JOINT
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Joint Programme Document:

Decent jobs and Social Protection Expansion for Sustainable and Inclusive Economic Growth in Cambodia

COVER PAGE

MPTFO Project Reference Number	

Country	Cambodia
Region	Asia Pacific
Joint programme title:	Decent Jobs and Social Protection Expansion for Sustainable and Inclusive Economic Growth in Cambodia
Duration:	*24 months*
Anticipated start and end dates:	*31 October 2024 – 30 October 2026*
Short description:	*Aligned with the Global Accelerator (GA) Roadmap and its theory of change, this Joint Programme (JP) has the overall goal of supporting the implementation of the corresponding Cambodia Roadmap for Jobs and Social Protection Acceleration. Accordingly, the JP will develop the national capacity for strategic foresight to identify future sources of growth that generate both income and jobs for fostering integrated national policies and strategies (GA Pillar 1) for building labour market flexibility, business resilience and competitiveness, and leveraging gender-responsive and inclusive partnerships, and integrated financing in the prioritized sectors with high potential for job creation (GA Pillar 2). To foster decent job creation, the JP will strengthen the social protection system to address constraints in both the supply and demand sides in employment and self-employment and ensure the inclusion of those left behind and unlikely to gain decent employment in the short-to-medium term. The JP is expected to improve the wellbeing and livelihoods of at least 2.3 million beneficiaries and their children (under 18), and households living in extreme poverty.*[1] *The JP follows an integrated and cross-sectoral approach to create an enabling environment and opportunities for decent jobs considering the interconnectedness among growth and job creation, skills, and social protection. The JP aligns with government priorities and focuses on providing technical assistance for the adoption of pro-employment macroeconomic and financing policies; improvement of skills for enhanced and inclusive employability; expansion of social protection coverage, particularly towards achieving UHC; support to business formalization, sectoral growth, and productivity; and enhancement of labour market inclusiveness. It is evidence -driven, and is designed to convene stakeholders, promote partnerships, and leverage integrated investments for enhanced multilateral cooperation (GA Pillar 3) and high return on investment.* *The JP is grounded in at least three of the four Engine Rooms of the Jobs and Social Protection Transition, including the deal room or financing mix, the shift in policy and regulatory frameworks. The JP also links social protection with the other SDG transitions, especially digital transformation and transforming education, but also with climate change, energy transition and food systems as the JP focuses on economic diversification. The JP also meets with all the markers on gender, human rights, localization and QCPR. The value of this JP is above $4 million dollars with $60 million leverage.*
Joint Programme team:	
Resident Coordinator	*Joseph Scheuer, joseph.scheuer@un.org*
Joint Program RCO focal point	*Chandarany Ouch, Economist, chandarany.ouch@un.org*
Lead PUNO JP Focal point	*Ms. Nimnuon Ek, Assistant Resident Representative - Inclusive Growth,*

[1] The JP is expected to benefit at least 300,000 self-employed workers and an estimated 2 million children aged under 18 who qualify as dependents of formal workers. 5,000 households living in extreme poverty are expected to benefit under new social protection programmes.

	nimnuon.ivek@undp.org
PUNO 2 JP Focal point	*Mr. Finn Koh, Program Manager of ILO, koh@ilo.org*
PUNO 3 JP Focal point	*Dr. Lisa-Marie Ouedraogo-Wasi, Chief of Social Policy, louedraogowasi@unicef.org*

Total budget:	*$4,080,000*
Source of funds:	
UN Joint SDG Fund	*$1,800,000*
PUNO 1 co-funding	*$155,000 (UNDP)*
PUNO 2 co-funding	*$550,000 (ILO)*
PUNO 3 co-funding	*$600,000 (UNICEF)*
Government co-funding	*n/a*
International donor co-funding	*$975,000*
Other sources co-funding	*n/a*

Legal context	This Joint Programme is legally based on the United Nations Sustainable Cooperation Framework for Cambodia 2024 – 2028, as mentioned in its Annex 5, Legal Annex, which states: "1. Whereas the Royal Government of Cambodia (the Government") has entered into the agreements listed below with the United Nations, including its Funds and Programmes and other organizations of the United Nations system […]" "2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the "General Convention") and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the "Specialized Agencies Convention") as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework […]" "a) With the United Nations Development Programme (UNDP), a basic agreement to govern UNDP's assistance to the country, which was signed by the Government and UNDP (the "Standard Basic Assistance Agreement" or "SBAA") on 19 December 1994.[…]" "b) With the United Nations Children's Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 1 June 1994." […] "e) With the International Labour Organization (ILO), the Convention on the Privileges and Immunities of the Specialized Agencies signed on 15 October 1953 and its Annex 1 relating to the ILO signed on 2 July 2007 and the Standard Technical Assistance/Cooperation Agreements signed on 5 October 1956 as well as the UNDP SBAA signed on 19 December 1994" […]

JOINT SDG FUND

DECLARATION OF COMMITMENT AND SIGNATURES

By signing this Joint Programme document, all signatories commit to work together in a spirit of partnership to achieve the results identified in the results framework, work plan and budget.

Co-Chairs of JP Steering Committee	
Government representative	**UN Resident Coordinator**
	Joseph Scheuer *Signature* *Date: 30 October 2024*
Participating UN Organizations	
Alissar Chaker, Resident Representative *Signature* United Nations Development Programme *Date: 30 October 2024*	*Xiaoyan Qian, Director* *Signature* Xiaoyan Qian International Labour Organization *Date: 30 October 2024*
Will Parks, Representative *Signature* United Nations Children's Fund *Date: 30 October 2024*	

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ
KINGDOM OF CAMBODIA
Nation Religion King

ក្រសួងសេដ្ឋកិច្ច និង ហិរញ្ញវត្ថុ
MINISTRY OF ECONOMY AND FINANCE
N°: 11637 MEF/ CEFP

Phnom Penh, 30 October 2024

Mr. Joseph Scheuer
UN Resident Coordinator
United Nations in Cambodia

Re: Endorsement of the Joint Programme for Decent Jobs and Social Protection Expansion in Cambodia

Dear Mr. Scheuer,

I would like to express my sincere appreciation to the United Nations for supporting the Royal Government of Cambodia in the development of the National Roadmap for Global Accelerator on Jobs and Social Protection for Just Transitions.

I highly appreciate the joint effort in formulating the Joint Programme titled "Decent Jobs and Social Protection Expansion for Sustainable and Inclusive Economic Growth in Cambodia" to support the implementation of key priorities of the Roadmap. This initiative is well aligned to the Royal Government of Cambodia's priorities to enhance employment and social protection as outlined in the Pentagonal Strategy Phase 1.

On behalf of the Royal Government of Cambodia, I am pleased to confirm that the Ministry of Economy and Finance fully supports this Joint Programme, which aims to improve the livelihoods of over 2.3 million beneficiaries, particularly those most vulnerable in our society.

I look forward to the fruitful implementation of this Joint Programme. Please accept my assurances of support.

Yours sincerely,

Dr. Aun Pornmoniroth
Deputy Prime Minister
Minister of Economy and Finance

JOINT PROGRAMME PROFILE

Contribution to Cooperation Framework Outcome(s) and Output(s)	***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.* *Output 1.2: Better quality and accessible education, skills development and life-long learning.* *Output 1.3: Enhanced and expanded Social Protection systems that increase the resilience of people against life-cycle socio-economic risks and shocks.* ***Outcome 2: By 2028, people in Cambodia, especially those at risk of being left behind, benefit from and contribute to a productive, diversified, gender-equal, formalized and low carbon and climate-adapted economy.*** *Output 2.2: Businesses are more formalized, inclusive and carbon and pollution mitigating.* *Output 2.3: Decent work conditions are promoted for more people.* *Output 2.4: Finance to support the attainment of the SDGs is more diversified and sustainable.* ***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.* *Output 4.3: Improved systems, services and community solutions that respond to and prevent discrimination, gender-based violence, abuse, exploitation and other harmful practices.* *Output 4.4: Digital transformation advanced to accelerate positive social change.*
SDG Targets directly addressed by the Joint Programme	*SDG 1.2, 1.3, 3.8, 4.4, 5.1, 5.4, 5.b, 5.c, 8.2, 8.3*
Expected Key Results of the Joint Programme	1. *Increased resilience and self-reliance of the poorest households* 2. *Mandatory health insurance coverage for the self-employed and dependents* 3. *Financing framework for the Universal Health Coverage (UHC) developed, costed, adopted and implemented*
Overview of transformative change	
- Integration	The JP will foster an integrated multi-sectoral approach to national policies, planning, and financing among the Ministry of Economy and Finance (MEF), Ministry of Labour and Vocational Training (MOLVT), Ministry of Commerce (MoC), Ministry of Planning (MOP) and Ministry of Social Affairs, Youth and Veterans (MOSAVY) for skills development, job creation and entrepreneurship, and social protection LNOB. This will be rooted in the convening power of the UN to build consensus and partnerships. Digital transformation of public services will be used as an enabler for enhancing the efficiency, accessibility, and inclusivity of access to decent jobs and social protection.

- Scale	Seeking to leverage resources at a ratio of about 1 to 20, the JP sets ambitious goals that will be grounded in national systems and institutions and will continue beyond the JP implementation timeframe for long-lasting impacts at a nationwide scale. The *JP is expected to benefit at least 2.3 million beneficiaries from self-employed workers and their children (under 18), and households living in extreme poverty.*[2]
- Speed	To ensure speedy delivery of results, activities in this JP will capitalise on ongoing work by the UN and relevant infrastructure and mechanisms, prioritising key, catalytic investment pathways needed to fulfil the 2030 Agenda.
- Local context-specific	Rooted in national ownership, the JP is well-aligned with national priorities, and ambitions, including the 2029 milestone of Least Developed Country (LDC) graduation, which would require strengthening the links between growth and job creation to accommodate the youth bulge and social protection to accelerate decent jobs and reduce inequality and exclusion, LNOB.
- Sustainability	The JP will strengthen national institutions' capacities, systems and mechanisms and will define pathways for access to integrated and sustainable financing, embedded in the National Financing Policy Framework, in line with the Cambodia Roadmap for Jobs and Social Protection Acceleration.
Anticipated direct beneficiaries	The JP is expected to benefit at least 2.3 million beneficiaries from self-employed workers and their children (under 18), and households living in extreme poverty.[3]
Anticipated financial leverage	- Co-funding (within the JP budget): US$2,280,000 - Co-financing (parallel to JP budget): US$30,200,000 - Co-financing from the private sector through the Implementation of a Voluntary Healthcare scheme for self-employed workers and Dependents: US$25,000,000 - Co-financing (parallel to JP budget) for the first year of operation of the national Graduation-Based Social Protection Scheme which supports the shift from reliance on social assistance to productivity and livelihood generation (national budget and donor co-funding): $5,200,000.
Localization marker score	*The total score: 3*

The primary focus on SDG Transitions in the JP	☒Digital Transformation ☐ Food Systems ☒ Decent Jobs and Universal Social Protection ☐ Energy Access and Affordability ☐ Transforming Education ☐ Climate, Biodiversity, Pollution
Main engine room actions that the JP supports	☒ Shifts across policy and regulatory frameworks ☐ Capacity building at scale ☒ Deal room (financing mix) ☒ Pipeline of bankable and market-ready projects

Contributions to Jobs and Social Protection Transition

GA policy priorities addressed by the JP	☒ Social protection extension including access to health care. ☒ Decent jobs creation. ☐ Skills development. ☒ Support to small and microenterprises. ☐ Others please specify: ....

[2] Refer to footnote 1.

[3] Refer to footnote 1.

Just transitions that this JP enables	☒ Formalization of employment and enterprises ☐ Agri-food systems transformation. ☐ Just Energy Transitions. ☐ Climate change adaptation and mitigation. ☐ Structural transformation of the economy (specify sectors: tourism, construction......) ☐ Demographic transition leading to specific care support. ☒ Access to the labour market for specific groups (e.g. youth, women, persons with disabilities) ☐ Others please specify: ....

JOINT PROGRAM DESCRIPTION

1. Executive Summary

As Cambodia aims to graduate as Least Developed Country (LDC) by 2029 and achieve the 2030 Agenda, it will need to pursue the right kind of growth that generates ample jobs and reinforces human development in all its dimensions. The JP will support Cambodia to unlock opportunities for decent job creation for sustainable and inclusive economic growth and strengthen its social protection for resilient human development. A total of 2.3 million Cambodians are expected to benefit from this JP. This includes at least 300,000 self-employed workers from an estimated population of 3 million self-employed workers (50% women) and estimated 2 million children aged under 18 out of 6 million children who qualify as dependents of formal workers. Additionally, 5,000 households (50% are women headed households) out of 300,000 households are expected to join the National Graduation-Based Social Protection (GBSP) Scheme within its first year of operation in 2025 that will shift households from reliance on social assistance and develop their skills and livelihoods opportunities by providing agriculture skill development, entrepreneurship training, market linkages and financial literacy.

The JP follows an integrated approach considering the synergies between social protection, skills and employability and economic growth. Closely aligned with government priorities and existing policy and regulatory frameworks[4], the JP seeks to support the government in accelerating the process of implementation. The JP meets all five objectives of the Global Accelerator (GA) and is aligned to all three pillars of the GA. The programme is focused on providing technical assistance, policy support and knowledge sharing. It is evidence-oriented, with a clear view to convene stakeholders, promote partnerships and create consensus, innovate, mobilize resources, and produce outcomes with high return on investment and sustainability, ultimately lasting beyond the JP timeframe.

In alignment with RGC's strategic goals and priority programmes, the Joint Programme on Decent Jobs and Social Protection Expansion for Sustainable and Inclusive Economic Growth in Cambodia seeks to foster immediate action to accelerate just transitions in Cambodia through integrated actions for creating decent work for all and building integrated and inclusive social protection systems. The JP sets to achieve four key intended outcomes: *1) Adoption of pro-employment macroeconomic and financing policies; 2) Improved skills for enhanced and inclusive employability; 3) Increased coverage of social protection, particularly towards the achievement of Universal Health Coverage (UHC); and 4) Enhanced formalization, sectoral growth, and productivity*. These intended outcomes will contribute directly to achieving three main outcomes of the CF including enhanced social protection and UHC (Outcome 1), more decent and formalized employment (Outcome 2) and strong and responsible institutions (Outcome 4). They also embrace the spirit of the GA Roadmap in linking social protection to decent jobs and leaving no one behind.

