



Enhancing occupational safety and health standards in construction sector in Cambodia

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited but has undergone quality control by the ILO Evaluation Office.

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Acronyms

ADFAT	Australian Department of Foreign Affairs and Trade
APHEDA	Australian People for Health Education and Development Abroad
ASEAN	Association of South-East Asian Nations
BWTUC	Building and Wood Workers Trade Union Federation of Cambodia
CAMFEBA	Cambodian Federation of Employers and Business Associations
CCU	Cambodian Confederation of Unions
CCW	Confederation of Cambodian Workers Movement
CDC	Council for the Development of Cambodia
CLOWBUF	Cambodian Labour of Workers and Building Union Federation
CNAP	Cambodian National Asbestos Profile
CO	Country Office
DOSH	Department of Occupational Safety and Health
DWCP	Decent Work Country Programme
Euro CHAM	European Chamber of Commerce in Cambodia
EVAL	Independent ILO Evaluation Office
FBWW	Federation of Building and Wood Workers
FPRW	Fundamental Principles and Rights at Work
ILS	International Labour Standards
ILO	International Labour Organization
JICA	Japan International Cooperation Agency
JISHA	Japan Industrial Safety and Health Association
KII	Key Informant Interview
KOSHA	Korea Occupational Safety and Health Agency
LABADMIN/OSH	ILO Labour Administration, Labour Inspection and Occupational Safety and Health Branch
LACMS	Labour Automated Central Management System
LI	Labour Inspection
LOP	Life of Programme
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoIH	Ministry of Industry and Handicrafts
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoLVT	Ministry of Labour and Vocational Training
MPWT	Ministry of Public Works and Transport
NAP	National Action Plan
NPIC	National Polytechnic Institute of Cambodia
NTTI	National Technical Training Institute
NSSF	National Social Security Fund

NTOSHC	National Tripartite Occupational Safety and Health Committee
OECD-DAC	Organization for Economic Co-operation and Development/ Development Assistance Committee
OSH	Occupational Safety and Health
OSHNET	Occupational Safety and Health Network
PAB	Project Advisory Board
PAOT	Participatory action-oriented training
PDOLVT	Provincial Department of Labour and Vocational Training
PPE	Personal Protection Equipment
PPI	Preah Kossamak Polytechnic Institute
RGC	Royal Government of Cambodia
RBM	Results-based Management
SDG	Sustainable Development Goals
SME	Small and medium enterprises
TCP	Technical Cooperation Project
TVET	Technical and Vocational Education and Training
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations' Evaluation Group
WILCON	Work Improvement for Large Construction Sites
WISCON	Work Improvement for Small Construction Sites

Executive Summary

Background and Context

Based on the lessons learned, achievements and foundations established during the first phase (2012-2015) of a similar but more generic project, the Royal Government of Cambodia (RGC) and the ILO agreed to pursue further cooperation in the field of occupational safety and health (OSH). Thus, a second phase of the project (e.g., “Enhancing Occupational Safety and Health Standards in the Construction Sector in Cambodia”) was designed to be implemented between April 2017 and March 2020. The project duration was later extended to December 2022. The project is supported by a financial contribution of US\$ 2,109,386.26 from the Government of Japan (e.g., the Ministry of Health, Labour and Welfare) and it is implemented under the framework of the ILO's Flagship Programme *Safety + Health for All*.

Project Description

The project's development objective is “To improve the safety and health of construction workers in Cambodia through effective implementation of policy and legal framework in construction sector; and promote and share best practices on OSH through training and capacity building programmes”. Project's immediate objectives (IO) were: IO1: Legislative frameworks in construction to promote OSH and social protection; IO2: Preventive measures for occupational safety and health hazards and risks with particular focus on asbestos and chemical substances; IO3: Improved knowledge of relevant officers on OSH; IO4: Promoted good practices shared at ASEAN level.

Evaluation Purpose, Objective, and Scope

The final evaluation's **purpose** is to assure accountability and learning to the ILO constituents and key stakeholders. The findings and recommendations will be used as organizational learning to improve the design and implementation of future relevant project and programmes. The **overall objective** of the independent final evaluation is to provide an assessment, following OECD-DAC evaluation criterion as used by ILO and adjusted to ILO mandate, of the relevance, coherence, effectiveness, efficiency, impact orientation and sustainability of the interventions and approaches used by the project to enhance Occupational Safety and Health Standards in Cambodia. The final evaluation assesses the project's performance as per its foreseen targets and indicators of achievement at outcome and output levels, the strategies and implementation modalities chosen, its partnership arrangements, and the constraints, and opportunities it faced. It also provides lessons to improve the design, performance, and sustainability of future similar initiatives. The evaluation **scope** covered project activities implemented at national and provincial level in Cambodia between April 2017 and October 2022.

The Clients/ Users of the evaluation are the Royal Government of Cambodia's (RGC) relevant ministries and agencies, and particularly the Ministry of Labour and Vocational Training (MoLVT), employers' organizations, trade unions, the ILO, and the donor (Japan's Ministry of Health, Labour, and Welfare).

Evaluation Methodology

The evaluation used a mix of evaluation approaches to ensure triangulation of information, basically: A results-based approach to examine the project's outcome achievements; mixed methods to ensure the validity and reliability of the findings; and a participatory approach.

Data collection methods included an exhaustive review of documents; key informant interviews (KII) and collective meetings; focus group discussions (FGD). The evaluation data collection work was performed face-to-face in both Phnom Penh and its surrounding areas, and in a remote way using conference calls as relevant, when participants were not directly accessible.

Main Findings and Conclusions

After an extended implementation period, the project has attained most of its expected outputs and it has contributed to strengthen OSH national capacity in Cambodia. However, more time and efforts are needed to enhance and expand implementation of OSH measures in the sector around Cambodia.

Validity of the Intervention Logic

The timeframe, resources allocated and intervention strategies¹ were adequate for achieving the planned project's outcomes and objectives. The project wrongly assumed that the implementation of a training-of-trainers (TOT) scheme would be enough to create an increasing, **non-interrupted** trickle-down effect; however, there are certain economic/contractual factors that impede, in practice, the effective flow of training to construction workers, particularly those working for small subcontractors.

Coherence

While most key governmental, private sector and workers' organizations were part of the project's PAB, the project also coordinated activities with some Cooperation Agencies in Cambodia, such as the Australian People for Health Education and Development Abroad (APHEDA) and CARE. However, the project did not coordinate activities with other two key international cooperation agencies which were carrying out significant work in the OSH field in Cambodia, such as the Korean Occupational Safety and Health Agency (KOSHA), and the Australian Department of Foreign Affairs and Trade (ADFAT).

Relevance

The project is aligned with ILO's *Flagship Programme Safety + Health for All*, and it is in line with the expectations of the Ministry of Labour and Vocational Training (MoLVT), employers' organizations and trade unions. The project is linked to various outcomes and indicators of the UNDAF, several Sustainable Development Goals (SDG), the ILO Programme and Budget, and the Royal Government of Cambodia's (RGC) Decent Work Country Programme. The project is consistent with the RGC's *National Strategic Development Plan 2019-2023*, the *Rectangular Strategy for Growth, Employment, Equity, and Efficiency: Building the foundation toward*

¹ E.g., building knowledge, providing technical assistance to government and social constituents for the elaboration of legal framework, raising awareness, and developing capacity building through training and adapted tools.

realizing the Cambodia Vision 2050 -Phase IV, 2018, and the National Social protection Policy Framework 2016-2025.

