutional measures in place to promote OSH. <i>(Links to MLVT SDP 2024–2028 Indicator 3.2.b. on national OSH policies and laws)</i>	The National OSH Master Plan and Action Plan were under revision in 2023 and a draft OSH Law was developed.	At least five new or strengthened gender-responsive legal, policy, planning and institutional measures in place to promote OSH, including: (i) OSH Policy, Master Plan and Action Plan with increased focus on mental health and commuter safety; (ii) gender-responsive OSH Law by 2025; (iii) improved national OSH database; (iv) measures to improve safety of transportation to and from work, with focus on the garment, footwear and travel goods sector; and (v) improved OSH capacities in more workplaces.	MLVT reporting. ILO project reports. National OSH database reports.	
	Assumption: The necessary RGC and other stakeholders' resources, including international support, are in place to ensure the development and implementation of gender-responsive legal, policy, planning and institutional frameworks, supported by increased workplace OSH capacities.				
	3.4.1(b): Number of institutions and organizations with increased capacities to promote OSH in the workplace.	The National Institute of Labour, along with CAMFEBA, workers' organizations and the National OSH Committee, have key roles to play in raising awareness about relevant OSH legal frameworks, policies and plans. In the garment, footwear and travel goods sector, BFC plays a key role. Partnerships and programmes are also in place to strengthen OSH in the construction and entertainment sectors.	At least four institutions/ organizations with increased capacities to promote OSH in the workplace, including the: (i) National OSH Committee; (ii) National Institute of Labour; (iii) employers' organizations; and (iv) workers' organizations.		MLVT reporting. National OSH Committee reports. ILO project reports.

²² Based on the fundamental international labour Conventions on OSH, namely the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).

²³ Including in regard to mental health and during the commute to and from work.

DWCP goal	Decent, productive and sustainable work for all contributes to achievement of Cambodia's Visions 2030 and 2050, the CSDGs, and LDC graduation in 2029.			
	Assumptions: The four prioritized institutions/organizations and other stakeholders collaborate to maximize the effectiveness of their efforts to raise awareness about OSH legal frameworks, policies and plans			
Output 3.4.2: Increased capacities of national labour inspection system in areas focused on strategic compliance planning, OSH, social security, violence and harassment at work, child and forced labour, and human trafficking.	3.4.3(a): Number of areas in which critical capacity gaps in national labour inspection services have been addressed.	ILO support to increased labour/ OSH inspection effectiveness through BFC and other interventions has included: (i) strategic compliance planning to increase the efficient use of available resources; and (ii) implementing the Joint Action Plan with the MLVT by transferring skills and knowledge to the labour inspectorate, so they can conduct quality inspections with quality findings.	At least three areas in which critical capacity gaps in the national labour inspection services have been addressed, including: (i) improving sustainable capacities of the labour inspection system as a whole, including BFC inspection system from 2027; (ii) efficient use of available resources through strategic compliance training; and (iii) improving specific technical capacities with respect to social security compliance, violence and harassment at work, child and forced labour, and human trafficking.	MLVT reports (Department of Inspection, DLVT, Inspection Taskforce). ILO project reports.
	Assumptions: (i) The implementation of RGC policy settings and commitments to the strengthening of labour inspection effectiveness and coverage is adequately and sustainably resourced; and (ii) BFC monitoring approaches, capacities and tools are progressively transferred to national ownership.			
Output 3.4.3: Gender-responsive priorities and options developed through social dialogue for ways forward in expanding the coverage of minimum wages in line with the Minimum Wage Law, taking account of economic circumstances.	3.4.4(a): Number of evidence-based tripartite social dialogues convened on priorities and options for ways forward in expanding minimum wage coverage in line with the Minimum Wage Law, taking account of economic circumstances.	Research conducted/completed on current situation in Cambodia and relevant models for consideration with respect to expanded minimum wage coverage – for example, geographic and sector-based minimum wage approaches (2023/2024).	At least two evidence-based tripartite social dialogues convened, supported by the completed analytical report and ILO technical assistance. These social dialogues lead to tripartite consensus on priorities and options for ways forward in expanding minimum wage coverage, taking account of economic circumstances.	MLVT reports. ILO project reports.
	Assumptions: Tripartite constituents remain committed to the long-term expansion of minimum wage coverage in line with the Minimum Wage Law, with consideration of economic circumstances.			
Output 3.4.4: More regular and sustainably resourced Labour Force Surveys improve the evidence base to monitor application of RGC decent work commitments and design relevant gender-responsive policies, strategies and plans.	3.4.4(a): Number of Labour Force Surveys (LFS) conducted.	Last LFS conducted in 2019. Last LFS with a child labour module conducted in 2012.	At least two LFS conducted by 2028 on a sustainably funded basis, with at least one including a child labour module.	LFS reports. NIS reports. ILO project reports
	Assumptions: The necessary financial and technical resources are available to enable the conducting of at least two LFS, at least one of which includes a child labour module.			
	3.4.4(b): Percentage increase in sustainable national resourcing for each successive LFS.	The 2019 LFS was funded by a mix of national resources and external funding leverage by the ILO.	At least 20% increase in sustainable national resourcing for each successive LFS.	NIS reports. ILO project reports
	Assumption: The RGC is in a position to progressively increase national sustainable resourcing of LFS.			



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