Acceleration in the JP is focused on developing the national capacity for strategic foresight to identify future sources of growth that generate both income and jobs for fostering labour market flexibility, business resilience and competitiveness in regional and global markets and aligning essential gender-responsive

[4] Examples of this include the GBSP and the National Strategy for Informal Economic Development .

policies, investments, partnerships, and capacity development efforts in the prioritized sectors with high potential for job creation. Also, to foster decent job creation, the JP will strengthen the social protection system to address constraints in both the supply and demand sides in employment and self-employment and ensure the inclusion of those left behind and unlikely to gain decent employment in the short-to-medium term, particularly the majority of women that are in the informal sector and persons with disabilities.

The JP will also contribute to three policy areas: Technical and vocational education and training (TVET), Social Protection, and Formalization. For TVET, the focus is on supporting institutions in providing opportunities, including monthly allowances, to 1.5 million youth from poor and vulnerable households, especially persons with disabilities and women, expanding the pool of skilled workforce and supporting job creation and investment[5]. For Social Protection, the ultimate beneficiaries are all Cambodians who will access universal social protection, with main target groups being poor and vulnerable households, caretakers of young children, self-employed individuals, pregnant women, children, the elderly, persons with disabilities, and persons living with HIV. Formalization will benefit informal enterprises; informal workers in formal enterprises; entrepreneurs and micro-enterprise owners, especially women-owned; and small- and medium-sized enterprises (SMEs) in prioritized sectors, all aimed at transitioning towards formality through incentives, job formalization, and digital technology.

The JP is grounded on **at least three out of four Engine Rooms**, including the deal room or financing mix, market-ready pipeline projects and supporting the shift in policy and regulatory frameworks. The JP also links social protection with other SDG transitions, especially digital transformation. The JP also meets all the markers on gender, human rights, localization and QCPR. The face value of this JP exceeds 4 million dollars with more than 60 million dollars in financial leverage.

The GA Roadmap will be implemented through two levels of government coordination. **At the technical level**, the GA Roadmap will be overseen by an Inter-Ministerial Steering Committee chaired by a senior official of the Ministry of Economy and Finance. It will also include representation of the sub-national level. **At the political level**, the Steering Committee will have to report the progress of the implementation to the Committee on Economic and Financial Policy, chaired by the Deputy Prime Minister, Minister of Economy, and Finance. In addition, the Steering Committee will work closely with the UN, namely, ILO, UNDP, and UNICEF. Subsequently, the GA implementing Ministries and Agencies will continue their consultation and partnership arrangements with relevant development and social partners, and the private sector to leverage the relevant partners into the Steering Committee.

2. Baseline and Situation Analysis

Cambodia has made significant socioeconomic progress over the last 20 years with average GDP growth of 7% allowing it to achieve lower middle-income status based on monetary indicators and improving living standards. However, challenges persist keeping it in the Least Developed Countries category[6] (UN classification based on GDP, social, economic and environmental resilience indicators). Creating decent work and building socioeconomic resilience are limited by the narrowing fiscal space, high levels of informality, limited social protection, and structural exclusions, particularly affecting vulnerable groups like women and persons with disabilities. Addressing these challenges is crucial as Cambodia advances towards LDC graduation by 2029 and has a high ambition of reaching upper middle income by 2030 and high income by 2050.

2.1 CCA and CF context summary

During the last two decades before the pandemic, Cambodia achieved notable economic progress with an

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[5] The UNDP Cambodia SDG Investor Map (2022) is a market intelligence tool developed to identify potential financially viable investments that would accelerate the achievement of the SDGs. It highlighted skills development in specialized and priority sectors, access to finance for MSMEs, digital finance, and insurance as untapped markets and potential investment opportunities for enhancing productivity and jobs. https://www.undp.org/cambodia/publications/cambodia-sdg-investor-map

[6] https://unctad.org/topic/least-developed-countries/list

average pre-pandemic economic growth rate of 7%, leading to the attainment of its lower middle-income country status, and improved living standards. While Cambodia was hit hard by the pandemic in 2020-2021, pushing the country into economic recession in 2020, steady FDI inflows and export demands has led the Cambodian economy on a resilient growth trajectory, recovering to GDP growth of 3% in 2021, 5.2% in 2022, and 5.6% in 2023.[7] Measured in terms of the Human Development Index (HDI)[8] and multidimensional poverty, Cambodia has been one of the best performers in the Asia-Pacific region. In the context of the Royal Government of Cambodia's recently launched "Pentagonal Strategy Phase 1" to achieve the country's ambitious goals of accelerating SDG progress and achieving graduation from its least developed country (LDC) status by 2029 and attaining upper-middle-income status by 2030 and high-income status by 2050.

Despite these achievements, Cambodia continues to face a myriad of challenges in reducing inequality, creating decent work, and building socioeconomic resilience:

(1) Limited fiscal space and integration between investment and labour market policies challenge Cambodia's development efforts. Revenue generation challenges, tax compliance issues and heavy reliance on international aid[9] constrain the government's financial capacity to invest in jobs and social protection policies. As Cambodia anticipates declining ODA and concessional financing, especially in the current context of constrained government fiscal space, boosting domestic investments together with FDI are vital to fill investment needs and cater to growing demands for decent jobs among the Cambodian labour force[10]. Strengthened national investment in creating more decent work is considered as among the top priorities that can Cambodia to accelerate its progress towards achieving the 2030 Cambodia SDGs.[11]

While Cambodia has significantly expanded social assistance to poor households in recent years, especially during the COVID-19 pandemic[12], limited national budget allocation for social and human development, coupled with a fragmented social protection system, continues to challenge social protection coverage for vulnerable groups such as children, persons with disabilities, elderly persons, and informal workers. Increased investment in the social sector and quality of investments should be addressed to ensure benefits are proportionally shared across population groups.

(2) High level of informal economy and unskilled labour is a significant challenge for Cambodia. In the Asia Pacific Region, despite strong economic growth of the past decades, creation of more decent jobs remains a key development challenge.[13] In Cambodia, in 2019, of the 7.9 million employed population, 88% of them were in informal employment, and 93% were working in informal economic units.[14] The level of informality in Cambodia surpasses the average for other Lower-Middle-Income-Countries (LMICs) of 77.8%.[15] Most of these informal workers are women (75%).[16] As the current social protection system is based on employment-related contributory schemes and social assistance targets only the poorest of the poor, informality

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7 MEF's Macroeconomic Framework for 2024 Budget Formulation as seen in CCA 2023.

8 According to the Global Human Development Report 2024, Cambodia's HDI increased by 58 percent (from 0.379 in 1990 to 0.6 in 2022). As for multidimensional poverty, its prevalence dropped from 36% in 2014 to 16.6 percent in 2022, achieving SDG Target 1.2 of halving multidimensional poverty not in 15 years but only in seven and a half.

9 According to the CCA (2023), ODA as a share of Cambodia's GDP has declined from its peak of 9.4% of GDP in 2011 to 6.5% in 2022. While the economy has shifted from dependence on ODA to private investment, it continues to play an important role in supporting the country's sustainable development - development priority sectors such as transportation, agriculture, health, education, energy, governance and administration, water and sanitation and rural development. As Cambodia prepares to graduate from the LDC category, ODA, particularly ODA grant, is anticipated to decrease further.

10 Drawing on the findings of the Cambodia Labour Force Survey (2019), the UNSDCF 2024-2028 and CCA (2023) estimates Cambodia's total population to be around 27 years of age, with nearly 62 percent of the population between 15 and 59 years of age.

11 UNDP's SDG Push Insights Report for Cambodia. https://sdgpush-insights.undp.org/cambodia#cam-futures

12 The UNSDCF 2024-2028 notes that since 2020, the RGC has allocated substantial resources, exceeding USD 1 billion, towards expanding social protection services in Cambodia. These include support to poor households through cash transfer programmes, wage subsidies, skill programmes for suspended workers in garment and tourism, and relief packages (i.e. for businesses), notably the Cash Transfer Programme for poor and vulnerable households.

13 UNDP. (2023). 2024 Regional Human Development Report. Making Our Future: New Directions for Human Development in the Asia Pacific.

14 This divide was further compounded by the economic impact of the COVID-19 pandemic.

15 United Nations Development Programme (2024). *National Financing Policy Framework*. Unpublished Report.

16 UNSDCF Cambodia 2024-2028.

significantly reduces the ability of workers to access adequate social protection as belonging to the "missing middle" group.[17] As for the government, high levels of informality in the labour force constrains public revenue collection.[18] To achieve Upper-Middle-Income Country (UMIC) status by 2030 and High-Income Country (HIC) status by 2050, Cambodia should aim to reduce informality to the average level of informality in these income groups, 50.52% 12.6% respectively.[19]

Despite the very low rate of youth unemployment, the quality and stability of employment remain major concerns in Cambodia.[20] Cambodian youth encounter challenges in accessing economic opportunities primarily because of inadequate access to quality education and intense competition for well-paying jobs.[21]Young workers migrating from rural to urban areas, especially, face difficulties in accessing secure, stable and higher-paying positions due to a lack marketable skills and vocational training.[22] Consequently, they are often employed in low-wage jobs with limited upward mobility or stability (i.e. garment manufacturing, construction, and services).[23] Moreover, the ongoing trend of digitalization and automation may jeopardize their job security without adequate preparedness.[24] Notably, female workers from rural backgrounds are disproportionately represented in these vulnerable sectors.[25]

(3) A large majority of Cambodians still lack basic protection for life cycle risks. Currently, about 42% of the population has access to social health protection via the Health Equity Fund (30%) or the National Social Security Fund (12%). The UHC Service Coverage Index stands only at 58[26] out of 100 and medical care benefits are partially aligned with the international standards. Availability, accessibility and quality of health services is not guaranteed nationwide and several inequalities threaten the consolidation of a tiered health economy. Additionally, financial protection when accessing health care remains a national issue. In 2019, 17.9%[27] of the population suffered from catastrophic health expenditures.

Additionally, **Cambodia's social protection benefits are generally low by international standards**[28], in particular social assistance cash transfers. Even with the introduction of the Family Package[29], poor and vulnerable segments of the population – including children aged 3-5 – are not included in the beneficiaries by the PMT identification mechanism.

(4) Structural exclusions are observed in the Cambodian labour market and from social protection measures. In Cambodia, vulnerable groups, including women, persons with disabilities (PWD), elders, and those affected by HIV, face intersecting challenges in accessing decent employment, technical and vocational education, and social inclusion.

Persistent gender inequality in Cambodia is rooted in ingrained gender norms regarding the expected roles of men and women. These restrictive norms result in a vastly unequal distribution of unpaid domestic and

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[17] This refers to those who are vulnerable as a result of hovering just above the poverty line, hence being overlooked in government/community/familial support.

[18] UNSDCF Cambodia 2024-2028.

[19] UNDP's National Financing Policy Framework Report (2024) finds that in order to achieve Cambodia's goal of reaching UMIC status by 2030, Cambodia should aim to reduce informality to the average level of 50.52%. Furthermore, as to achieve its aspiration of becoming a HIC by 2050, the long-term target to reduce the informal sector should approach 12.6%.

[20] UNDP's SDG Push Insights Report for Cambodia. https://sdgpush-insights.undp.org/cambodia#cam-futures

[21] CCA (2023).

[22] CCA (2023).

[23] CCA (2023).

[24] Based on the Global Competitive Report (2019), as seen in CCA (2023), Cambodia ranks 102nd of 141 countries in digital connectivity and readiness, and the RGC in 2022 estimated that 30% of its citizens had basic digital skills (i.e. internet searches, communications, and information sharing). This divide, however, is especially great between Cambodians residing in urban and rural areas.

[25] CCA (2023).

[26] UHC GLobal Monitoring Report 2023. https://www.who.int/publications/i/item/9789240080379

[27] Ibid.

[28] An example of this is the ILO Convention No. 102 and Recommendation No. 202.

[29] National flagship social assistance programme introduced in April 2024.

care work, with women performing, on average, 90% of such tasks.[30] The need to balance livelihoods with unpaid responsibilities keeps many women in vulnerable positions and hinders their ability to access income and economic opportunities in the labour market - such as expanding business, advancing careers, or taking on leadership roles.[31] The lack of public policy and development efforts to address these issues leaves Cambodian women in the workforce with limited childcare options and at the whims of employers, who are not obligated to provide childcare facilities or funding.[32]Additionally, in the context of LDC Graduation, women workers are expected to be vulnerable to loss of income and livelihoods, as dominating sectors expected to be among the hardest hit.[33]

Although the age dependency ratio burden in Cambodia has declined over the past decade, it remains relatively high.[34] There remain considerable opportunities to reduce inequalities among these groups in the current social protection system. Current social protection schemes target the bottom 20% of households, leaving children in households just above the poverty line vulnerable to shocks, with negative implications for their access to health, nutrition, and education.[35] Although only 8.86% of the population is aged 60 years or older, this group remains largely overlooked in development work, as they are presumed to be under familial care.[36] However, poverty and financial vulnerabilities prevent many families from providing adequate support for this dependent population group.

Dependent adults are often vulnerable and receive less attention in the labour force/social protection system. While persons with disabilities make up around 4.9% of the total population, face greater risk of poverty, challenges in identification, unawareness of their rights, and lack of comprehensive law preventing their discrimination in the workplace exacerbates their vulnerability.

(5) Paucity of data: The vulnerability of groups at greatest risk of being 'left behind' are exacerbated where individuals have not been registered in the civil registration system and lack legal identity.[37] Challenges remain for both the UN and the RGC due to limited data utilisation, disaggregation and shared analysis work when seeking to develop integrated strategies for decent job creation and social protection that best address the needs of those at greatest risk of being 'left behind'. This challenge is exacerbated by gaps that remain in measuring Cambodia's full progress towards the SDG goals and targets.[38] Hence, Improving data availability and interoperability, which can be supported by digital transformation, is critical for overcoming such challenges.[39]

2.2 Global Accelerator roadmap

On the 28th of July 2023, the Government of Cambodia formally joined the Global Accelerator. The Government communication to the UN stated that the Royal Government of Cambodia has decided to officially participate in this initiative as a Pathfinder Country, assigning the Ministry of Economy and Finance (MEF) as the coordination and lead institution. In August 2023, a GA country consultation mission was undertaken, where the UN team (ILO, UNDP, and UNICEF) held discussions with national institutions and

[30] CCA (2023).

[31] CCA (2023).

[32] CCA (2023).