Effectiveness

After an extended implementation period, the project has attained most of its expected outputs and it has contributed to strengthen OSH national capacity in Cambodia. The Project's most relevant achievements include:

- The completion and publishing of the 2nd National OSH Profile; the review of the 2nd OSH Master Plan and the preparation of a draft of the 3rd OSH Master Plan and the formulation of the National OSH Policy (**pending MoLVT approval**) and review of four key OSH, construction-sector related *prakas* (**pending MoLVT approval**)
- The completion of the Cambodian 1st and 2nd National Asbestos Profile (CNAP), and the preparation of the Cambodian National Roadmap and Action Plan to prevent asbestos exposure and diseases for workers and community 2023-2026; the dissemination of the Guidelines on Safety of Chemical Substances at the Workplace; and the observation of World Day for Safety and Health at Work, as well as other awareness-raising events on OSH and on asbestos
- The adaptation to Khmer of relevant ILO training material on OSH in Construction (e.g., WISCON and WILCON); organization of WISCON training-of-trainers for circa 111 trainers, including 22 women, among DOSH labour inspectors and trade unions', employers' organizations and enterprises representatives, as well as WILCON training of 395 members of the Board of Engineers (of which 26 women), as well as 20 labour inspectors from DOSH (of which 7 women); the replication of WISCON training with 900 construction workers; a training-of-trainers course on the Japanese hazard prediction method for staff of the NTTI, NPIC and the Preah Kossomak Polytechnic Institute (PPI).
- Technical and financial assistance to MoLVT in the organization of an ASEAN OSHNET workshop on good practices on OSH in small and medium enterprises and the informal economy in October 2022.
- A comparative study on OSH policy and legal framework in Cambodia, in support of ratification and application of the Promotional Framework for Occupational Safety and Health Convention, 2006 (C187).

Efficiency of Resource Use and Effectiveness of Management Arrangement

Human and financial resources have been used in a rational, ad-hoc way, following the requests of MoLVT and project planned objectives. However, while the project had a well-established tripartite mechanism to oversee its implementation (e.g., the PAB), and ROAP and local project staff provided technical expertise on OSH, management systems and support to policy development, results-based management was used by the project to a very limited extent.

Orientation Towards Impact

The Project partially achieved its development objective/or expected impact (e.g., "to improve safety and health standards in the construction sector in Cambodia through effective implementation of policy and legal framework and to promote and share the best practices on OSH through training and capacity building programme"). However, while some actions in favor of OSH are in development, **the country still lacks an occupational safety and health**

prevention culture, particularly in the construction sector, where the number of injuries and illness remains relevant, and the use of PPE is not generalized². In this sense, while the project contributed to layout some key elements for the national OSH strategy, some relevant issues are still pending and need to be addressed to generate lasting impact, such as: The National Tripartite Occupational Safety and Health Committee (NTOSHC) seldom meets and has limited power; the 2nd OSH Master Plan has not been widely publicized and its implementation is not being regularly tracked by the NTOCSHC, the PAB or the MoLVT; the progress of the OSH Master Plan is difficult to assess; the regulatory framework on OSH is still weak and risks incurring in overlapping of competencies and actions in the construction sector by the MLMUPC (regarding legal framework, inspection, penalties, training, and awareness raising activities); the approval and launching of the National OSH Policy and the enactment of four key OSH in construction-related *prakas* remain stalled for a long time; labour and OSH inspection systems are weak and understaffed. Labour law enforcement capacity is limited; there is limited research on OSH and the government lacks an OSH data collection system; there is wide room and need for the development of awareness raising campaigns on OSH through mass media (and particularly on OSH in the construction sector). As a result of project interventions, both intended and unintended impacts have occurred both within and outside the scope of the project.

Sustainability

By the end of project life (end of 2022), apart from a few project deliverables (OSH profile, national asbestos profile), few project elements would remain sustainable. While technical capacity has been created in DOSH/ MoLVT, further technical support and financial resources would be needed to institutionalize and expand WISCON and WILCON trainings around the country.

Lessons Learned

- The functions of the existing National OSH Committee could be re-defined to include the coordination role on OSH law and policy development with a view to exploring synergies, avoiding duplication of efforts and resources, and identifying potential areas for collaboration and joint implementation between and among the members from the relevant ministries and institutions and the development partners.
- To facilitate consensus building and in ensuring for the best outcomes of dialogue and consultation/or discussion, the members of the National OSH Committee should have relevant technical and at least practical knowledge and experience working in the field of OSH.
- The existing OSH standards that have been successfully and effectively implemented by some big construction companies could be adopted/or tailored to meet the needs of the small construction companies that have limited resources or knowledge about the OSH standards.

Good Practices

- Regular meetings of the PAB provided a shared space to implement tripartism and for the exchange of innovative ideas and good practices on OSH prevention measures that can be replicated and applied at the construction sites across the country.

² <https://cambojanews.com/new-guidelines-aim-to-reduce-accidents-at-construction-sites/>

- The guidance given by the Prime Minister of the RGC, on forming a joint-inspection team among the relevant ministries and institutions can be used as a basis for future discussion between the MoLVT and the MLUPC to conduct in the future joint-inspection on OSH measures and standards in Cambodia.

Recommendations

Addressed to the ILO/ Japan Programme

Recommendation 1: Coordinate more closely ILO strategies and activities with other cooperation agencies working on OSH-related topics in Cambodia, such as KOSHA and ADFAT, and inhouse projects (*addressed to: ILO/Japan Programme, ROAP; priority: High; timing: Short-term; resources: Within current project resources*).

Recommendation 2: Help clarify roles and responsibilities and foster cooperation between MoLVT and MoLUPC (*addressed to: ILO/Japan Programme and other cooperation agencies; priority: High; timing: Short-term; resources: Within current project resources*).

Recommendation 3: Support efforts to promote the ratification of ILO Conventions 187 and 155 by the RGC (*addressed to: ILO/Japan Programme, with support of Phnom Penh CO; priority: High; timing: Medium-term; resources: Within current project resources*).

Recommendation 4: Focus more clearly project efforts on gender responsive OSH approach and measures (*addressed to: ILO/Japan Programme; priority: High; timing: Medium-term; resources: Within current project resources*).

Addressed to the Ministry of Labour and Vocational Training (MoLVT)

Recommendation 5: Prioritize the approval and launching of the pending National OSH Policy and the enactment of four construction sector-related *prakas* (*addressed to: MoLVT; priority: High; timing: Short-term; resources: Within MoLVT current resources*).

Recommendation 6: Establish clear and actionable monitoring and evaluation mechanisms within the design of the of the 3rd OSH Master Plan (*addressed to: MoLVT; priority: High; timing: Short-term; resources: Within MoLVT current resources*).

Recommendation 7: Establish a reporting system on occupational accidents and diseases (*addressed to: MoLVT; priority: High; timing: Medium-term; resources: Increased investment by RGC*).

Recommendation 8: Institutionalize and expand OSH training nationwide. Establish a national certificate/accreditation system on OSH compliance and/or training (*addressed to: MoLVT; priority: High; timing: Medium-term; resources: Increased investment by RGC; support from ILO/ Japan Programme*).

Recommendation 9: Make workers' training on OSH mandatory during worktime without wage deduction (*addressed to: MoLVT; priority: High; timing: Short-term; resources: Within MoLVT current resources*).