[33] A recent report by UNDP (2024) on the Potential Economic and Social Impacts of Cambodia's LDC Graduation reveals that sectors of textile, agriculture, and motor vehicles are expected to be hit the hardest, which may result in more than 165,000 Cambodians to become unemployed, of which more than 57% are women workers.

[34] CCA (2023) estimates show that dependency ratios remain highest in rural areas (69.9 per 100) and lowest in urban areas (51.2 per 100). Higher ratios are shown to reflect greater financial stress on workers and can have negative impacts on Cambodia's financial stability.

[35] CCA (2023).

[36] CCA (2023).

[37] UNSDCF 2024-2028.

[38] The CCA (2023) uses the example of SDG16 (peace, justice, strong institutions) of this. While SDG16 includes 12 targets and 24 indicators, the Cambodian SDG (CSDG) framework includes only three targets. Not only does this selective localization produce gaps in national data to monitor full progress against this goal but also undermine the country's affirmation of the indivisibility and need for progress in all aspects of governance and human rights issues.

[39] UNSDCF 2024-2028.

policymakers, tripartite stakeholders, and development partners (including ADB, WB, EU, AFD and GIZ). A policy mapping and analysis was developed by a consultancy firm and initial priorities discussed during a national consultation workshop.

In the margins of the SDG Summit in September, the Government of Cambodia participated in the SDG Acceleration Day session on the Global Accelerator and reaffirmed its commitment to employment promotion and social protection. From September to December 2023, further consultations were held and a zero draft of the roadmap was developed by the consultancy firm and revised by the UN participating agencies. The draft Roadmap was shared with MEF in May 2024 and then it was broadly consulted with relevant ministries. A revised version of the roadmap is undergoing and will be also presented to development partners to validate and gather additional inputs.

Cambodia's Accelerator Roadmap is aligned with the Global Accelerator's three inter-connected pillars:

- GA Pillar 1 – development and implementation of integrated policy approaches to create productive jobs and achieve universal social protection to foster just transitions and a virtuous cycle of economic growth, public revenue generation, formalization, and investment in key sectors.
- GA Pillar 2 – development and implementation of key financing strategies for strategic investments in:
  - sectors of the economy with high potential for decent job creation, social protection improvements, and formalization of employment and enterprises.
  - public social protection and labour market institutions to respond to the needs of workers and enterprises and incentivize them to contribute their fair share of taxes and social security contributions.
- GA Pillar 3 – leverage high-level buy-in and commitment in the government, social partners, civil society, and the development community, and facilitate effective intersectoral coordination and national social dialogue at the country level.

Accordingly, the RGC built its multisector and multidisciplinary National Accelerator Roadmap around the first 2 GA Pillars, namely by prioritizing the following outcomes:

1. The adoption of pro-employment macroeconomic and financing policies.
2. The improvement of skills for enhanced and inclusive employability.
3. The expansion of social protection coverage, particularly towards achieving UHC.
4. Formalization, sectoral growth, and productivity.
5. The creation of an enabling environment for an inclusive labour market.

Specifically, these pillars aim to advance policies and investments for creating jobs and developing skills that would enhance employability and productivity, while strengthening the social protection system to build resilience and strengthen the protection and inclusion of those left behind and unlikely to gain decent employment in the short-term. The roadmap is a crucial document for leveraging the buy-in and commitment of various actors and facilitating inter-sectoral coordination for integrated policy, implementation, and financing coherence, in line with the GA Pillar 3.

Based on the above, the Joint Programme will accelerate the implementation of the roadmap by developing the national capacity for strategic foresight to identify future sources of growth that generate both income and jobs (MEF, MoC, and MoLVT) for fostering labour market flexibility, business resilience and competitiveness in regional and global markets and aligning essential gender-responsive policies, investments, partnerships, and capacity development efforts in the prioritized sectors with high potential for job creation. To foster decent job creation, the JP will strengthen the social protection system to address constraints in both the supply and demand sides in employment and self-employment and ensure the inclusion of those left behind and unlikely to gain decent employment in the short term.

2.3 Opportunities and stakeholders for SDG transition

a) **Domain of change***:*

The domain of change for this JP is defined by the focused and intentional multi-sectoral efforts to accelerate growth in sectors that will generate wealth and jobs, using social protection as an enabler and accelerator for creating "decent" jobs, and fostering inclusion for those left behind. The domain of change is also bound by the intersection among integrated policy-making, financing and capabilities, namely, through: (1) supporting transformational regulatory changes for the creation of decent and inclusive jobs through identifying and fostering an enabling environment for export-ready sectors that generate jobs, strengthening the digitalisation of the social protection registry and supporting the UHC governance, promoting the care economy, and -enhancing the resilience of the self-employed and their dependents through transitioning from voluntary to mandatory health insurance; (2) Supporting socioeconomic resilience and the development of the future workforce through market-responsive TVET, and PPP for inclusive opportunity and expanding social protection with an emphasis on livelihoods and improvement of productive skills through the Graduation-based Social Protection programme; and (3) strengthening the national institutions/systems for planning, financing and evidence generation.

The domain of change aligns to the national priorities and strategies set by the Royal Government of Cambodia in the Pentagonal Strategy Phase I, the Cambodian National Strategy for Informal Economy Development 2023 - 2028, National Disability Strategic Plan and the Cambodian Sustainable Development Goals (CSDGs), among other national documents, to face the development challenges described in section 2.1. The six priority policy programmes announced by RGC to be implemented from 2023 in adopted PS1 highly relevant to the GA catalytic support are:

1. Providing healthcare services towards the universal health coverage (UHC)
2. Providing nationwide vocational and technical trainings to youth from the poor and at-risk households *(1.5 million youth by 2028)*
3. Institutionalising national social assistance program for the poor households, vulnerable members of poor households, and at-risk households during economic crisis and any emergencies
4. Implementing of the development strategy for the informal economy (participation in the formal economy and to enable them to receive benefits from the formal social protection system)
5. Triggering coordination mechanisms and financing programs, aiming at promoting production, marketability, and price stability for agricultural products, and
6. Assigning technical staff to provide agricultural service in communes/Sangkats where agricultural activities are active, throughout the country.

The domain of change also aligns to the five GA joint programme objectives. Regarding objective one, integrated and well-coordinated national public policies and strategies, output 1.2 a gender sensitive Rapid Integrated Policy Assessment will be a stocktaking policy appraisal of existing national social protection, employment and just transition strategies, policies, and schemes, while Output 3.3 Support the national implementation of GBSP and TVET, will also support the Cambodia in the identification and development of integrated policies, strategies, and programmes.

In terms of objective two for the GA joint programme, national frameworks for adequate and sustainable financing, output 1.1 Gender sensitive Financing Strategy for Implementation of GA Cambodia Roadmap will support existing and new financing strategies to improve the use of existing resources and to mobilise domestic and international resources in a sustainable and equitable way. For the third objective, strengthened national social protection and employment programs and systems, output 4.1 Implementation of the National Strategy for Informal Economic Development will help to implement jobs and employment policies and programmes to facilitate access to decent work opportunities, a large proportion of informal workers and micro enterprises are women and women-owned, while output 4.3 Generate research and evidence on the care economy and women in the informal sector, will generate empirical evidence to make the business case for new investment to support women's labour market inclusion and to build robust, sustainable, adaptive, and gender-responsive national social protection systems.

On the other hand, for the fourth objective of the GA joint programme, strengthened national ownership and consensus, alongside the JP, the GA roadmap will be consulted to multi-stakeholders including policymakers, development partners, UN agencies, IFIs, social partners, private sector, and civil society. Additionally, output 3.4 Integration of digital systems for social protection and social services will help to develop capacities for collective action on social protection. Furthermore, output 3.2 Establishing the UHC governance structure, will contribute to providing coordinated technical and policy advice.

Finally, the fifth objective of the GA joint programme, innovation and new knowledge, evidence, and tools, output 1.3 Technical advisory on foresight on labour trends and new sources of economic growth will support knowledge generation to fill gaps in practice, evidence and understanding. Foresight analysis can help identify emerging labour market trends, skills in demand, and new economic growth sectors. This information can inform the design of education, training, and reskilling programs that prepare Cambodians, especially, women for future job opportunities. Likewise, the results framework of this joint programme is aligned with the UN Sustainable Cooperation Framework in Cambodia, which contributes to support adoption of common results framework and data collection mechanism.

The domain of change for this JP is also aligned to at least three of the four Engine Rooms including market-ready pipeline, the deal room or financing mix and supporting the shift in policy and regulatory frameworks; to the five Transformative Changes including integration, scale, speed, sustainability, and local context-specific; to LNOB principle in terms of gender equality, human rights and localization markers; and to the UN2.0 which focuses on the interlinkage of data, digitalization, innovation, foresight and behavioural science. Finally, the domain of change is also linked to at least one of the other five SDG transitions, particularly the digital transformation, as it will support the digitalisation of social registry and other social services.

b) Pathways of change:

The problem space identified by the CF and national priorities are the following:

1. Limited fiscal space and integration between investment and labour market policies.
2. High level of informal economy and unskilled labour force.
3. Low social protection coverage.
4. Structural exclusions in the labour market and social protection measures.

The Global Accelerator roadmap has identified five main drivers of transformation to face these challenges. These are:

1. Public finance and fiscal space analysis for government policies and decisions, aimed at optimising resource allocation and promoting sustainable development and economic growth. This driver includes the assessment and management of government finances, available resources to finance development priorities, fund public expenditures, and public investments.

2. Coalition building and collaboration with the private sector and other stakeholders. Fostering collaboration between the public and private sectors, as well as other stakeholders, is instrumental in driving sustainable economic growth and promoting social inclusion.

3. Enforcing coherency in policy and regulatory frameworks. Essential for fostering sustainable development and addressing the ongoing complex socio-economic challenges. Integrated policy assessment mechanisms could enable the swift evaluation of policy proposals to ensure alignment with broader development objectives and the existing multiplicity of national strategies, policies, and regulatory frameworks.

4. Advancing digital transformation of public services and operations. The envisaged advancements in the digital transformation of public services have the potential for – and expectation to – enhance efficiency, accessibility, and inclusivity of access to decent jobs and adequate social

protection.

5. Infrastructure and logistics for job generating sectors. Infrastructure and logistics play a pivotal role in developing key sectors and new sources of economic growth and by such driving job creation and economic growth in Cambodia.

c) Key stakeholders:

To achieve the overarching goal of the JP, coordination with the following stakeholders is required to ensure political alignment across international and national actors, support resource mobilisation, and strengthen existing capacities. Key stakeholders identified include the following, with relevant projects listed in Annex 1:

- UN: FAO, WHO, WFP, UNESCO, UNFPA, UNAIDS, UNIDO, IOM, OHCHR
- Development Partners and Development Financial Institutions: WB, ADB, AFD, GIZ, DFAT, EU
- Government stakeholders: Ministry of Economy and Finance (MEF); National Social Protection Council (NSPC); Ministry of Labour and Vocational Training (MoLVT); Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY); Ministry of Women's Affairs (MoWA), Ministry of Planning (MoP), Ministry of Health (MoH), Khmer Enterprise (KE), and SME Bank
- Social Sector: PDOs; women organisations
- Civil Society Organizations: National Trade Union Confederation (NTUC), sectoral associations, sectoral unions
- Other (academia, experts): Cambodia Development Resource Institute (CDRI)
- Private Sector including employer organisations and workers' unions

3. Programme strategy and theory of change

The comprehensive Theory of Change (ToC) considers that just transitions can be achieved by fostering the creation of decent and inclusive jobs and extending social safeguards. This would entail strengthening (1) the institutions to identify, plan and promote export-ready sectors that generate jobs to inform investment, TVET and private sector partnerships; (2) social protection systems and UHC for improving resilience, including informal workers, people with disabilities, and the rural poor; (3) Inclusion and reducing inequalities by strengthening institutions and systems for the care economy for women socioeconomic inclusion through labour market inclusion and gender-responsive formalisation policies; and (4) public finance management and financing of the just transition.

3.1. Systemic Theory of Change

Aligned with the developmental ambition of Cambodia and the fact that sustainable development is about the quality of growth, particularly in generating both wealth and jobs, this Joint Programme adopts the first four of the five outcomes in the Cambodian Global Accelerator roadmap:

1. Adoption of pro-employment macroeconomic and financing policies
2. Improved skills for enhanced and inclusive employability
3. Increased coverage of social protection particularly towards the achievement of UHC
4. Enhanced formalization, sectoral growth, and productivity

As mentioned in section 2.2, the Joint Programme is focusing on these four outcomes to accelerate the implementation of the roadmap by developing the national capacity for strategic foresight to identify future sources of growth that generate both income and jobs to foster labour market flexibility and inclusion, business resilience and competitiveness in regional and global markets, as well as aligning essential gender-responsive policies, investments, partnerships, and capacity development efforts in the prioritized sectors with high potential for job creation. Likewise, to foster inclusive decent job creation, the JP aims to strengthen the social protection system to address constraints in both the supply and demand sides in employment and self-employment and ensure the inclusion of those left behind, particularly women and PWD.

To achieving these outcomes, it is expected that the country will:

- Accelerate ongoing policy reforms, digital transformation, as well as identify adequate financing mechanisms to expand social health protection and universal health coverage for vulnerable groups, including women and persons with disabilities, fostering the general inclusion agenda of the RGC.
- Promoting integration of social protection and employment to improve workforce skills, productivity, and entrepreneurship through TVET[40], innovative partnerships with the private sector, formalisation of jobs and enterprises (UTC, other) and shifting poor households from reliance on social assistance/ cash transfers to livelihood generation through developing their productive skills as part of the national graduation-based social protection scheme with consideration of specific needs of women and gender roles.

The overall objective of the Joint Programme is to support the creation of decent jobs and expand the social protection system for sustainable and inclusive economic growth in Cambodia.

Figure 1. Theory of Change for the Joint Programme

Problem statements	Drivers	Intended outcomes	Overall goal and vision
• Limited fiscal space and integration between investment and labour market policies • High level of informal economy and unskilled labour force • Low Social Protection coverage • Structural exclusions in the labour market and from Social Protection measures	• Public Finance / Fiscal Space Analysis • Collaboration with Private Sector and other stakeholders / coalition building • Coherent policy and Regulatory Framework • Digital Transformation • Infrastructure and logistics for job generating sectors	• Pro-employment macroeconomic and financing policies adopted • Improved skills for enhanced and inclusive employability • Increased coverage of social protection and the achievement of UHC • Enhanced formalization, sectoral growth and productivity	• Create decent jobs and expand social protection for sustainable and inclusive economic growth

To achieve these strategic outcomes and the overall goal of the Joint Programme, the ToC is underpinned by the five key drivers of progress mentioned in the pathways of change: strengthening public finance and fiscal space management to optimise resource allocation, fostering public-private collaboration to ensure sustainable and decent job opportunities for everyone, particularly in underserved communities where women face barriers to participation, while ensuring policy and regulatory coherence, advancing the digital transformation of public services, and enhancing overall infrastructure and logistics.