Recommendation 10: Strengthen the OSH inspection system and decentralize competencies on prevention, supervision, and enforcement of OSH issues to PDoLVT (*addressed to: MoLVT; priority: High; timing: Medium-term; resources: Increased investment by RGC*).

Addressed to the MoLVT, employers' organizations and trade unions

Recommendation 11: Develop annual awareness raising campaigns on OSH, and particularly in construction, using public media and social media. Explore working with APHEDA, KOSHA and other agencies, as well as other inhouse initiatives, to carry out joint media campaign activities (*addressed to MoLVT, employers' organizations and trade unions; priority: Medium; timing: Medium-term; resources: Increased investment by RGC; support from ILO/ Japan Programme*).

Recommendation 12: Promote development of joint workplace OSH committees as well of workplace risk assessments and management, as part of a gradual approach to the development of OSH management systems (*addressed to MoLVT, employers' organizations and trade unions; priority: High; timing: Medium-term; resources: Within MoLVT current resources*).

1. Background and Programme Description

With an average annual growth rate of 7% between 2010 and 2019 (3% in 2021, post COVID 19) Cambodia's economy has kept an outstanding growth path. The garment, construction and real estate, tourism, and agriculture sectors are the countries major economic drivers, the construction and real estate sector contributed to approximately 2 per cent of the national GDP in 2014, thereby attracting USD 2.5 billion investment and making it the second largest contributor to Cambodia's economic growth after the garment sector (World Bank, 2014).

Various factors, including the changing landscape of Cambodian economy, particularly construction of buildings and other infrastructure, foreign direct investment, and a fiscal environment favourable to domestic credit, have contributed to this upward trajectory of economic growth. Large scale projects such as construction of commercial and residential buildings as well as the demand for improved infrastructure has escalated the number of construction projects. This significant growth of the construction sector has resulted in increased need for construction workers, mostly young workers employed on precarious employment terms, working through contractors. The increase in demand has led to increased employment opportunities and wage growth but not to a better safety and health and working conditions for workers. Cambodian construction sector is currently ill equipped to address a high and increasing incidence of reported as well as unreported occupational accidents, making it one of the most dangerous kinds of labour.

According to union leaders, most occupational accidents occur in construction sites, brick kilns, and small enterprises that have neither the knowledge about nor needed systems in place to protect workers from injuries and illnesses. Common causes of injuries, illnesses and death include falls from heights, being struck by falling objects, collapse of buildings or structures, electrocution, suffocation, and exposure to hazardous chemicals such as asbestos. On construction sites, cladding use of asbestos, sweeping up of building materials, presence of other dust, noise, fire, electrical, and ergonomic hazards, and overall poor housekeeping results in the exposure of workers to constant safety and health hazards and risks. Cambodia has not been able to keep pace with the boom in construction sector to ensure safety and health of the sector's workforce and workplaces.

Between February 2012 and March 2015, the ILO implemented the first phase of the “Occupational Safety and Health in Hazardous Work in Southeast Asia” project, that aimed to address occupational safety and health in hazardous work in ASEAN countries with a focus on Viet Nam and Cambodia. In Cambodia, the project concentrated on establishing occupational safety and health (OSH) standards in hazardous industries which were in line with the 1st National OSH Master Plan of Cambodia, which ran between 2009 and 2013.

The project subject to evaluation is built on the lessons learned, achievements and foundation established during the first phase, which resulted in strengthening OSH standards in hazardous industries through the establishment of national policy frameworks and the use of ILO participatory training courses for Work Improvement in Construction (WISCON, WILCON) in the provinces. The first phase also assisted in developing a national guideline for OSH committees at enterprises and helped create a preliminary list of occupational diseases as well as promoted practical assistance among national technical experts.

Based on the lessons learned, achievements and foundations established during the first phase, the Royal Government of Cambodia (RGC) and the ILO agreed to pursue further cooperation in this field. Thus, a second phase of the project (e.g., “Enhancing Occupational Safety and Health Standards in the Construction Sector in Cambodia”) was designed to be implemented between April 2017 and March 2020. The project duration was later extended to December 2022.

The project’s development objective is “To improve the safety and health of construction workers in Cambodia through effective implementation of policy and legal framework in construction sector; and promote and share best practices on OSH through training and capacity building programmes”.

The project aims to mobilize government agencies, employers’ organizations, trade unions, and other key stakeholders to implement strategic interventions to improve occupational safety and health standards. The project’s theory of change assumes that establishing legal safeguards and labour rights protection, together with the effective implementation of gender-sensitive training and capacity building programs, will lead to improved OSH protection of construction workers in the fast-growing Cambodian construction sector.

The project is supported by a financial contribution of US\$ 2,109,386.26 from the Government of Japan (e.g., the Ministry of Health, Labour and Welfare) and it is implemented under the framework of the ILO's Flagship Programme *Safety + Health for All*.

Table 1: Enhancing OSH Standards in Cambodia Project— Immediate Objectives and Outputs

Immediate Objectives	Outputs
Immediate Objective 1: OSH policy-legislative frameworks in construction sector developed and implemented in line with the framework of the 2 nd National OSH Master Plan and ILO standards	Output 1.1: Strengthened technical knowledge and capacity necessary for the development of OSH legal framework for the construction sector
	Output 1.2: Technical support provided to the MOLVT to update the National OSH Profile ³ of Cambodia and to develop the guideline on OSH management systems
Immediate Objective 2: Preventive measures for occupational health hazards and risks including asbestos and chemical substances strengthened	Output 2.1: Research on the use of chemical substances including asbestos carried out and a study report with recommendations drafted and published in the second year
	Output 2.2: National level stakeholders' ability to promote the ban of asbestos in line with ILO Asbestos Resolution in 2006 strengthened
	Output 2.3: Capacity of employers, their sub-contractors and supply chain built to promote good work practices
	Output 2.4: Pilot project to introduce OSH curriculum in selected TVET institution launched
Immediate Objective 3: Enhanced culture of preventative safety and health at construction sites and improved OSH knowledge through OSH training to construction workers	Output 3.1: Trainings to improve OSH in construction strengthened and sustainable delivery mechanisms established and functioned
Immediate objective 4: OSH good practices in construction sector shared at ASEAN level and C187 Promotional Framework for Occupational Safety and Health Convention, 2006 is applied for future ratification	Output 4.1: OSH good practices in construction sector in ASEAN collected, analyzed, published, and shared in regional workshop/seminar in Myanmar

³ The current National OSH Profile was written in 2011

To achieve the outputs above, the project implemented a variety of **activities** covering the following areas:

- a. Knowledge generation (baseline study, update of National OSH profile, research on the usage of chemical substances in construction, design of national guidelines on OSH management systems)
- b. Technical assistance on planning and implementation (completion of 2nd National OSH Master Plan, roadmap towards the elimination of asbestos, develop guidelines on chemical safety for preventing accidents and injuries caused by chemical substances, support ratification of C187)
- c. Support to legal reform (policy development, technical assistance to draft *prakas*, support to drafting Law on OSH)
- d. Capacity building and support to institutional development (adapt training tools on OSH to Cambodian context/ needs; training of trainers for labor officials, labor inspectors, workers' organizations, construction companies; introduction of course on OSH within National Technical Training Institute's curriculum; promote coordination among relevant government agencies and specialized bodies regarding OSH; share good practices from/ with ASEAN members, etc.)
- e. Social dialogue on OSH (meetings of project's Tripartite Technical Committee -Project Advisory Board, events organized for/with social constituents); and
- f. Awareness raising (communication plans, development of awareness raising materials, sensitization campaigns).

Regarding its management arrangements, the project established a tripartite mechanism to oversee its implementation: The Project Advisory Board (PAB). ILO's Regional Office for Asia and the Pacific (ROAP) provided technical expertise on OSH, management systems and support to policy development through the work of the CTA and the OSH Specialist. At country level, a National Project Coordinator, an Administrative and Financial Officer, and international and national consultants provided specific support to the implementation of project activities. ILO

provided technical assistance, training materials, and strategic direction and advice on project strategies; MoLVT provided leadership in the discussion emerging OSH issues, in the elaboration of regulations and implementation frameworks, and in monitoring progress towards results; employers' organizations and trade unions contributed as members in the Project Advisory Board, and in project training activities. Institutional allies (APHEDA, JICA, JISHA, CARE) provided technical inputs in specific project activities.

2. Evaluation Purpose, Overall Objective, Scope, and Users

The final evaluation's **purpose** is to assure accountability and learning to the ILO constituents and key stakeholders. The findings and recommendations will be used as organizational learning to improve the design and implementation of future relevant project and programmes.

The **overall objective** of the final evaluation is to assess the coherence, relevance, effectiveness, efficiency, impact and sustainability of the interventions, strategies, and approaches of the project to enhance Occupational Safety and Health Standards in Cambodia.

The specific objectives of the final evaluation are:

- a. To assess the relevance and coherence of the project to the target groups, institutions, sectors, and country needs and other relevant frameworks as well as region-wide (relevance and coherence)
- b. To assess how well embedded is the project in the flagship programme Safety + Health for All (in particular, regarding its strategy/ToC)
- c. To assess the extent to which the net benefits of the intervention continue or are likely to continue at the institutional, and workplace and level. (sustainability)
- d. To assess how far the project is achieved its objectives (effectiveness)
- e. To assess the extent of changes made in practices at targeted institutions and workplaces, and the way they may affect women workers (impact)
- f. To assess efficiencies in both programmatic and resource utilization of the project and how far the project made synergies within ILO and was able to leverage resources from outside stakeholders, projects, and programmes
- g. To identify unintended both positive and negative results of the project, lessons learnt, good practices and related innovative approaches concerning occupational safety and

health in the construction sector and at national level management and implementation of activities and achieving results

- h. To identify major external and internal factors that facilitate and /or hinder the progress in achieving the overall objective, outcomes.
- i. To assess the effects of COVID-19 in achieving the project results and objectives and the measures taken to minimize the negative impact

In summary, the evaluation will seek to determine how well the project outcomes were achieved, how they were achieved and under what conditions. It will cover the project's various components, its implementation as per the project workplan, and the sustainability of its results. The evaluation will also attempt to contribute to organizational learning by identifying how synergies among the project and other ILO relevant programmes, as well as cooperation with other international stakeholders contributed to the project's outcome.

The evaluation **scope** will cover project activities implemented at national and provincial level in Cambodia between April 2017 and October 2022. Integrating gender equality, social dialogue, and disability concerns will be part of data collection, analysis, and reporting. Data on project direct participants will be disaggregated accordingly.

The evaluation team will glean information from a diverse range of Project stakeholders and institutions who participated in and were intended to benefit from interventions in Cambodia. The evaluation will interview and analyse the participation, contribution, and opinions of different stakeholders.

The evaluation will assess the broader organisational learning that can be gleaned from the project in terms of demonstrating how technical assistance from ILO can bring legislation and national practices in conformity with ratified conventions, and how engagement with social partners and multiple partnerships with relevant international agencies can play a role in advancing project and organizational goals. The lessons learned, emerging good practices, and recommendations identified by the evaluation may be used by the ILO and ILO Constituents to replicate successful strategies at national level and in other countries in the region that face similar issues.

The **users** of this final evaluation are:

- The Ministry of Labour and Vocational Training (MOLVT), particularly its Department of OSH (DOSHS)
- The Ministry of Land Management, Urban Planning and Construction (MLMUPC)
- The Ministry of Public Works and Transport (MPWT)
- The Ministry of Health (MoH)
- National Social Security Fund (NSSF)
- Other relevant ministries and agencies
- Trade unions and union federations -e.g., Building and Wood Workers Trade Union Federation of Cambodia (BWTUC), Cambodian Confederation Unions (CCU), Confederation of Cambodian Workers Movement (CCW), Federation of Building and Wood Workers (FBWW), Cambodian Labor of Workers and Building Union Federation (CLOWBUF)
- Employers' associations and construction companies -e.g., Cambodian Federation of Employers and Business Associations (CAMFEBA), European Chamber of Commerce in Cambodia (Euro CHAM), various construction companies addressed by the project
- The ILO Country Office (CO) Phnom Penh
- The ILO/Japan Multi-bilateral Programme
- ILO Regional Office for Asia and the Pacific in Bangkok
- ILO LABADMIN/OSH – HQ
- ILO Evaluation Office (EVAL)– HQ
- The donor agency: The Ministry of Health, Labour and Welfare (Japan)

Following its TOR⁴, the final evaluation of the project will respond to six OECD-DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability) used in ILO evaluation policy guidelines. ILO's cross-cutting policy drivers on Decent Work, including International Labor Standards, the promotion of equality between men and women and non-discrimination, and social dialogue, will be taken in account when evaluating the project⁵.

⁴ The evaluation TOR is presented in Annex 1.

⁵ Specifically, the evaluation will analyze the gender responsiveness of the project throughout design and implementation and its impact on the needs of men and women, taking in account [ILO's Guidance Note 3.1, on Integrating gender equality in monitoring and evaluation https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf).

The following list of 24 key questions has been formulated to guide the information gathering, analysis, conclusions, and recommendations, as well as lessons learned and good practices.

Table 2: Assessment Criteria and Evaluation Questions

Assessment Criteria	Evaluation Questions to be addressed
<p>I. Relevance and Strategic Fit</p>	<ol style="list-style-type: none"> 1. The extent which the project is in line with expectations of tripartite constituents, workers, national development framework, policy and legal framework in construction sector and OSH policy and the Master Plan, 2030 Agenda for sustainable development goals, relevant ratified conventions by Cambodia, Decent work country programme (2016-2018) Cambodia, UNDAF (2016-2018) Cambodia, and the objectives of the Flagship Programme Safety + Health for All. 2. How far the project adapted to its interventions to the changing context specifically under the COVID -19 situation addressed priority needs of the above-mentioned groups and frame works
<p>II. Validity of Intervention Logic and Coherence</p>	<ol style="list-style-type: none"> 3. Are the intervention strategies appropriate for achieving the planned outcomes and objective within the given timeframe, resources available and the social, economic, and political environment? 4. To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender and non-discrimination in project strategies and interventions? 5. Were the risks and assumptions to achieve project objectives properly identified, assessed, and managed 6. The extent to which that the project has complemented and/or harmonized or coordinated with other actors and their interventions on social protection and security in Cambodia
<p>III. Programme Effectiveness</p>	<ol style="list-style-type: none"> 7. What extent the project has strengthened the Cambodian national capacity including legislative frameworks in construction to promote OSH and social protection, preventive measures for occupational safety and health hazards and risks with particular focus on asbestos and chemical substances, improved knowledge of relevant officers on OSH and promoted good practice shared at ASEAN level. 8. To what extent the project was useful in supporting to implement the policy and legal framework in construction sector including 2nd National OSH Master plan (2018-2022) 9. Identify factors affecting project implementation, achieving outputs/objectives/outcomes, positively and negatively. 10. To what extent the project has addressed the differences between women and men workers in terms of OSH hazards and risks they face, and developed and implemented gender-responsive OSH measures? 11. Did the project extensions allow the project to achieve better results?