The outcomes and overall objective of the Joint Programme are at the level of ambition of the six national programmes announced by the RGC in their Pentagonal Strategy Phase 1 which was strongly committed with the government budget for the 7th legislative mandate 2023-2028. In addition, there is strong emphasis and ongoing serious effort by RGC[41] in developing and enforcing a functioning monitoring and evaluation

[40] According to the UNDP SDG Investor Map Report (2022), public-private partnerships is identified as a suitable financing structure for developing TVET facilities, as it will be difficult for the private sector alone to support the development of these facilities due to high investment costs.
[41] Office of the Council of Minister was tasked by the Prime Minister to develop the M&E Framework since September 2023. The draft M&E framework with special consideration of the six priority programmes is in place and will be adopted by RGC in 2024.

(M&E) framework on implementation of PS1. While the three UN agencies have been working on the relevant portfolio outcomes with strong comparative advantages and credibility with relevant government ministries, there is also high probability that the interventions under the GA will contribute to achievement of the outcomes that are closely or directly linked to six committed programmes. The key drivers or outputs produced by the GA JP detailed in the M&E framework will act as catalyst or stimulants that could lead to significant achievement of outcomes committed by the RGC.

Furthermore, by strategically aligning these drivers with the four core intended outcomes in Joint Programme - from adopting pro-employment policies to expanding social protection coverage and creating an inclusive labour market - the theory of change directly supports the achievement of several Sustainable Development Goals. These include SDG 1.2 on reducing poverty, SDG 1.3 on implementing social protection systems, SDG 3.8 on universal health coverage, SDG 4.4 on increasing the number of people with relevant skills for employment, SDG 5.b on enhancing the use of enabling technology to promote the empowerment of women, SDG 5.c on adopting and strengthening sound policies and enforceable legislation for the promotion of gender equality, SDG 8.2 on achieving higher levels of economic productivity, and SDG 8.3 on promoting formalisation and growth of micro-, small- and medium-sized enterprises. Ultimately, this multifaceted approach aims to **create decent jobs and expand social protection**, laying the foundations for sustainable and inclusive economic growth in Cambodia.

Finally, it is important to mention Cambodia is also applying to the M-GA[42] modality in collaboration with the World Bank. The overall objective of the M-GA in Cambodia is to help build the human capital of the poor and vulnerable in Cambodia through improving the delivery and understanding of the Family Package, including its impact on human capital, and by supporting improvements in TVET, to upskill the poor and vulnerable. Activities under the M-GA will complement those in this Joint Programme and will contribute to Outcome 5 in the GA Roadmap, that was not included in this JP.

3.2. Description of the Transformative impact

In two years, the Joint Programme will have made significant contributions to social protection, decent jobs and just transitions in the country:

- More than 300,000, 50% are women, self-employed workers and dependants will have joined the health insurance, thanks to the shifts in the policy and regulatory framework.
- More than 5,000 households, 50% are women headed households, will have joined the Graduation-Based Social Protection Programme, with the perspective to reach up to 300,000 households in five years.
- TVET will be on track to reach 1.5 million youth and vulnerable persons to improve their skills in five years.
- Cambodia will have a clear financing roadmap and governance structure to accomplish the Universal Health Coverage leading to the achievement of UHC target of 68% by 2026 (from 60% in 2024).
- Policies for diversification of jobs, economic activities and financing for development will be informed by gender-disaggregated evidence.
- Skills development and disability inclusion and gender-inclusive lens will be supported by public-private partnerships.
- The informal economy development strategy will be implemented with UN support. A large proportion of informal workers and micro enterprises are women and women-owned, so the implementation of gender-responsive formalization policies will directly contribute to more equitable access to decent work, social security and legal protection for those vulnerable women population.
- Social protection and social services will be integrated into digital systems, capturing 55% of

[42] The overall objective of the M-GA in Cambodia is to help build the human capital of the poor and vulnerable in Cambodia through improving the delivery and understanding of the Family Package, including its impact on human capital, and by supporting improvements in TVET, to upskill the poor and vulnerable.

social protection coverage of the population. This will enable gender-disaggregated data and insights on the usage and impact of social protection and social services, informing evidence-based policymaking. This can help ensure that policies and programs are responsive to the specific needs and challenges faced by women.

- More than 30 million dollars will have been mobilised from different partners and stakeholders to support the implementation of the Global Accelerators - through Implementation of Voluntary Healthcare scheme for Self-employed workers and Dependents, US$25,000,000 and US$5,200,000 for first year of operations for GBSP, mostly with government funding.

Key pillars of transformative change	Key elements of the joint programme demonstrating transformative change
Integration	● Adopting an integrated approach to social protection, formalisation and skills and employability ● Rooted in the convening power of the UN to build consensus and partnerships ● Advancing digital transformation of public services and operations to enhance efficiency, accessibility, and inclusivity of access to decent jobs and social protection
Scale	● Setting high outcome ambitious goals, with long lasting impact at nationwide scale ● Leveraging resources at a ratio of approximately 1 to 20 ● Benefitting at least 2.3 million Cambodians from self-employed workers and their dependents (under 18) and households living in extreme poverty
Speed	● Based on market-ready pipeline policies and programmes like the GBSP, to allow results during the two years ● Building on policy and regulatory frameworks shifts already in the process of adoption of implementation. ● Please refer to the first 9 months milestones in section 4.1 and the JP description.
Sustainability	● Promoting durable transformative changes that will last beyond the JP timeframe as they will be rooted in national systems and mechanisms (PFM, national policies on social protection and development of the formal sector, etc.). ● Mobilising national resources, but also other development partners, and financial institutions.
Local context-specific	● Built on national ownership, the JP is well aligned to national priorities, goals, and aspirations. ● Responds to the challenges Cambodia is facing, such as preparedness for smooth transition after the LDC graduation process.

3.3. Joint programme results

The proposed Joint Programme aims to achieve the following three transformative results[43]:

Result 1. Increased resilience and self-reliance of the poorest households (JP Outcome 3, Output 3.3)

[43] Following the instructions, only the three transformative results with highest expected impact are presented here. These do not represent the overall transformative results of the JP.

The proposed JP will aim to empower the poorest households, many of them women headed households, in enhancing their resilience and independence and promoting inclusive growth through the national roll-out of the Graduation Based Social Protection (GBSP) programme.

The GBSP programme combines consumption support, productive asset transfers, skills training, entrepreneurship and livelihood development, thereby contributing to creating more decent work opportunities. It has demonstrated positive results in pilot studies, with participating households seeing a 52.9% decline in extreme poverty and a 90.9% increase in income. Based on the roadmap for 2024-2029, the GBSP programme aims to reach more than 5,000 households, about half are women headed households, living in extreme poverty over the next 2 years, with the longer-term goal of scaling up to 300,000 households within 5 years. The GBSP roadmap adopts gender sensitivity as a guiding principle to consider specific needs of women and men for poverty reduction as well as to encourage participation of women-headed households and gender lens in the training modules and monitoring and evaluation.

The skills training component of the GBSP will be enhanced with provision of formal skills training and certification and apprenticeships. It will also support the extension of the Recognition of Prior Learning (RPL) scheme by DGTVET to provide formal certification to recognize skills that are informally or non-formally acquired such as on the job. Formal skills training and certification assists access to formal employment and re/upskilling that is critical for increased employability and resilience, especially as the RGC seeks to transition towards digital economy and Industry 4.0. The enhanced skills component, at the same time, contributes to the national plan to massively increase participation of vulnerable youths in skills training through collaboration with the TVET Cash Transfer Programme.

The GBSP programme not only addresses pressing social needs but also catalyses local economic development, making it a strategic priority aligned with Cambodia's vision to become an upper-middle income country by 2030 and a high-income country by 2050. It figures in the Pentagonal Strategy Phase 1 as one of the strategic programmes to be scaled up as a national social protection programme. It is also aligned with its ambition for promoting growth, employment, equity and efficiency.

This ambitious scale-up plan is estimated to cost approximately $260 million in which $200 million is expected to be mobilised from the government to cover cash and asset transfers as well as operational support, while an additional $60 million is expected to be mobilised from donors for technical support. Recently, $1 million was secured from China's Global Development Funding (GDF) to support the roll-out of the GBSP programme. Bilateral discussion are also underway with other potential donors, including Australia's Department of Foreign Affairs and Trade (DFAT), for additional funding support.

Result 2. Mandatory health insurance coverage for the self-employed and dependents (JP Outcome 3, Output 3.1)

The proposed Joint Programme will support the Government in transforming the voluntary health insurance scheme for the self-employed workers and the dependents of employees into automatic mandatory coverage. The contributory health insurance scheme plays a central role in realising and financially sustaining the push towards Universal Health Coverage.

This transition will target the extension of the mandatory health insurance to an estimated 3 million self-employed workers (50% women) and 4 million children under 18 years of age. At the initial implementation stage, at least 300,000 more self-employed workers are expected to be registered with the social security schemes and become eligible for social protection. This shift to the mandatory health insurance coverage will mobilise domestic resources of an estimated 25 million USD from private sector as contributions into the social security system. With the expansion of the scheme, the size of transfer is expected to grow accordingly.

To achieve this results, the JP will conduct a review of the existing health insurance scheme, including the actuarial assessment of the scheme's sustainability and the identification of fiscal space from the contributory base of the existing members and the self-employed workers, and design a policy to transform the current voluntary scheme to a mandatory one, including the financial support for the inclusion of people with disabilities and other workers with vulnerable conditions.

Result 3. Financing framework for the Universal Health Coverage (UHC) developed, costed, adopted and implemented (JP Outcome 1, Output 1.1; Outcome 3, Output 3.2)

The UHC represents the aspiration that all people can obtain the good quality health services they need without suffering financial hardship. The JP will support the Government in taking initial steps to turn this aspiration into reality.

The effective achievement of the UHC crucially depends on whether the Government can secure adequate and sustainable resources for financing quality and affordable health care for all. The proposed JP will develop a financing framework for the UHC for the implementation of the UHC roadmap.

For this purpose, the overall costs of UHC will be estimated by taking into account the medical costs of the UHC service package (including ambulatory, inpatient, and specialist care) under the payment methods for health facilities, the cost of building capacity of public health facilities and health workers to deliver UHC, the communication of the UHC policy across the countries especially at the community level (e.g. village health support group).

Based on the cost estimates, the financing framework will be developed to secure sufficient and sustainable resources by pooling funds with the existing health insurance schemes and allocating the state budget, while also exploring new sources (such as tobacco, high sugared beverages and alcohol taxes) or prioritising the essential health within the state budget. In addition, the coordination mechanism within the Government ministries and institutions for overseeing and monitoring the implementation of the UHC roadmap will be developed. The UHC governance structure will be substantial to effectively implement the UHC roadmap, which will result in more gender equality in accessing quality health services.

This innovative approach to different pillars of the UHC implementation will provide a suitable basis for an accelerated Government-led implementation of the UHC roadmap.

3.4. LNOB framework and Human Rights Mechanisms

1. Brief Analysis of Groups at Risk of Being Left Behind

Poor Households: Despite substantial progress in reducing poverty among millions of Cambodians, a persistent challenge remains harder-to-reach group living in extreme poverty. The vulnerability of poor households is compounded by disparities across ethnic, geographic, and gender lines.[44] Social assistance programmes while aiming to target these groups may inadvertently exclude poor households and communities lacking civil registration and identity documentation.[45] Moreover, their precarious situation may be exacerbated by external shocks such as global pandemics and global market inflation.[46]

Women and girls: While women labour force participation is high in the Cambodian labour market, structural inequalities are apparent. Women are overrepresented in lower paid jobs but underrepresented in high paid jobs. Gender-based discrimination, gender norms, and burden of unpaid care work impose barriers to their advancement.[47] Furthermore, women entrepreneurs contribute significantly to the economy[48], yet still face barriers to access to finance and business registration.[49] The lack of access to social protection leads to

impacted[44] UNSDCF 2024-2028.
[45] UNSDCF 2024-2028.
[46] UNSDCF 2024-2028.
[47] CCA – Gender Equality Deep Dive (2022).
[48] Women own 62% of microenterprises and 26% of small and medium-sized enterprises (SMEs) (Source: CCA – Gender Equality Deep Dive (2022)).
[49] CCA 2023.

higher vulnerability – through loss of jobs, income, and livelihoods – among them, especially in times of shock.[50] [51]

Informal Workers: Currently social protection is provided primarily by based on employment-related contributory schemes, while social assistance benefits are targeted to the poorest of the poor.[52] Consequently, many informal workers, who are just above the poverty line and lack the means to register into the NSSF, are fallen into the gap of Cambodia's social protection system. [53] Many informal workers face multiple vulnerabilities as these workers consist of women (75%), elderly without pension, homeless, and persons with disabilities.[54]

Persons with Disabilities: Persons with disabilities are among those at greatest risk of being 'left behind' in access to decent jobs and social protection. While the RGC has made efforts to expand access, social protection programmes targeting persons with disabilities remain sub-optimal[55], driven by factors such as lack of registration into the civil registration system and lack of legal identity.[56]

Children: Children are the core target group of UNICEF and hence all UNICEF-led and supported activities will be designed child-sensitive, e.g. there will be a focus on children with disabilities in the overall disability inclusion agenda, from early identification to access to formal education and decent jobs, based on a life-cycle approach. Children are also one target group of the integrated cash transfer schemes as part of the family package, which will be further advanced as part of the digital integration agenda in this JP. The transition of the voluntary healthcare scheme for dependents to a mandatory scheme will extend legal coverage of social protection to an estimated 4 million children under the age of 18.

Youth: Youth and Adolescents will be the explicit target group for the TVET–related cash transfer programme. They are also a key target group to be covered by high quality and accessible health services as part of the UHC agenda.

Farmers **and Rural workers:** Inequalities between urban and rural areas remain an obstacle to Cambodia's sustainable and inclusive development. Higher levels of poverty are observed in rural areas[57], largely as a result of underemployment rather than unemployment, attributable to lack of employable skills, and social protection coverage[58] remains low. Vulnerabilities rural and peasant workers face are heightened with economic and environmental shocks, high incidence of informality, and intersectional challenges.