	<p>12. To what extent were the constituents able to fulfil the roles expected in the project strategies? How did the project address the capacity challenges?</p> <p>13. Assess the extent of project outcome indicator progress</p>
IV. Effectiveness of Management Arrangement	<p>14. How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results?</p> <p>15. To what extent was results-based management implemented in the programme?</p> <p>16. Did the need for approval of annual extensions had an impact on project effectiveness? Were project management arrangements appropriate for programmatic delivery?</p>
V. Efficiency of Resource Use	<p>17. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives</p> <p>18. To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?</p>
VI. Impact Orientation	<p>19. To what extent was the project able to establish required mechanism change to improve working conditions in the construction sector in Cambodia.</p> <p>20. What are the intended and unintended impacts emerged as the project interventions</p>
VII. Sustainability	<p>21. To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, practices, mechanisms, and capacities to strengthen OSH in Cambodia and promote OSH good practice at ASEAN level?</p> <p>22. Assess the level of operationalization of the project exit strategy and its effectiveness, and the elements of the project that are most likely to be sustained after project closure.</p>
VIII. Tripartism, Social Dialogue, Gender Equality and Non-discrimination	<p>23. What are the key achievements of the project on gender equality and women's empowerment?</p> <p>24. Has the project engaged tripartite constituents meaningfully since the designing of the project assure their involvement and enhance ownership</p>

3. Evaluation Methodology and Limitations

The evaluation follows the ILO's evaluation policy which adheres to international standards and best practices, articulated in the OECD/DAC Principles and the Norms and Standards for

Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG) ⁶.

As per the TORs, the evaluation uses a mix of evaluation approaches to ensure triangulation of information. It uses a results-based approach to examine the Enhancing OSH standards in Construction in Cambodia project's outcome achievements; mixed methods to ensure the validity and reliability of the findings; a participatory approach in that, to the extent possible, the evaluation involves ILO key stakeholders such as beneficiaries (e.g., construction workers), ILO Tripartite Constituents, ILO staff and strategic partners.

An evaluation matrix served as the main framework for organizing and clarifying the focus of data collection efforts. It consists of a double-entry table in which sources of relevant information are identified for each evaluation category and question. In this way, the evaluation team is able to capture and systematise all relevant information within a single document. In addition to clarifying and focusing data collection, the matrix facilitates the subsequent data analysis and reporting phases. The evaluation matrix is presented in Annex 2. Data collection work was performed face-to-face in both Phnom Penh and construction sites around the latter, and in a remote way using conference calls, as relevant, when participants were not directly accessible.

3.1. Methods and Techniques

The evaluation team selected methods and techniques aimed to ensure relevant data collection and provide the evidence needed to generate useful findings, address the evaluation criteria, and answer the evaluation questions.

Evaluation methods and techniques used in this evaluation included:

a. Document Review

Based on the information provided by the project, the evaluation team reviewed a variety of documents related to the current evaluation. The list of documents reviewed can be found in Annex 3.

b. Key Informant Interviews and Focus Groups

⁶ Please see [ILO policy guidelines for results-based evaluation \(2020\)](#)

The evaluation team carried out face-to-face interviews and focus group discussions with relevant stakeholders. Exceptionally, where the above may not be available, the evaluation team will conduct interviews and focus groups through conference calls.

Interviews were guided by the UNEG Norms and Standards. The evaluation team conducted a series of **key informant interviews** with the following stakeholders:

- ILO Bureau of LABADMIN/OSH Branch at Geneva
- the ILO/Japan current Multi-bilateral Programme representative
- The past Project CTA
- ILO OSH Specialist (DWT member) at the Regional Office for Asia and the Pacific in Bangkok
- Project staff at Phnom Penh
- ILO CO representative in Phnom Penh
- Project Advisory Board (PAB) head and members
- Relevant Ministries and government agencies (MOLVT, MLMUPC, MoH,)
- A meeting with ten DOSH national staff in Phnom Penh
- Employers' organization representative (CAMFEBA)
- Representatives of Trade Unions and Union Confederations -e.g., Building and Wood Workers Trade Union Federation of Cambodia (BWTUC), Cambodian Confederation Unions (CCU), Confederation of Cambodian Workers Movement (CCW), Federation of Building and Wood Workers (FBWW), Cambodian Labour of Workers and Building Union Federation (CLOWBUF)
- Representatives of construction companies participating in the PAB
- Representatives of other organizations implementing OSH-related or development initiatives in Cambodia (APHEDA, CARE).

A total of 85 people were interviewed by the evaluation team members. The list of stakeholders and schedule of interviews is included in Annex 4.

The evaluation team carried out the following **focus group discussions** (FGD) with:

- 25 DOSHA staff (3 women) at each of the 25 Cambodian provinces (**two remote sessions** with 12 and 13 participants each)
- 18 construction workers (15 women) in two construction sites outside Phnom Penh (**two face-to-face meetings** with 9 workers each)

Given the short time to prepare the evaluation mission, the evaluation team used purposive (non-probabilistic) **sampling** to select participants in FGD. In the case of DOSHA, each province selected one Provincial Department of Labour and Vocational Training (PDoLVT) member that had participated in WISCON training to attend the FGD. In the case of construction workers, given that FGD were conducted on a holiday (Sunday) because of workers' reduced availability, the evaluation team accepted to include all those workers trained in WISCON who volunteered their free time to participate in the FGD.

The intersection of qualitative data -from interviews- and quantitative data-- basically obtained through documentary analysis and information provided directly by DOSHA and/or ILO project staff- allows for an external validation of the different subjective perceptions. The evaluation team developed **Draft KII and FGD guides** for the evaluation. These are presented in Annex 6.

c. Workshop to Review Preliminary Findings

At the end of the data collection phase (November 17) the evaluation team, together with the Project Office in Phnom Penh organised a remote workshop/ conference call to communicate and discuss the preliminary findings of the evaluation with tripartite constituents, and ILO ROAP and project staff.

The draft report was shared with key stakeholders for their review and further inputs.

3.2. Limitations

Due to contextual factors (interference of national holidays and an ASEAN Conference that produced an extended holiday), the number of available days for data collection was reduced in practice by 30%. The evaluation team compensated this by utilizing remote means to interview some stakeholders, and it managed to access most of the participants intended for the evaluation.

The evaluation findings are based on information collected from background documents, the project's monitoring and evaluation system, and key informant interviews. The accuracy of the evaluation findings is predicated on the integrity of information provided to the evaluation team from these sources. All efforts were made by the evaluation team to triangulate this information and mitigate any information bias.

3.3. Ethical Considerations

To guarantee the development of an impartial, independent, unbiased, and credible evaluation process, the evaluation team was subject to the highest standards of conduct. The evaluation team maintained strict confidentiality with respect to the information it received from the ILO and relevant stakeholders.

The ILO Code of Conduct for independent evaluators applies to this evaluation. The evaluation team maintained strict confidentiality with regards to the information received from the ILO and relevant stakeholders.

4. Programme Status

The Project is to end in December 2022.

As per the information received from the CTA, the ILO is preparing a “bridge project” to extend some activities until September 2023, and it is considering implementing a 3rd phase of the project during the following years, up to 2026.