2. JP's Contributions to Human Rights Mechanisms

The RGC has expressed commitment to respect, promote, and protect human rights based on the local context. Grounded in this commitment, this JP will support Cambodia in meeting its international obligations and conventions, including the International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Conventions on the Rights of the Child (CRC), and the Elimination of All Forms of Discrimination Against Women (CEDAW).

In particular, the JP will support the RGC to adopt measures to address the following recommendations:

- Unemployment and lack of **access to decent work** by vulnerable groups - youth, persons with

[50] Ibid.

[51] A recent report by UNDP (2024) on the Potential Economic and Social Impacts of Cambodia's LDC Graduation reveals that sectors of textile, agriculture, and motor vehicles are expected to be hit the hardest, which may result in more than 165,000 Cambodians to become unemployed, of which more than 57% are women workers.

[52] Ibid.

[53] Ibid.

[54] Ibid.

[55] Under NSSF, only 15% of persons with disabilities were reported to be receiving (contributory and non-contributory) benefits (Source: CCA 2023).

[56] UNSDCF 2024-2028.

[57] According to CCA (2023), Rural areas exhibit higher levels of poverty (22.8%) than urban areas, such as Phnom Penh (4.2%).

[58] According to CCA (2023), access to affordable and quality health care remains far from reality for peasant and rural workers. Patient's out-of-pocket expenditure is higher for rural households (20%) than their urban counterparts (13%), indicate need to expand social health insurance coverage.

disabilities, and persons living in rural areas[59]

- Establish social protection floor that included basic universal social guarantees and redouble efforts to **develop a social security system that guarantee universal coverage** and provided sufficient benefits for all persons, especially those belonging to the most disadvantaged and marginalised groups, to ensure they have a **decent standard of living**[60]
- Concern over the discrimination, segregation and stigma faced by persons with disabilities[61]
- Ensure **gender equality**, upholding principles of equal pay for work and guarantee full protection of domestic workers[62]
- Improve **access to quality health services**, particularly in rural areas and for children with disabilities, children belonging to minority groups and migrant children, and ensure that all health facilities have adequate water, sanitation and hygiene facilities[63]
- Concern over the persistence of **discriminatory stereotypes about the roles and responsibilities of women and men** in the family and in society[64]

The GA identifies three policy areas for which specific groups of intended beneficiaries can be identified. The three areas are (1) TVET, (2) Social Protection, (3) Formalization. The beneficiaries for these three areas were identified through the lens of LNOB, human rights, gender equality and women's empowerment:

(1) Technical and vocational education and training

The RGC has committed to provide TVET opportunities for 1.5 million **youth** from poor and vulnerable households (IDPoor and at-risk population) with monthly allowances with a focus for **person living with disability** and **women**. This is to ensure equal opportunities and expand the pool of skilled workers and to support job creation and investment, first focusing on employable skills for ten priority sectors: manufacturing, electronics, electricity and energy, agriculture, agro-industry, services, tourism, construction, air conditioning and heating. Participation in training programme for the priority sectors is open to others, whether working in the formal or the informal economy, but they will not receive a monthly allowance.

(2) Social protection

The ultimate beneficiaries are all Cambodians who will access universal social protection. The target groups of the GA interventions are:

- Poor and vulnerable households including young and school-going children, adolescents, persons with disabilities, identified as eligible to receive social assistance benefits by the IDPoor system, as well as the vulnerable households at-risk of poverty;
- Self-employed in the formal and informal sector, and dependents of the employees (members of the NSSF), who can voluntarily join the health insurance;
- Pregnant women and children under two, children in primary and secondary schools, the elderly (60 years or older), persons with disabilities, and persons living with HIV;
- People with disabilities with a focus on children with disabilities.

The TVET cash transfer programme aims to enable adolescents and youth with disabilities from IDPoor and At-risk households to access formal education and decent work.

The family package shows potential to provide essential cash plus access to basic services. The digital systems in place which will be integrated under this JP will be a key to provide effective and efficient Social Protection measures to the most vulnerable. The Digital systems can provide gender-disaggregated data and insights on the usage and impact of social protection and social services, informing evidence-based policymaking. This can help ensure that policies and programs are responsive to the specific needs and challenges faced by women.

[59] E/C.12/KHM/CO/2, para 24.
[60] E/C.12/KHM/CO/2, para 33.
[61] CCPR/C/KHM/CO/3, para. 14.
[62] CCPR/C/KHM/CO/3, para. 17(a).
[63] CRC/C/KHM/CO/4-6, para. 36(a).
[64] CEDAW/C/KHM/CO/6, para. 22. See also CCPR/C/KHM/CO/3, para. 16.

The GBSP Programme has the potential to positively impact human rights by reducing poverty and improving livelihoods, empowering women, including vulnerable groups, strengthening social protection systems, and promoting accountability, thereby addressing multidimensional poverty, promoting inclusive development, and aligning with Cambodia's human rights obligations to contribute to the progressive realization of economic and social rights for the country's most vulnerable populations.

Social Health Protection as part of the UHC is one crucial pillar to ensure the most vulnerable groups of the population can access quality health care.

(3) Formalisation

The target group of the GA interventions are:

- Informal enterprises are supported to move towards formality through a system of incentives to improve productivity, the formalization of jobs within these enterprises and the creation of formal jobs
- **Informal workers** employed in formal enterprises are supported to transition into formal employment through formalization of jobs
- Entrepreneurs, micro-enterprise owners, especially women-owned enterprises are equipped with the knowledge and the means to move towards the formal economy
- SMEs in prioritize sectors are supported to adopt digital technology to improve productivity and transition into formality

List of marginalized and vulnerable groups[65]	Dedicated Output
Women and girls	Outcome 1 and Outcome 4, all outputs
Children	Outcome 1 and Outcome 4, all outputs
Youth	Outcome 1 and Outcome 4, all outputs
Persons with disabilities	Outcome 1 and Outcome 4, all outputs
Older persons	Outcome 1 and Outcome 4, all outputs
Other groups: **Peasants and rural workers**	Outcome 3, all outputs
Other groups: **Informal workers**	Outcome 4, all outputs
Other groups: **Poor households**	Outcome 2, Outcome 3, Outcome 4, all outputs

3.5. Sustainability plan and exit strategy

(1) Community sustainability – social partners (people outside of the government): IFIs, other Development Partners, NGOs

PUNOs will support the process of coalition-building to bring in other UN agencies, development partners, development banks, donors, private actors, and social partners to coalesce around national priority actions to generate further resources and build momentum to accelerate towards the

[65] The other marginalized and vulnerable groups include, amongst other, minorities (incl. Ethnic, religious, linguistic...), people of African Descent, persons deprived of their liberty, peasants and rural workers, human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...), migrants, stateless persons, LGBTIQ+ persons (sexual orientation and gender identity), persons living with (HIV/AIDS, leprosy...), persons with albinism, victims or relatives of victims of enforced disappearances, victims of (slavery, torture, trafficking, sexual exploitation and abuse...). List as per the standard 20 LNOB groups according to the Implementation Guide for the Output Indicator Framework for measuring the United Nations contribution towards the Sustainable Development Goals: https://1102656428-files.gitbook.io/~/files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuQo7qKb5ycyL%2FG%20-%20221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89.

achievement of the Cambodian SDGs.

The first level of involvement of social partners (IFIs, Development Partners, NGOs, women and disability organizations) will take place in the development of the GA roadmap. Their active involvement in policy dialogue, stakeholders' consultations will ensure stronger national ownership and consensus around the JP objectives and activities to ensure that all community members, particularly those identified as belonging to vulnerable and at risk of being left behind, are able to benefit from economic opportunities.

The second level of involvement of social partners and beneficiaries will take place during the implementation phase. The JP considers capacity building activities (i.e. Output 3.4) and general public awareness raising campaigns (refer to Annex 8) to ensure strengthened institutional capacities and civic participation and collective action on decent job creation and social protection.

The collaborative efforts between these key stakeholders will create a robust framework that not only increases access to decent employment opportunities but also fosters an environment conducive to long-term economic stability. By addressing systemic issues related to poverty, unemployment, and access to social protection, the initiative will also empower poor households, women in the informal sectors, PWD and communities, enabling them to achieve sustained decent employment and gradually transition out of poverty. This holistic approach is essential for ensuring lasting improvement in the quality of life for all members of the community.

(2) Financial sustainability

Resource mobilisation and financing strategies to sustain the GA in Cambodia should draw on multi-source models reflected in the Integrated National Financing Framework (INFF) for the CSDGs, or by its official government terminology, the National Financing Policy Framework (NFPF). In the context of the NFPF, a financing strategy has been proposed and is being revised after consultation with the Royal Government of Cambodia. The financing strategy facilitates an integrated management of financing for development that combines public and private sources of domestic and external origin, serving as an important government tool to visualise, prioritise, and coherently execute medium- and long-term reforms and other interventions needed to access all public and private resources to finance Cambodia's development goals. The opportunities for intervention are grouped into three main pillars:

1) **Availability and Impact of Public Finance**: manage public expenditure to maximize development outcomes; introduce new measures to increase fiscal space, expand the tax base for social security contributions through formalization, and align spending with national priorities with a view to enhance pro-poor spending; and improve efficiency and effectiveness of public finances by eliminating unnecessary expenditures and introducing innovative finance interventions.
2) **Increasing the Public-Private Collaboration Space:** Open new, important opportunities for private investment and financing by withdrawing public sector intervention in areas where these needs could be met by the private sector, i.e. Output 3.3 innovative partnerships with the private sector can help to lower investment costs while creating more localized opportunities for companies and workers[66]; propose new policies and innovative financing instruments to facilitate infrastructure financing; introduce blended financing; and encourage results-based co-financing partnerships with the private non-profit sector.
3) **Accelerate Inclusive Private Sector Development**: advance equitable private sector growth by eliminating key obstacles, expanding financial markets, and enhancing access to suitable funding; encourage private impact investments aligned with national priorities which also promote financial inclusion and facilitate fair and competitive access to financing for MSMEs.

Through the NFPF's financing strategy, the following approaches will be initiated to achieve the longer-term finance and sustain the GA in Cambodia:

[66] UNDP (2022). Cambodia SDG Investor Map Report.

- Estimate the financing needs and costing for GA's priority actions and policy reforms, as well as jointly mobilise resources to implement them, identifying internal and external financing options in the short-, medium- and long- terms.
- Provide inputs and policy advice to increase fiscal space in the social sector. GA will further increase the impact unit of public funds spent and mobilise additional public finance to spend on GA's priority areas through coordination and advocacy activities.
- Identify potential areas of Public-Private Collaboration Space and Private Sector Development, blended finance and innovative financing mechanisms to support the GA.

In terms of the exit strategy in relation to financial sustainability, the Joint Programme will focus on supporting adoption of new policy and regulatory frameworks, promoting public investment in social protection and decent jobs. After the JP ends those policies will remain in operation without UN support.

Specifically for the Graduation Based Social Protection Programme, the policy roadmap is contemplating a five-year national roll-out plan, starting with 5,000 households in the first year and reaching up to 300,000 cumulative households in the fifth year. The implementation has estimated $270 million dollars for the whole five-year period, but only $5 million for the first year of operations. The Royal Government of Cambodia is expected to finance about 80% of the programme with domestic revenue, while 20% of the cost of the programme is expected to be mobilised by development partners. The JP aims to support resource mobilisation efforts to secure funding from both, government and development partners, for the financial sustainability of the programme.

(3) Institutional sustainability

Ensuring sustainable and transformative changes that extend beyond the JP's timeline relies on fostering national ownership by the Royal Government of Cambodia. Therefore, the activities within this program aim to leverage existing policy and regulatory shifts that are either in the process of adoption or implementation:

- GBSP is progressing towards becoming a national programme.
- The transition of health insurance from voluntary to mandatory is underway, supported by the existing UHC roadmap.
- The phased roll-out of the Social Protection Registry is on schedule.
- The Family Package is currently operational, utilizing innovative digital systems.
- The Disability Identification System is operational.
- The NSPC serves as a highly effective inter-ministerial coordination mechanism for designing policies and implementing integrated Social (Health) Protection measures.

4. Adaptive implementation and Management arrangements

4.1. Adaptive programme implementation

Implementation Strategy of the GA

The GA Roadmap is a nationally owned document that defines the scale and ambition of the RGC in achieving its objective on job and social protection for just transition. These goals are shared and linked to the Cambodian SDGs and the UN Sustainable Development Cooperation Framework. As explained in section 3, this Joint Programme will contribute to accelerate the implementation of the roadmap by promoting shifts in regulatory frameworks and policy actions aligned with priorities established by the Royal Government of Cambodia.

The Join Programme has ambitious goals, such as the ones listed in section 3.2, to be accomplished in two years. However, learning from the past, it is important for the JP to take an adaptive approach, monitoring risks that could shift the government priorities and taking early action if needed. Following a phased approach, the JP will aim to achieve the following key milestones in the first 9 months of implementation:

- A gender sensitive Rapid Integrated Policy Assessment completed
- The Graduation-Based Social Protection Programme Policy Framework endorsed by the government
- Digitalization of the Social Registry rolled out nationally
- Digital Case Management System development completed
- Studies on the contribution of the care economy completed. The studies will contribute to building the business case for new investment in the care economy (to support women's labour market inclusion) as well as creating knowledge to support gender-responsive formalization policies.
- Extension of the National Health Insurance scheme to 150,000 self-employed and dependents
- Preliminary costing of health service delivery package for implementation of the UHC roadmap completed
- UHC Governance Structure at Government level established and coordinated DP support agreed
- Diagnostic study and development of implementation guidelines finalised for Unified Digital Social Protection System as a Foundation for Universal Health Coverage in Cambodia
- Establishment of a digital monitoring system that incorporates data interoperability for the inclusion of PWD, including women, into TVET and employment.

To achieve these ambitious goals, the GA Joint Programme shall leverage on the convening power and the technical assistance of the UN system, specifically the participating UN organisations, ILO, UNDP, UNICEF in Cambodia.

The key roles of the UN Resident Coordinator and implementation arrangement for the three agencies are as follows:

The **Resident Coordinator** will play a convening role to build partnerships and consensus with the government and key stakeholders, including political and policy advocacy and ensuring that the UN conveys harmonised messages at different policy levels. The RC will provide oversight and coordination, while the lead PUNO will be responsible for drafting the annual reporting of the Joint Programme.

Beyond supporting the implementation of the outputs under the GA Joint Programme, participating UN organisations are to support the process of coalition building to bring in other UN agencies, development partners, development banks, donors, private sector actors and social partners to coalesce around these priority actions and to generate further resources and momentum to accelerate the attainment of the objectives and SDG goals.

UNDP will leverage its multisectoral and multidisciplinary programme portfolio, strategic positioning, convening power and long-standing partnerships with government partners, particularly with the Ministry of Economy and Finance, the Ministry of Planning, the National Social Protection Council, the Ministry of Commerce, the Ministry of Social Affairs, Veterans and Youth Rehabilitation, the National Bank of Cambodia, among others, for promoting cross-sectoral and integrated policies and strategies. UNDP will also capitalise on its established relationships with the private sector and civil society. It will rely on both its local expertise and will access its Global Policy Network on poverty, financing, and gender among others to deliver technical assistance, advisory support, and capacity development; it will also support data generation and analysis to inform policy and decision-making. UNDP will continue to support the National Financing Policy Framework, and its financing strategy and will help to link it with the financing needs of the Global Accelerator. UNDP's knowledge product is guided by its gender-sensitive guideline. UNDP will work in a coordinated manner with other UN Agencies to create synergies, complementarities, and collaborative efforts to meet the objectives of the Joint Programme. With the mandate of the UN SDG integrator, UNDP will support a system approach to address complex challenges and seize opportunities for accelerating job creation and strengthening social protection, convene stakeholders including other UN agencies, IFIs, development partners, donors, the private sector, and civil society to crowd in expertise and financing, build coalitions and strengthen partnerships beyond the JP. UNDP will also contribute to annual reporting and communication on the JP and associate Job and Social Protection Transition.

UNDP Country Programme in Cambodia 2024-28 is guided by UNDP Signature Solutions on Poverty and Inequality, Energy, and Gender Equality. The programme commits to work with partners to address gender norms and unpaid care work issues that are barriers to women's equal participation and support innovative public and private financing, financial inclusion and risk insurance and developing a modern revenue system that prioritizes progressive and gender-sensitive taxation to leverage critical investments for human development priorities. The programme commits to ensure at least 15% of budget is geared towards gender equality.

ILO through the sixth Cambodia Decent Work Country Programme (DWCP) 2024-2028 will support the implementation of the Global Accelerator by supporting the Ministry of Economy and Finance, General Secretariat of the National Social Protection Council, Ministry of Labour and Vocational Training, Ministry of Industry Science and Technology, National Social Security Fund and the National Social Assistance Fund. This support is envisaged by also leveraging collaboration and partnership with IFIs and social partners such as the Cambodian Federation of Employers and Business Associations (CAMFEBA) and Cambodian workers' organisations. In implementing the GA, the ILO will draw on its distinctive global normative decent work mandate that is grounded on LNOB principle. This is centred on the advancement of social justice and the promotion of decent work for all in Cambodia including national and international labour standards, decent and productive employment, social protection and social dialogue, its unique tripartite base and decent work expertise.

ILO is globally leading SDG 1.3 on implementing nationally appropriate social protection system and measures for all, based on the ILO Social Protection Floor Recommendation (No.202). In Cambodia, ILO has been engaged in extending social protection coverage and quality of provisions by building capability of social protection institutions and adapting the existing schemes to the characteristics and needs of those working in the informal sector in close collaboration with the National Social Protection Council (NSPC); the National Social Security Fund (NSSF); the National Social Assistance Fund (NSAF) and the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY).

The ILO is delivering several programmes with components focused on developing and strengthening an inclusive, quality and relevant TVET and skills systems (SDG 4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment decent jobs and entrepreneurship). Programmes include the coordination of Decent Employment for Youth in Cambodia Phase 3 (a joint programme of UN and RGC, supported with funding from Swiss Development Corporation); Strengthening Skills Development in Cambodia, Lao PDR and Myanmar through South-South and triangular cooperation (a regional project implemented under the ILO-China South-South and Triangular Cooperation Framework); and the COVID-19 Socio-Economic Recovery for Returning Migrants and Host Communities in North-West Cambodia (funded by the New Zealand Ministry for Foreign Affairs and Trade)

As such the ILO has ongoing implementing relationships at a range of TVET institutes, and a long-standing collaborations with DGTVET, which ensures the inclusion of technical inputs into strategy and policy documents such as the TVET Strategic Action Plan 2024-2028, and supports progress toward normative standards such as Recommendation 208 on Quality Apprenticeships.

For formalisation of jobs and economic units, the ILO's support will be guided by the Recommendation No.204 concerning the Transition from the Informal to the Formal Economy which guides the approaches to the implementation of the National Strategy for Informal Economy Development by the RGC.

UNICEF will leverage the proposed interventions on its trustful and longstanding collaboration with all Government institutions, including MEF and the NSPC, MOSVY, NSAF and MLVT. Moreover, UNICEF chairs and/or co-chairs many crucial partner groups, such as the Social Assistance Development Partner Group, the Disability Inclusion Partner Group, and is also an integral part of the MEF-led public finance working group. UNICEF has a longstanding and very fruitful partnership with both ILO and UNDP, which will be further deepened and explored with this JP. UNICEF will furthermore ensure that other crucial stakeholders will be part and parcel of the Global Accelerator implementation and will steer the M-GA stream together with World Bank and ILO. Furthermore, UNICEF will formalise existing partnerships within this JP, including having GIZ, WFP and EU as technical partners in the implementation of the proposed activities. UNICEF is also a key stakeholder in advancing shock-responsive social protection in Cambodia, together with WFP.

UNICEF plans to achieve the following activities over the first nine months of the project:

- Preliminary costing of health service delivery package for implementation of the UHC roadmap.
- Support GS-NSPC in establishing and operating the UHC coordination mechanism. This involves developing regulatory documents, coordinating and monitoring the UHC roadmap's implementation through technical assistance and enhancing capacity building of this newly established institution. The UHC governance structure will be substantial to effectively implement the UHC roadmap, which will result in more gender equality in accessing quality health services.
- Support the GS-NSPC on a diagnostic study and development of implementation guideline for Unified Digital Social Protection System as a Foundation for Universal Health Coverage in Cambodia
- Support MoSVY in establishing a digital monitoring system that incorporates data interoperability for the inclusion of PWD, including women, into TVET and employment.

4.2. Management Arrangements

The joint programme will be governed by a Joint Programme Steering Committee (JPSC). The PSC will provide strategic guidance for coherent and coordinated joint programme implementation. Its main responsibilities will include the following:

- Approve the joint programme annual work plan and budget and approve the allocation of funds
- Review progress mid-year and approve annual progress reports, including progress against set targets
- Review annual consolidated narrative progress reports and annual consolidated financial reports based on narrative and financial submissions from the participating UN agencies
- Ensure the highest level of fiduciary accountability and closely monitor the risks and issues during joint programme implementation

As being the entity responsible for the achievement of results articulated in this Programme, the JPSC will ensure high-level consensus on the overall direction, approve the annual work plan and budget of the JP and provide strategic guidance on risks and priorities. The JPSC is expected to convene **at least twice** a year, or more frequently, as required by need/circumstance. The SC will be chaired by a senior representative from the **MEF** and co-chaired by the UN Resident Coordinator. Members of the JPSC will include UNDP, ILO, and UNICEF and relevant line ministries of the government. Other organizations may participate as observers. Other detailed terms of reference for the JPSC will be developed in consultation with all relevant actors and approved by the JPSC at its first session.

In addition, the JPSC will work closely with ILO, UNICEF and UNDP and all other relevant agencies.

The GA Roadmap will be implemented through two levels of government coordination.

(i) **At the technical level**, the GA Roadmap will be overseen by an Inter-Ministerial Steering Committee chaired by an appropriate senior official of the Ministry of Economy and Finance. It will also comprise of representation of the sub-national level.

(ii) **At the political level**, the Steering Committee will have to report the progress of the implementation to the Committee on Economic and Financial Policy, chaired by Deputy Prime Minister, Minister of Economy and Finance.

The Joint Programme Team (JP Team) will convene **"4 times"** a year, or more frequently, as required by need/circumstance. The team will comprise of representatives from UNDP, ILO, UNICEF, and **"partners".**

5. Monitoring, accountability, financial management, and public disclosure

Standard text – do not change

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon request. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the report.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, and consolidate the financial reports, as follows:

Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and a final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7%, with exception of WFP and UNHCR which should be 6,5%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

ANNEX 1: Mapping of related projects, investments and other development initiatives

From the UN system, Government, social partners, EU, IFIs, other donors, civil society, and private sector as relevant.

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
Skills for Better Jobs Project	33,000 Cambodians receive improved training and labour market services	Complement efforts to improve national implementation of GBSP and TVET (Output 3.3)	Skills Development Fund (SDF), Ministry of Labour and Vocational Training (MLVT)	US$40 million	23/05/2024-31/03/2029
GIZ Health and Social Protection Portfolio		Support of UHC Sub-national Approach Shock-responsive Social Protection Disability Inclusion			
Global TEI on digital Social Protection (EU Brussels)	To be explored				
Accelerating COVID-19 recovery for vulnerable and marginalized groups in Cambodia through providing assets for poverty reduction and resilience	Procurement of productive assets and health equipment for poor households	Complement efforts to improve national implementation of GBSP and TVET (Output 3.3)	Ministry of Social Affairs, Veteran and Youth Rehabilitation (MoSVY); General Secretariat for National Social Protection Council (GS-NSPC); Ministry of Planning (MoP)	US$1.5 million	01/07/2024-30/06/2025
Decent Employment for Youth in Cambodia Phase III	3,700 youths (including at least 200 youths with disabilities) will obtain decent and productive employment.	Complement to JP's effort on strengthening PPP for TVET delivery, and inclusion of people with disabilities in TVET and formal employment	Ministry of Labour and Vocational Training (MLVT); Ministry of Education, Youth and Sport (MoEYS); Ministry of Industry, Science, Technology and Innovation (MISTI); Ministry of	US$9,056,000 (SDC and other parallel donors)	01/03/2024-29/02/2028

			Social Affairs, Veterans and Youth Rehabilitation (MoSVY)		
ILO "Promoting the transition to formalization through integrated approaches in Cambodia"	Revised policies and adopt integrated measures to facilitate the transition to formality Gender-responsive and inclusive sectoral approaches to formalization in selected sectors are produced, endorsed by the tripartite constituents, and launched to define policies and measures to further formalize enterprises and workers Compliance and access to service and incentives to formalization are facilitated by digital technologies, communication and social dialogue	Complement efforts to the Formalization component of the JP	Trade unions, -GS-CEFP), GS-NSPC); MEF, MLVT, MISTI, NSSF, CAMFEBA,	US$ 400,000 (ILO regular budget supplementary account)	March 2023 – February 2025
ILO "Support for implementation of the Global Accelerator in Cambodia"	Increased capacity of constituents to promote investments and decent work in the care economy. Social protection coverage is extended	Designed to complement efforts to the Formalization and Social Protection component of the JP	CAMFEBA, sectoral associations, NTUC, sectoral unions. GS-CEFP, GS-NSPC, MEF, MLVT, NSSF, MOT, MISTI, NIS. UNDP, UNICEF.	US$ 550,000 (ILO regular budget supplementary account)	July 2024 – June 2026

	to the workers in the informal economy with strengthened capacity of the national institutions to effectively implement the national social protection strategies including the UHC roadmap. Increased capacity of constituents in the implementation of the national formalization strategy.				

ANNEX 2: Integrated results framework

Joint Programme Outcomes			
CF Outcome statement 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.			
Outcome indicator 1.1: Universal Health Coverage service coverage index score (based on SDG 3.8.1)	Baseline: 58 (2023)	Target: 70 (2028)	Means of verification: WHO/WB global UHC Monitoring Database (updated every 2 years)
Outcome indicator 1.4: Proportion of population covered by (nationally appropriate) social protection floors (SDG 1.3.1) d) Persons with disabilities g) Persons living with HIV	Baseline: 40% (2021) d) 15% (2022) g) 18%	Target: 50% (2028) d) 13% (2028) g) 50% (2028)	Means of verification: Baseline: UN estimates based on the MTR of the National Social Protection Policy Framework 2021 and 2023 administrative data Targets: UN estimates based on GS-NSPC, NSSF and NSAF administrative and M&E data
CF Outcome statement 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.			
Outcome indicator 2.2: Share of non-dominant (ND) economic activities in the GDP Proportion of informal employment in total employment, by sector and sex (SDG 8.3.1).	Baseline: 45.7% (2019) 88.3% (2019) By Sex: Male = 89.0% Female = 87.6% By Sector: Agriculture = 98.6%, Industry = 80.3%, Services = 85.3%	Target: 55% (2028) 70% (2028) By Sex: Male = 70% Female = 70% By Sector: Agriculture = 90%, Industry = 60%, Services = 65%	Means of verification: UN Estimates based on National Accounts Department, NIS. UN estimation based on Labour Force Survey
Outcome indicator 2.3: Number of policy measures developed and implemented with UN support to facilitate: a) productive, freely chosen and decent employment and productivity growth b) the transition of informal enterprises and workers in	Baseline: a) Baseline: 1 b) Baseline: 0 c) Baseline: 0	Target: a) Target: 5 b) Target: 3 c) Target: 2	Means of verification: Policy/Program/Project adopted, scale up or replicated by the government with the UN support

informal employment to the formal economy, including women-owned informal businesses c) the reduction and redistribution of the burden of unpaid care/domestic work on women. (SDG 8.3.1_2 & 8.3.1_3 & 5.4.1_1).			