5. Findings by Criteria

5.1 Relevance and Strategic Fit

The project is aligned with ILO’s *Flagship Programme Safety + Health for All*, as the project’s activities include all Flagship Programme’s key components (e.g., building knowledge, creating conducive national frameworks, strengthening national capacities, and promoting demand for safe and healthy workplaces). The project is in line with the expectations of the Royal Government of Cambodia’s relevant organization (Department of OSH -DOSH), at the MoLVT), as well as with the expectations of employers’ organizations and trade unions, as represented in the Project Advisory Board (PAB).

The project is linked with:

- The UNDAF (2019-2023), specifically with regards to sub-outcome 2.1 (*More women and men have decent work both in wage and self-employment, are protected by labour*

standards, and have higher skills in a progressively formalizing labour market, and high levels of employment are maintained), indicator 2.2.2 (v): Increased compliance with Core Labour and Occupational Safety and Health standards, and secondarily, with sub-outcome 4.3 (Laws and policies meet international norms and standards). Since its inception, the project was also consistent with the 2016-2018 UNDAF (Outcome 2: Social Development, social protection, and human capital).

- Three Sustainable Development Goals (SDG): # 3 (*Ensure healthy lives and promote well-being for all at all ages, and particularly target 3.9*); # 8 (*Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all, and particularly target 8.8*); and #5 (*Achieve gender equality and empower all women and girls, and particularly target 5.2*).
- ILO Programme and Budget 2022-2023, Outcome 7 (*Adequate and effective protection at work for all*), output 7.2.1, and secondarily, outputs 1.4.1 and 1.4.2., as well as with previous ILO's P&B starting 2016-2017.
- The ILO's DWCP for the Kingdom of Cambodia's (2019-2023), specifically with regards to outcome 2.3 (*More women, men, youth, and vulnerable groups have access to safe and healthy working conditions*) and the following target under Outcome 3.3: *By 2023, labor inspection system reform completed in line with ILO/BFC/MoLVT Joint Action Plan*). Since its inception, the project was also consistent with Cambodia's 2016-2018 DWCP (*CP Priority 3: Improving and Expanding Social Protection and OSH, and particularly Outcome 3.3: Improved and expanded OSH, with a particular focus on hazardous work*).

The project is consistent with:

- The *National Strategic Development Plan 2019-2023* (e.g., 6.3: Development of Labor Market— Development of Working Conditions and Harmonization of Industrial Relations)
- The *Rectangular Strategy for Growth, Employment, Equity, and Efficiency: Building the foundation toward realizing the Cambodia Vision 2050 -Phase IV, 2018* (e.g., Strategic Goal # 2, Rectangle 3: Private Sector and Job Development, Side 1: Job Market Development).
- The *National Social protection Policy Framework 2016-2025* (to be implemented by the National Social Security Fund -NSSF- and other relevant agencies).

The COVID 19 crisis slowed down progress and almost stopped project implementation for more than a year. At least 6 months were lost for implementation due to lack of local access to internet resources. To address this, ILO provided an internet allowance to participants in remote meetings.

Although the Project Advisory Board met remotely, addressing COVID 19 became the national priority for DOSH staff and thus very few actions could be put forward between 2020 and the first half of 2021. Thus, while the project tried to adapt its interventions to the changes derived from the COVID 19 crisis, most of its activities were stalled during the said period.

5.2 Validity of Intervention Logic and Coherence

Regarding the **validity of intervention logic**, the timeframe, resources allocated and intervention strategies⁷ were adequate for achieving the planned project's outcomes and objectives. However, delays in decision making and lack of consensus among authorities in MOLVT regarding specific outputs (OSH policy, four construction-related *prakas* whose approval remains stalled after several years) limited the ultimate outcome and effectiveness of the project.

Additionally, the project **wrongly** assumed that the implementation of a training-of-trainers (TOT) scheme would be enough to create an increasing, **non-interrupted** trickle-down effect. However, this evaluation found that certain factors impede, in practice, the effective replication of training on OSH among construction workers, and that more thought/ attention needs to be given so tackle the same (see section 5.3: Effectiveness and recommendation # 10, on making attendance to training mandatory during worktime for workers, without wage deduction).

Regarding ILO's cross-cutting policy drivers, the project helped mainstream tripartism and social dialogue through most of its key activities, by promoting joint work of government and social constituents in the Project Advisory Committee and carrying out specific activities for DOSH staff, enterprises, employers' organizations, trade unions, and workers. International labor standards (e.g., the right to a safe and healthy working environment) is at the core of project efforts and was mainstreamed through capacity building activities. The project

⁷ E.g., building knowledge, providing technical assistance to government and social constituents for the elaboration of legal framework, raising awareness, and developing capacity building through training and adapted tools.

promoted both men and women's participation in project's activities and structure (e.g., PAB). However, it did not have a gender-sensitive strategy related to OSH. The project contributed to an improved environmental sustainability through the development of effective strategies on chemicals management.

ILO staff identified and managed several risks to achieve project objectives. However, it underestimated or/and was unable to identify and address some other key risks:

- Lack of consensus among Ministry of Labour authorities, which limits the applicability of some OSH regulations in the construction sector.
- Limited communication/ coordination among ministries, particularly between the MoLVT and the MLMUPC. This may generate duplicate competencies and parallel interventions on OSH-related matters.
- The extent to which employers and their subcontractors in the supply chain can be influenced to promote good working practices. While this may occur at the central/ upper level, influence is often reduced at the subcontractors' level, and particularly at small enterprises, where economic considerations are prioritized in detriment of safety and health.

The project was not able to manage the issues derived from limited consensus or coordination within the MoLVT, or between the latter and the MLMUPC. And remained unaware of the barriers to expand training posed by the issue of who foots the bill of workers' time used in OSH training.

Regarding **coherence**, while most key governmental, private sector and workers' organizations were part of the project's PAB, the project also coordinated activities with some Cooperation Agencies in Cambodia. For example, the project supported the activities of the organization Australian People for Health Education and Development Abroad (APHEDA) to conduct a survey on employers on asbestos, produce the Cambodian National Asbestos Profile (CNAP), support the CNAP technical working group, a national asbestos hazard workshop in September 2022, and discuss and draft a Roadmap and Action Plan 2023-2026 towards the elimination of asbestos in Cambodia.

Likewise, CARE, which has a project to mainstream a gender approach within trade union activities participated as member of the PAB and joined ILO trainings to trade unions in 2019.

However, while the ILO/Japan-sponsored programme was being implemented, two other key international cooperation agencies, with which the ILO did **not** coordinate activities, were carrying out significant work in the OSH field in Cambodia. That is:

- *The Korean Occupational Safety and Health Agency (KOSHA)*, who provided technical and financial support to the MoLVT to produce the draft of a Law on Occupational Safety and Health; this law contains a specific chapter (Chapter VIII) on Prevention of industrial accidents In **Construction** work. Likewise, KOSHA is providing technical assistance to DOSH to establish an OSH Training Center.
- *The Australian Department of Foreign Affairs and Trade (ADFAT)*, who, under Pillar 3 (Economic Recovery) of its 2022-2023 partnership with Cambodia, committed to support construction safety standards, and assist Cambodia to develop and implement building codes. As result of the above and with ADFAT support, the MLMUPC developed the Construction Act (2019); it enacted some *prakas* on OSH in the construction sector; it is carrying out training on OSH for construction workers at construction sites; it sent one of their staff to be trained in Australia in OSH; it held workshops on OSH addressed to contractors registered at MLMUPC; and it has designed training and support materials on OSH for workers. MLMUPC foresees to expand its work on training in OSH around the country.

This is creating in practice two sources of legal and training initiatives regarding OSH in the construction sector, the MoLVT and the MLMUPC, which are not coordinating their activities, and which may create duplicate efforts and generate inefficiency and confusion in the future. This situation requires to be addressed by the ILO.

5.3 Project Effectiveness

After an extended implementation period, the project has attained most of its expected outputs and it has contributed to strengthen OSH national capacity in Cambodia. The Project's most relevant achievements include:

Immediate Objective 1: Legislative frameworks in construction to promote OSH and social protection

- The project supported the review of the 2nd OSH Master Plan and the preparation of a draft of the 3rd OSH Master Plan
- It supported the completion and publishing of the National OSH Profile
- The project supported the formulation of the National OSH Policy (**pending MoLVT approval**) and the review of four key OSH, construction-sector related *prakas* (**pending MoLVT approval**)
- The project conducted a Comparative Study on OSH in Cambodia, aimed to identify gaps in legal and policy framework with C187, in view of future ratification by the RGC.

Immediate Objective 2: Preventive measures for occupational safety and health hazards and risks with particular focus on asbestos and chemical substances

- The project supported the completion of the Cambodian National Asbestos Profiles (CNAP), and the preparation of the Cambodian National Roadmap and Action Plan to prevent asbestos exposure and diseases for workers and community 2023-2026
- The project also disseminated the Guidelines on Safety of Chemical Substances at the Workplace, in support of the implementation of the Strategic Development Plan on Labor and Vocational Training Sector 2019-2023
- The project supported the observation of the World OSH Day, as well as other awareness-raising events on OSH and on asbestos

Immediate Objective 3: Improved knowledge of relevant officers on OSH

- The project supported the adaptation to Khmer of relevant ILO training material on OSH in Construction (e.g., WISCON and WILCON)
- According to project records, it also conducted WISCON training-of-trainers for circa 111 trainers, including 22 women, among DOSH labour inspectors and trade unions', employers' organizations, and enterprises representatives. The project trained 395 members of the

Board of Engineers on WILCON (of which 26 women), as well as 20 labor inspectors (of which 7 women) from DOSH

- The project promoted WINSCON (900 construction workers, according to DOSH records). Please find a summary of the Project's training activities' outcome in Annex 5.
- The project planned for incorporating OSH training into the technical and vocational training (TVET) schools: National Technical Training Institute (NTTI) and National Polytechnic Association) support, in April 2018 it conducted a training-of-trainers course on the Japanese hazard prediction method (short training on the KYT method) for staff of the NTTI, NPIC and the Preah Kossomak Polytechnic Institute (PPI). Later that year JICA (on its own funds/ planning) helped NPIC and NTTI incorporate a training curriculum on OSH within these institutions' TVET courses (e.g., in electricity, and other engineering-related courses). Since then, 200 to 300 students per year have participated in these courses. It is estimated that more than 1,000 trainees have followed this OSH training curriculum over the period of 4 years from 2018 to 2021

Immediate Objective 4: Promoted good practices shared at ASEAN level

- In April 2018, the project supported a regional training and seminar with the ASEAN OSH-Net, organized by the Department of Occupational Safety and Health (DoSH, MoLVT) in Siem Reap
- In October 2022, the project supported MoLVT to host the Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy among ASEAN Member States, organized in Siem Reap

Notwithstanding the highly positive results listed above, it is relevant to highlight that the project **did not achieve some of its originally intended outputs**, such as:

- Strengthen the network and activity of the National Tripartite Occupational Safety and Health Committee (NTOSHC), established during the first phase of the project.
- Update the list of occupational disease which was adopted during the first phase of the project.
- Organize a national workshop to discuss the feasible and effective solutions to improve and develop the system of reporting occupational accidents and diseases. Analyse data and

draft a report on the accident and disease reporting system along with recommendations on strengthening the system (OUTPUT 1.1)

- Design national guidelines on OSH management systems referring to ILO Guidelines on OSH Management Systems (known as ILO-OSH 2001) (OUTPUT 1.2)
- Organize capacity building courses on safety and health against chemicals including asbestos and **raise awareness through media** on health outcomes of exposure to asbestos among trade unions, and employers in **selected target provinces** (OUTPUT 2.2)
- Conduct extensive research on safety and health and working conditions **including child labour in construction**. Disseminate the findings among tripartite stakeholders and **utilize media and public awareness campaigns against child labour in supply chains, including construction sector** (OUTPUT 2.3)
- Collaborate with Japanese universities and organize study tours for learning and information exchange for breeding future OSH experts in Cambodia.
- Conduct baseline data/information collection at the target construction sites, **including child labour in supply chains for construction sector before conducting OSH training**. (OUTPUT 3.1)
- Conduct data/information collection after the OSH training to target construction sites so that the project can compare before and after situation and measure the impact of the training. (OUTPUT 3.1)

These activities were not prioritized by MoLVT for their implementation during the LOP. These unaccomplished deliverables may well be incorporated as expected achievements under a future, third phase of the project.

It should also be highlighted that by 2020 project implementation and expenditures were well in arrears with regards to the original project targets. Thus, it may be deducted that without the extensions the project would have reached no relevant results by the end of its original closure date. In this context, the extension of the project timeframe and the change in management allowed the project to recuperate its rhythm of implementation and obtain relevant results. Notwithstanding the above, and although the project provided critical support for the review of the 2nd National OSH Master Plan (2018-2022) and the preparation of the 3rd National OSH Master Plan for 2023-2026, it should be said that the extended delay of the RGC

in approving the OSH policy and the four construction-related *prakas* **limits the effectiveness of the legal framework and tools for enforcing OSH standards.**

Regarding gender equality, while the project has ensured that both men and women are represented at decision making instances regarding OSH, as well as participants in trainings, it has not taken specific action regarding gender-responsive OSH measures, as well as other gender-related issues, such as assignment of women to a limited number of roles/or appropriate tasks in construction work, and unjustified dismissal due to pregnancy.

Project implementation and delivery was affected by various factors, both positive and negative.

Positive factors affecting project implementation

- MoLVT/ DOSH support enabled the project to attain most of its expected outputs.
- Bigger companies/ contractors are better equipped to incorporate and carry out OSH-promotion/ prevention efforts through ad-hoc staff and induction activities for workers, as well as through effective provision of PPE. This was expressed in a positive attitude towards the project by construction companies and employers' organizations represented in the PAB.

Buy-in of ILO participatory action-oriented training (PAOT) approach, including WISCON and WILCON by project partners. **Negative factors affecting project implementation**

- The COVID 19 pandemic affected the implementation of the project, putting on hold some activities for more than 6 months.
- Lack of consensus among MoLVT authorities regarding specific outputs delayed decision making process and completing some key outputs, such as the OSH policy and four construction-related *prakas*.
- Lack of coordination between MoLVT and MLMPC regarding their respective competencies regarding OSH inspection and training may derive in overlapping actions and inefficient use of resources.
- The evaluation collected evidence that at local (provinces) level workers and small contractors often did not attend/allow for trainings to occur given that this would mean losing paid worktime (workers) or facing additional costs (small contractors). This limited

the trickle-down and spill-over effect of the TOT and reduced the reach of OSH training. Due to the above, training of workers by DOSH staff has only been conducted in 14 out of 25 provinces. As reported by PDoLVT staff, trade unions' representatives and workers, small subcontractors often lack interest in OSH training or cite cost concerns as a rationale for not allowing it to happen during work hours.