Joint Programme Outputs			
Output 1.1 Gender sensitive Financing Strategy for Implementation of GA Cambodia Roadmap			
Output indicator 1.1: Number of national strategies adopted to facilitate financing the implementation of the GA Roadmap	Baseline: 0	Target: 1	Means of verification: Policy/Program/Project adopted, scale up or replicated by the government with the UN support
Output 1.2 Rapid Integrated Policy Assessment			
Output indicator 1.2: Number of gender sensitive integrated policy assessment produced to enable alignment with the existing multiplicity of national strategies, policies and regulatory frameworks	Baseline: 0	Target: 1	Means of verification: assessment report
Output 1.3 Technical Advisory on foresight on labour trends and new sources of economic growth			
Output indicator 1.3.1: A foresight report that inform labor trends and new sources of growth which support inclusive growth and employment generation produced	Baseline: no	Target: Yes	Means of verification: foresight report
Output 2.1 Implementing private-public partnership for skill development Output 2.2 Disability Inclusion within PPP			
Output indicator 2.1 and 2.2: Number of investors providing	Baseline: 0	Target: 5	Means of verification:

financing for gender inclusive skills development and disability inclusion by means of public-private partnerships			Number of investors/ organizations funding skill development and disability inclusion activities
Output 3.1 Transitioning the voluntary health insurance scheme to mandatory			
Output indicator 3.1: Number of individuals by gender, benefiting from shift in in policy and regulatory framework on health insurance scheme with UN support	Baseline: 0	Target: 300,000 (50% are women)	Means of verification: Number of self-employed workers and dependents by gender enrolled in health insurance
Output 3.2 Developed Health Service Delivery financing framework and UHC governance structure			
Output Indicator 3.2.1: Number of comprehensive costing exercises for health service delivery for UHC implementation	Baseline: 0	Target: 1	Means of verification: Health Service Delivery Costing exercise for UHC roadmap implementation
Output Indicator 3.2.2: Existence of UHC Governance Structure presented and discussed by the government	Baseline: No	Target: Yes	Means of verification: ToRs of UHC Governance Structure, meeting minutes
Output 3.3 Support the national implementation of GBSP and TVET			
Output Indicator 3.3: Number of households benefiting from joining the Graduation Based Social Protection Programme	Baseline: 0	Target: 5,000 (50% are women headed households)	Means of verification: Number of households in GBSP
Output 3.4: Integration of digital systems for social protection and social services			
Output Indicator 3.4: Number of integrated digital systems for social protection and social services supported	Baseline: 0	Target: 2	Means of verification: UN reports
Output 4.1 Implementation of the National Strategy for Informal Economic Development (NSIED)			
Output Indicator 4.1: Number of	Baselin	Target: 2	Means of verification:

priority activities under NSIED implemented with UN support	e: 0		Policy/Program/Project adopted, scale up or replicated by the government with the UN support
Output 4.2 Inclusion of PWD, including women, into TVET and formal employment			
Output indicator 4.2- Number of priority activities promote inclusion TVET for PWD, including women	Baseline: 0	Target: 2	Means of verification: Implementation guideline by MoSVY
Output 4.3 (From CF): Systems, services and community solutions are improved and effectively respond to and prevent discrimination, gender-based violence, abuse, exploitation and other harmful practices			
Output indicator 4.3: Number of improved systems, services and prevention programmes through agreed policies, Standard Operating Procedures, protocols, action plans and frameworks, supported by United Nations agencies in line with global good practice which respond to violence and harassment	Baseline: 5	Target: 10	Means of verification: UN reports

Alignment with GA objectives

COMPONENT/ACTIVITY	CHECK "X" if proposal addresses
I. Integrated and well-coordinated national public policies and strategies *(as part of the development of the national Global Accelerator roadmaps)*	
1. Support diagnostics/ stocktaking/ policy appraisals of existing national social protection, employment, just transition strategies, policies, schemes	X
2. Support partner countries in identification and development of integrated policies, strategies, programs	X
II. National frameworks for adequate and sustainable financing of social protection and employment interventions	
1. Support existing and new financing strategies to improve the use of existing resources and to mobilize domestic and international resources in a sustainable and equitable way	X

III. Strengthened national social protection and employment programmes and systems	
1. Build robust, sustainable, adaptive, and gender-responsive national social protection systems through national social dialogue	X
2. Develop / implement employment policies and programmes to facilitate access to decent work opportunities	X
IV. Strengthened national ownership and consensus building	
1. Support national dialogue for the development of national Global Accelerator roadmaps	X
2. Develop capacities for collective action on social protection and decent jobs	X
3. Provide coordinated technical and policy advise	X
4. Support the adoption of a common results framework and data collection and reporting mechanisms (in line with the Global Accelerator framework)	X
V. Innovation and new knowledge, evidence, and tools	
1. Support knowledge generation	X
2. Develop evidence-based tools and knowledge products	X

Joint Programme contribution to Joint SDG Fund global indicators (as relevant)			
Engine room 1. Shifting policy/regulatory frameworks			
Number of new or enhanced integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.	Baseline: 0	Target: 2	Means of verification: - Publication of decree on regulatory framework for self-employed and dependents - Publication of decree for GBSP
Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support.	Baseline: 0	Target: 1	Means of verification: - Publication of research studies on care economy for Cambodia
Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind.	Baseline: 0	Target: - 300,000, 50% are women - 5,000 hhs, 50% is	Means of verification: - Self-employed workers and dependents enrolled in health insurance - Households in GBSP

		women headed hhs	
Engine room 2. Capacity-building at scale			
Number of governmental (both at central and sub-central levels) and non-governmental organizations including social partners with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support.	Baseline:	Target:	Means of verification:
Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).	Baseline :	Target:	Means of verification:
Number of experts identified and deployed to support RCs/UNCTs on SDG acceleration with Joint SDG Fund support.	Baseline:	Target:	Means of verification:
Engine room 3. Developing market-ready pipeline of actions.			
Number of integrated multi-sectoral financing solutions or instruments created and launched with Joint SDG Fund support, disaggregated by theme/type.	Baseline: 0	Target: 3	Means of verification: - Publication of the Financing Strategy for NFPF - Publication of Financing Strategy for GA - Publication of costing for UHC
Number of actions, projects, businesses or organizations identified for inclusion in market-ready pipeline with Joint SDG Fund support.	Baseline: 0	Target: I	Means of verification: - Publication of decree for GBSP
Ratio of actions, projects, businesses or organizations securing funding and receiving investments, in relations to those identified with Joint SDG Fund support.	Baseline:	Target:	Means of verification:
Engine room 4. Devising a financing mix (deal room)			
Amount in US$ of financing leveraged for integrated multi-sectoral solutions, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).	Baseline: 0	Target: $30,200,000	Means of verification: - Revenue from contributions to health insurance - Budget for GBSP
Ratio of financing leveraged for integrated multi-sectoral solutions against the committed funds provided by the Joint SDG Fund.	Baseline: 1:4	Target: 1:19	Means of verification: - Revenue from contributions to health insurance - Budget for GBSP
Number of investors providing direct financing to integrated multi-sectoral solutions developed, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).	Baseline: 0	Target: 5	Means of verification: Number of organizations funding the GA activities

ANNEX 2.2: Work plan

Joint Programme Workplan

Output	Geographic focus	Start	End	PUNO	SDG Target	Human Rights Marker	Gender Marker	QCPR function	Available Budget (US$)
Outcome 1. Pro-employment macroeconomic and financing policies adopted									
Output 1.1 Financing Strategy for Implementation of GA Cambodia Roadmap	National	Oct-24	Oct-26	UNDP/UNICEF/ILO	1.2, 1.3, 3.8, 10.2	1	2	1, 7	180,000 UNDP=30,000 UNICEF= 150,000
Output 1.2 Rapid Integrated Policy Assessment	National	Oct-24	Oct-26	UNDP	1.b, 17.9, 17.14, 17.15	1	2	2	25,000
Output 1.3 Technical advisory on foresight on labour trends and new sources of economic growth	National	Oct-24	Oct-26	UNDP	8.2, 9.b	2	2	2	25,000
Outcome 2 Improved skills for enhanced inclusive employability									
Output 2.1 Implementing private-public partnership (PPP) for skill development		Oct-24	Oct-26	ILO	4.4, 8.2, 8.3, 8.9	2	2	4	70,000
Output 2.2 Disability Inclusion within private-public partnership (PPP)		Oct-24	Oct-26	UNICEF	1.2, 1.3, 3.9, 10.2	2	1		20,000
Outcome 3 Increased coverage of Social Protection and UHC									

Output 3.1 Transitioning the voluntary health insurance scheme to mandatory		Oct-24	Oct-26	ILO	1.3, 3.8, 10.4, 16.6	3	2	1, 2, 3, 4, 6	322,000
Output 3.2 Establishing the UHC governance structure		Oct-24	Oct-26	UNICEF	1.3, 3.8, 10.4, 16.6	1	2		150,000
Output 3.3 Support the national implementation of GBSP and TVET	National	Oct-24	Oct-26	UNDP/ILO	1.1, 1.3, 2.3, 4.4, 8.2, 8.3, 8.9, 16.6, 16.6, 16.a, 17.18, 17.19	2	2	4	UNDP=136,871
Output 3.4 Integration of digital systems for social protection and social services	National	Oct-24	Oct-26	UNDP/UNICEF	1.2, 1.3, 3.9, 5. b, 10.2, 16.6, 16.6, 16.a, 17.18, 17.19	2	2	1,3,4	250,000 UNDP=100,000 UNICEF=150,000
Outcome 4. Enhanced formalization, sectoral growth and productivity									
Output 4.1 Implementation of the National Strategy for Informal Economic Development	National	Oct-24	Oct-26	ILO/UNDP	5.c, 8.1, 8.2, 8.3, 8.5	2	2	1, 4	140,000 UNDP=60,000
Output 4.2 Inclusion of PWD into TVET and formal employment		Oct-24	Oct-26	UNICEF	1.2, 1.3, 3.9, 10.2	2	2	1	65,000
Output 4.3 Generate research and evidence on the care economy and women in the informal sector	National	Oct-24	Oct-26	UNDP	5.1, 5.4, 5.c, 8.3, 8.5, 10.4	2	3	2	20,000
Joint Programme Coordination, reporting and communication									

Joint Programme Coordination, reporting and communication	National	Oct-24	Oct-26	UNDP	SDG 1.2, 1.3, 3.8, 4.4, 5.1, 5.4, 5.b, 5.c, 8.2, 8.3				90,000

ANNEX 3: Budget per UNSDG Categories

UNSDG BUDGET CATEGORIES	PUNO 1 UNDP		PUNO 2 ILO		PUNO 3 UNICEF		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	**Joint SDG Fund (USD)**	**PUNO Contribution (USD)**
1. Staff and other personnel	178,500		90,000		90,000		358,500	
2. Supplies, Commodities, Materials	10,000		-		-		10,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	30,000		20,000		20,000		70,000	
4. Contractual services	231,257		302,710		200,000		733,967	
5.Travel, meeting	136,872		60,000		20,000		216,872	
6. Transfers and Grants to Counterparts	0		-		181,962		181,962	
7. General Operating and other Direct Costs	30,193		60,000		20,748		110,942	
Total Direct Costs	**616,822**		**532,710**		**532,710**		**1,682,243**	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	*43,177.57*		*37,290*		*37,290*		*117,757*	
TOTAL COSTS	**660,000**	**155,000**	**570,000**	**550,000**	**570,000**	**600,000**	**1,800,000**	**1,305,000**

ANNEX 4: Risk Matrix

Risks	Categories	**Risk Level:** (Likelihood x Impact, as per instructions)	**Likelihood:** Certain - 5 Likely - 4 Possible – 3 Unlikely - 2 Rare – 1	**Impact:** Essential – 5 Major - 4 Moderate - 3 Minor – 2 Insignificant - 1	Mitigation measures	Risk owner
Delays in the in the adoption of new regulatory frameworks/policies	Regulatory	High	3	3	- Monitor status of new policies and regulatory frameworks - Immediate action to assess mitigation options - Engage with government counterparts to reduce likelihood	Lead PUNO and RC
Shift in government priorities	Operational	Medium	1	4	- Inform senior management - Assess mitigation options between PUNOS and SDG Fund	Lead PUNO and RC
Change/turnover in key government counterparts	Political	Medium	2	3	- Monitor status of government turnover - Inform new authorities about the GA JP	Lead PUNO
Limited/insufficient financial leverage	Organizational	Medium	2	3	- Set a warning threshold if financial leverage drops below 1 to 5 - Keep track of resource mobilization and partnership	Lead PUNO
Conflict in roles and responsibilities of partners	Strategic	Low	2	2	- Set division of labour and task between GA JP partners - Inform the HoA and RC in case of conflict	Lead PUNO
Natural disasters/community health	Social and environmental	Low	1	2	- Assess potential impacts on the GA JP and escalate if this impact other risks, for example, a shift in government priorities	Lead PUNO
Structural barriers for women economic participation are not addressed resulting in limited effectiveness of the implementation of gender sensitive employment policies.	Social	Medium	3	4	- Leverage care economy study for policy engagement and advocacy to address barriers for women economic participation	Lead PUNO

Likelihood	Occurrence	Frequency
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently
Likely	The event will probably occur in most circumstances	Once every two months or more frequently
Possibly	The event might occur at some time	Once a year or more frequently
Unlikely	The event could occur at some time	Once every three years or more frequently
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently

Consequence	Result
Extreme	An event leading to massive or irreparable damage or disruption
Major	An event leading to critical damage or disruption
Moderate	An event leading to serious damage or disruption
Minor	An event leading to some degree of damage or disruption
Insignificant	An event leading to limited damage or disruption

	Consequences				
Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Risk Categories (for reference only)

1.Social and Environmental	2. Financial	3.Operational	4.Organizational	5. Political	6.Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender 1.3. Biodiversity and use of natural resources 1.4. Climate change and disaster 1.5. Community health and safety 1.6. Labour conditions/standards 1.7. Cultural heritage 1.8. Rights of Indigenous Peoples 1.9. Displacement and	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery	3.1. Alignment with national priorities 3.2. Responsiveness to lessons learned and evaluations 3.3. Leadership & management 3.4. Flexibility and opportunity management 3.5. Synergy potential (linking with other initiatives as relevant) 3.6. Reporting and	4.1. Governance 4.2. Monitoring 4.3. Independence and quality of evaluation 4.4. Knowledge management 4.5. Grievances 4.6. Due diligence of private sector partners 4.7. Human Resources 4.8. Budget	5.1. Government commitment 5.2. Political will 5.3. Political instability 5.4. Change/ turnover in government	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization 6.3. Deviation	7.1. Theory of change 7.2. Alignment with UN Strategic priorities 7.3. Capacities of the partners 7.4. Roles and responsibilities among partners 7.5. Code of conduct and	8.1. Armed Conflict 8.2. Terrorism 8.3. Crime 8.4. Civil Unrest 8.5. Natural Hazards 8.6. Manmade Hazards

resettlement 1.10. Pollution and resource efficiency 1.11. Stakeholder engagement 1.12. Sexual exploitation and abuse		communication 3.7. Partnership 3.8. Capacity development of national partners 3.9. Engagement of national partners in decision-making 3.10. Transition and exit strategy	availability and cash flow 4.9. Internal control 4.10. Procurement 4.11. Innovating, piloting, experimenting,		from UN internal rules and regulations	ethics 7.6. Public opinion and media 7.7. Synergy with UN / Delivery as One	

ANNEX 5: Localization marker

SDG Localisation Marker Score

Please see refer to the detailed guidance on applying the marker here: https://www.jointsdgfund.org/publication/sdg-localization-marker

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
Programme Design	● Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization?	Yes/No	Yes	GBSP Policy Roadmap
	● Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization?	Yes/No	No	Financial Expenditure Review
	● Were local and regional governments actively engaged and consulted during the programme design phase?	Yes/No	Yes	GBSP Pilot
	● Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase?	Yes/No	Yes	GBSP Pilot

Advocacy	• Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience?	Yes/No	No	n/a
	• Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders?	Yes/No	Yes	GBSP Policy Roadmap
Actions	• Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind?	Yes/No	Yes	GBSP Policy Roadmap
	• Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level.	Yes/No	Yes	GBSP Policy Roadmap
	• Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global.	Yes/No	Yes	GBSP Policy Roadmap
	• Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc.	Yes/No	Yes	GBSP Policy Roadmap – on market-ready pipeline of local actions
Accountability & Sustainability	• Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels?	Yes/No	No	n/a

	• Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders?	Yes/No	Yes	GBSP Policy Roadmap
Criteria for Scoring • Marker 3: Between 9 and 12 criteria marked as Yes. • Marker 2: Between 4 and 8 criteria marked as Yes. • Marker 1: Between 1 and 3 criteria marked as Yes. • Marker 0: None of the criteria marked as Yes.		Total # of Yes	9	

ANNEX 6: Gender Equality and Human Rights markers

Gender Equality Marker

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here: https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers

Joint Programme Outputs	GEM Score	Justification
Output 1.1 Gender sensitive Financing Strategy for Implementation of GA Cambodia Roadmap	2	In developing the financing strategy, there will be participation of key stakeholders including women rights holders in the consultative processes. The analysis will be disaggregated by gender where applicable.
Output 1.2 Rapid Integrated Policy Assessment	2	There will be participation of key stakeholders including women rights holders in the consultative processes. The analysis will be disaggregated by gender where applicable.
Output 1.3 Technical advisory on foresight on labour trends and new sources of economic growth	2	Foresight analysis can help identify emerging labour market trends, skills in demand, and new economic growth sectors. This information can inform the design of education, training, and reskilling programs that prepare women for future job opportunities, supporting their right to work.
Output 2.1 Implementing private-public partnership for skill development	2	PPPs can help expand the reach and accessibility of skill development programs, particularly in underserved communities or regions where women face barriers to participation.
Output 2.2 Disability Inclusion within private-public partnership (PPP)	2	Through the Disability Identification System, potential people with disability will be identified to be effectively linked to decent skill development and job opportunities, a specific focus will be on gender transformative measures, e.g. linking most vulnerable women to skills development and decent jobs,

		while considering their roles in child care and upbringing.
Output 3.1 Transitioning the voluntary health insurance scheme to mandatory	2	This will enable those previously excluded and marginalized group of population, including female dependents and their children accessing social security
Output 3.2 Establishing the UHC governance structure	2	The UHC governance structure will be substantial to effectively implement the UHC roadmap, which will result in more gender equality in accessing quality health services.
Output 3.3 Support the national implementation of GBSP and TVET	2	The programme specifically targets vulnerable female-headed household groups, a group that has historically faced marginalization and unequal access to resources. By including this demographic in the social protection interventions, the GBSP can help promote gender equality and protect the rights of women and children.
Output 3.4 Integration of digital systems for social protection and social services	2	Digital systems can provide gender-disaggregated data and insights on the usage and impact of social protection and social services, informing evidence-based policymaking. This can help ensure that policies and programs are responsive to the specific needs and challenges faced by women.
Output 4.1 Implementation of the National Strategy for Informal Economic Development	2	A large proportion of informal workers and micro enterprises are women and women-owned, so the implementation of gender-responsive formalization policies will directly contribute to more equitable access to decent work, social security and legal protection for those vulnerable women population.
Output 4.2 Inclusion of PWD into TVET and formal employment	2	Providing women with disabilities with access to TVET and formal employment can enhance their economic autonomy and decision-making power within the household and community.
Output 4.3 Generate research and evidence on the care economy and women in the informal sector	3	The economic empowerment of women is an explicit objective of this output, by building the business case for new investment in the care economy (to support women's labour market inclusion) as well as creating knowledge to support gender-responsive formalization policies.

Human Rights Marker

Please copy the output as per in the workplan and add the Human Rights marker score and justify the scoring. Please refer to the UNSDG guidance here: https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers

Joint Programme Outputs	HRM Score	Justification
Output 1.1 Gender sensitive Financing Strategy for Implementation of GA Cambodia Roadmap	1	The financing strategy will reflect inputs/recommendations from civil society and rights holders (youth, persons with disabilities, persons living in rural areas, women and girls, children) and consider recommendations from relevant human rights conventions and obligations ratified by Cambodia. The strategy will catalyse and leverage financial resources for the implementation of the GA Roadmap which in turn increase people's access to an expanded social protection coverage and decent job opportunities.
Output 1.2 Rapid Integrated	1	The policy assessment will reflect inputs/recommendations inputs/recommendations from civil

Policy Assessment		society and rights holders (youth, persons with disabilities, persons living in rural areas, women and girls, children) and consider recommendations from relevant human rights conventions and obligations ratified by Cambodia. The assessment will inform the coherence of policy implementation and identify policy gap to address socio economic exclusion thereby enable growth and decent employment opportunities for the vulnerable groups such as youth, people in the informal economy women and PWD and reduce barriers to women's economic participation.
Output 1.3 Technical advisory on foresight on labour trends and new sources of economic growth	2	Anticipating and preparing for future labour market changes can help ensure the availability of decent work opportunities among vulnerable groups, especially women and persons with disabilities in the labour market.[67] Through technical advisory on foresight, this activity will support knowledge creation to promote the right to decent work and an adequate standard of living in Cambodia.
Output 2.1 Implementing private-public partnership for skill development	**2**	Skill training and capacity building activities will be essential for improving access to decent work among Cambodians, particularly those from disadvantaged and marginalized groups.[68] This output will empower Cambodians to secure more diverse and better-paying employment opportunities, thereby realizing their right to decent standard of living.
Output 2.2 Disability Inclusion within PPP	2	Disability inclusion within public-private parnterships for skill development will be essential for creating more diverse and better-paying employment opportunities for persons with disabilities in the labour market and prevent discrimination in the workplace through inclusive labour practices and systems.
Output 3.1 Transitioning the voluntary health insurance scheme to mandatory	**3**	Supporting the RGC ("duty bearer") to transitioning to a mandatory scheme will help to ensure they are able to dvelop a social security system that provides sufficient benefits for all persons, especially those who belong to the most disadvantaged nad marginalised groups, ensuring they have a decent standard of living.[69] This activity is also anticipated to have important implications on right to quality services, particularly with children with intersectional vulnerabilities - those living in rural areas, belonging to minority and migrant groups, and with disabilities.[70]
Output 3.2 Developed Health Service Delivery financing framework and UHC governance structure	2	The health service delivery costing for UHC and governance structure and activity will consider recommendations from relevant human rights conventions and obligations ratified by Cambodia, namely right to quality health services and decent standard of living among all persons, namely children and persons with disabilities.[71] A clear understanding of the roles and responsibilities of the 'duty bears' and entitlements of the 'rights holders' will be an important foundation and discussion for this activity.

[67] E/C. 12/KHM/CO/2, para 24; CCPR/C/KHM/CO/3, para. 14 and 17(a).
[68] E/C. 12/KHM/CO/2, para 24; CCPR/C/KHM/CO/3, para. 14 and 17(a).
[69] E/C. 12/KHM/CO/2, para 33; CRC/C/KHM/CO/4-6, para. 36(a).
[70] CRC/C/KHM/CO/4-6, para. 36(a),
[71] E/C.12/KHM/CO/2, para 33; CRC/C/KKH/CO/4-6, para. 36(a).

Output 3.3 Support the national implementation of GBSP and TVET	2	The national GBSP programme seeks to significantly reduce poverty and improve livelihoods. This is in direct support of the fundamental rights to an adequate standard of living, food, and access to economic opportunities among poor households, including woman-headed households.[72]
Output 3.4 Integration of digital systems for social protection and social services	2	Digital integration can streamline the delivery of social protection and services, making them more efficient, responsive, and accessible to the population. This output will contribute to the fulfillment of the right to social security and adequate standard of living for all persons, especially those belonging to the most disadvantaged and vulnerable groups.[73] .
Output 4.1 Implementation of the National Strategy for Informal Economic Development	2	Formalization can help workers in the informal economy, in which many of its workers are from to vulnerable groups (youth, persons with disabilities, women, persons living in rural areas), gain access to better working conditions, social protections, and more stable, formal employment, thereby helping to fulfill their rights to social security and adequate standard of living.[74]
Output 4.2 Inclusion of PWD into TVET and formal employment	**2**	Disability inclusion in TVET and formal job markets will contribute to the promotion of the right to work and access equal employment opportunities of people with disabilities.[75]
Output 4.3 Generate research and evidence on the care economy and women in the informal sector	2	This research will contribute to advocacy and policy dialogues to dismantle the social, economic and institutional barriers impeding women's economic equality[76], including women's unequal care burden and labour market discrimination that results in women's over-representation in the informal sector of the economy. Stakeholders to be engaged for this research include women doing unpaid care work, rural women, women who are domestic workers, women entrepeneurs, and People with Disabilities.

Sustaining Peace Marker *(optional- please only fill out if you added the marker to the workplan above)*

Please copy the output/outcomes as per in the workplan and add the Sustaining Peace marker score justify the scoring. Please refer to the UNSDG guidance here: Please refer to the UNSDG guidance here: https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers

Joint Programme Outputs	SPM Score	Justification

[72] E/C.12/KHM/CO/2, para 40; CEDAW/C/KHM/CO/6 para. 26 (a).

[73] CCPR/C/KHM/CO/3, para. 14.

[74] CCPR/C/KHM/CO/3, para. 14.

[75] E/C.12/KHM/CO/2, para 24; CCPR/C/KHM/CO/3, para. 14.

[76] CCPR/C/KHM/CO/3, para . 17(a); CEDAW/C/KHM/CO/6, para. 22, see also CCPR/C/KHM/CO/3, para. 16.

ANNEX 7: Overview of the Learning and capacity building plan for the main stakeholders, including social partners and civil society

Key skills and competencies

Government:
- Managing of integrated IT systems for harmonized delivery of integrated cash transfer schemes
- Providing trainer to local authorities and the national counterparts for the roll-out of the social protection registry and integrated social service case management system
- Analysis and effective use of costing scenarios for efficient and impactful programme implementation
- Advance holistic Disability Inclusion into public programming
- Strengthen inter-ministerial collaboration for multi-sectoral implementation of key Government reforms

Objectives and main activities

Objective I: Enable Government stakeholders to effectively manage integrated IT systems after UNICEF support is phased out
Activity 1: Induction of NSAF team on integrated IT system
Activity 2: Technical backstopping support of NSAF IT team
Activity 3: Regular follow-ups/Refresher trainings of NSAF (including decentralised structures) on integrated IT system

Objective II: Ensure Government understands and applies provided costing scenarios and embrace its best use for programme implementation
Activity 1: ToT on basics of Public Finance Management (National and sub-national level)
Activity 2: ToT on basics of applied costing analysis (National and sub-national level)

Objective III: Ensure high level of awareness amongst Government officials around importance of disability inclusion within programme design and implementation
Activity 1: 2 Workshops on Disability Inclusion – lessons learned and best practises from other countries (National and sub-national level)

Objective IV: Strengthen awareness amongst Government stakeholders on the importance for multisectoral collaboration to advance inter-ministerial agendas, such as the UHC roll out
Activity 1: Inter-ministerial training sessions at different national and sub-national levels
Activity 2: Establishment of inter-ministerial task forces at different national and sub-national levels for UHC with clear ToRs and action plan

ANNEX 8: Overview of the Communications and visibility plan[77]

Overall narrative

As Cambodia advances towards achieving the 2030 Agenda and graduating from its LDC status, the Joint Programme will support Cambodia in unlocking new opportunities to advance decent job creation and social protection, fostering sustainable and inclusive economic growth. Through the Joint Programme, immediate action will be taken to accelerate just transitions in Cambodia through integrated actions to create decent work for all and build inclusive social protection systems, leaving no one behind.

Objectives and main activities

Objectives:

1. **Raise awareness** about the importance of taking immediate, collective action to promote the creation of decent jobs, expand social protection in Cambodia.
2. **Communicate results and impact** to support coalition-building efforts – i.e. mobilizing further resources, identifying new areas of partnership – to build momentum and accelerate towards the achievement of the Cambodian SDGs.
3. **Strengthen national ownership** and commitment to employment promotion and social protection expansion in Cambodia (particularly relevant for government)

Communication Plan:

Main Activities	Target Audience	Channels	Timeframe
JP Launch and Wrap-up Event	Government, Donors and DPs, UNCT and other UN Agencies, Private Sector, Civil Society, women and disability organisations	Joint Press Release Opening and Closing Remarks Media Coverage on local media Social Media	November 2024 – October 2026
Participation as members or observers at JP Steering Committee and/or JP Team	Government, Donors and DPs	Face-to-face meeting	November 2024 – October 2026
(Bilateral) Meetings to disseminate information about JP related projects and secure support for creation of decent jobs and social protection in Cambodia	Government, Donors and DPs, UNCT and other UN Agencies, Private Sector, Civil Society, women and disability organisations	Face-to-face meeting	November 2024 – October 2026
Print material informing about JP objectives, activities, progress and achievements	Government, Donors and DPs	Books Brochures Magazines	November 2024 – October 2026
Release human impact stories to communicate impact of JP at individual-level	All stakeholders, including general public	Social Media Blog post (on PUNO platforms and local media) Interviews with direct beneficiaries (on PUNO platforms and local media)	November 2024 – October 2026
Disseminate one study on care economy	Government, DPs, UN Agencies, private sector, civil society, women organisations and general public	In-person workshop Website and social media	March – December 2025

[77] This communication plan will be further refined during the mobilization phase of the JP.