- Workers' high mobility from one construction site to another was cited as another main obstacle in sharing of OSH knowledge in a sustainable way, and to communicate knowledge to other workers. Workers reported the need of refresher courses to retain knowledge (e.g., some evaluation interviewees did not remember the content of the trainings they received).

Regarding ILO constituents' capacity to assume their respective roles and responsibilities, member institutions' representatives regularly attended PAB meetings and contributed to the improvement of the technical documents prepared by the project. Labor inspectors and workers' representatives were able to replicate training with workers (WISCON). However, they reported to the evaluation team having difficulties in expanding training courses.⁸ Likewise, PDoLVT staff in several provinces highlighted the need for increased financial/logistical resources to be able to carry out training courses for workers. Employers' representatives reported that their OSH staff replicated training courses with staff and construction site workers. The level of ownership of project outcomes is varied among tripartite stakeholders. Trade unions would require additional support to carry out OSH promotion activities.

The challenge remains to expand replication of training courses down to the communal level (as well as compliance with OSH preventive measures by contractors, and especially subcontractors).

5.4 Effectiveness of Management Arrangement

The project had a well-established tripartite mechanism to oversee its implementation: The Project Advisory Board (PAB). ILO's Regional Office for Asia and the Pacific (ROAP) provided

⁸ As mentioned before, due to the limited willingness from workers to participate in training due to time/ cost constraints (the workers are not paid by enterprises for the time invested in OSH training), most of the time without the support/or acknowledgement of the employers.

technical expertise on OSH, management systems and support to policy development through the work of the CTA and the OSH Specialist. At country level, the National Project Coordinator, the Administrative and Financial Officer, and international and national consultants provided specific support to the implementation of project activities. It should be highlighted that **the project showed a steep increase in its effectiveness** (delivery capacity regarding specific project outputs) **since the second part of 2021 and particularly in 2022.**

Regarding Results-Based Management (RBM), it was used by the project to a very limited extent. The project lacked a clear Performance Monitoring Plan (PMP -set of traceable indicators on project outcomes/ outputs). A set of indicators was introduced **belatedly** by 2021⁹ and performance information for 2017-2021 was reconstructed at the time (not disaggregated per period/ year) and it was updated by June 2022. Information was not registered by quarter or semester, but it was registered annually, as per the project's reporting cycle, and disaggregated by type of beneficiary/sex/type of training/location (e.g., WISCON, WILCON). Likewise, the implementation of the 2nd OSH Master Plan was **not** consistently tracked by the project or the PAB.

The ILO managed to accommodate its multi-year programming with the requirement of annual requests of approval of project extensions, as prescribed by funding from Japan government. Project staff referred that ILO management arrangement and bureaucratic procedures, and particularly interaction with the ROAP were lengthy and burdensome, and that in some cases this did not allow for an immediate response to local requests.

5.5 Efficiency of Resource Use

Human and financial resources have been used in a rational, ad-hoc way, following the requests of MoLVT and project planned objectives. However, for a long time (2017- mid 2021) the project was rather reactive to the government action and the events originated by the COVID 19 pandemic. As the OSH Specialist position was vacant in Bangkok between 2019-2021, there was limited communication between ROAP and the project, as well as with HQ. Thus, the attainment of outcomes/ outputs seemed not follow an overall, clear strategy. For example,

⁹ This allowed the project to report part of its activities to the Safety + Health for All flagship programme.

the project would have benefitted from more technical support from ROAP regarding the **follow-up** of the implementation the 2nd OSH Master Plan.

Externally, apart from collaboration with APHEDA, the project benefitted of the development of complementary activities being supported by other donors, such as KOSHA (OSH act/law) and JICA (OSH training in technical and vocational education, and engineering courses). However, these were independent initiatives, that were not established in response or in coordination to ILO/Japan Programme activities.

The projected balance/carry over by end of project life is 6% of the total budget, which is acceptable given the constraints experienced in project during 2020-2021.

5.6 Impact Orientation

The project contributed to layout some key elements of a national OSH strategy. However, **the country still lacks an occupational safety and health prevention culture**. Some pending are relevant issues that need to be addressed to generate lasting impact are as follows:

- The National Tripartite Occupational Safety and Health Committee (NTOSHC) seldom meets and has limited power.
- The 2nd OSH Master Plan has not been widely publicized and its implementation is not being regularly tracked by the NTOCSHC, the PAB or the MoLVT. The progress of the OSH Master Plan is difficult to assess.
- The regulatory framework on OSH is still weak and risks incurring in overlapping of competencies and actions in the construction sector by the MLMUPC (regarding legal framework, inspection, penalties, training, and awareness raising activities).
- The approval and launching of the National OSH Policy and the enactment of four key OSH in construction-related *prakas* remain stalled for a long time.
- Labour and OSH inspection systems are weak and understaffed. Labour law enforcement capacity is limited.
- There is limited research on OSH and the government lacks an OSH data collection system. The MoLVT is working in including this as part of the government's Labour Automated Central Management System (LACMS), although this will probably cover only formal enterprises, reporting directly online.

- OSH management systems based on employer-worker cooperation at the workplace need to be promoted through regulations, awareness raising and capacity building.
- There is wide room and need for the development of awareness raising campaigns on OSH through mass media (and particularly on OSH in the construction sector).
- Although relevant progress has been obtained with the introduction of WISCON and WILCON and a National OSH Training Centre is in the pipeline with KOSHA's support, training/ education schemes in OSH for MoLVT staff, trade union representatives and construction workers are not yet institutionalized.

Whether carrying out awareness raising, or conducting supervision or enforcement functions, the main challenge for MoLVT remains how to reach small businesses and workers in the informal economy in the most effective ways.

Based on the key findings highlighted above, it may be said that the Project partially achieved its development objective/or expected impact (e.g., “to improve safety and health standards in the construction sector in Cambodia through effective implementation of policy and legal framework and to promote and share the best practices on OSH through training and capacity building programme”). In this respect, while key building blocks of a national OSH system in construction have been laid out by the project, some others are still missing and much more time and efforts are needed to enhance and expand implementation of OSH measures in the sector around Cambodia.

As a result of project interventions, both **intended and unintended impacts** have occurred both within and outside the scope of the project, as follows.

Intended Impact

Under IO1: OSH policy-legislative frameworks developed, including those in construction sector. To this end, the Project achieved several tangible outputs such as the completion of the 2nd OSH Master Plan, the development of the National OSH Profile and the drafted OSH policy and regulations. However, with a relatively short period of implementing the 2nd OSH Master Plan, and the on-going development of a draft of the 3rd OSH Master Plan, and the recent approval of the 2nd National OSH Profile, and pending adoption of the national OSH policy and the 4 *prakas* on OSH, it is hard to assess the impact that these developments may have had on

the effective improvement of OSH conditions in the workplace in Cambodia. The Project also contributed to the process of legal and policy development and programme reform to strengthen OSH compliance with ILS by supporting a Comparative Study on OSH in Cambodia, aimed to identify gaps between the legal and policy framework on OSH and C187), in view of future ratification. The effective impact of this study on the ratification process is yet to be seen.

Under IO2: Preventive Measures for safety and health Hazards and Risks including Abestos.

The Project, in collaboration with APHEDA, achieved several tangible outputs. First, the development of the Cambodian National Asbestos Profile 2023-2026 (CNAP), and its Roadmap and Action Plan, will lay the basis for more decisive prevention of use and exposure to asbestos and related diseases for workers and community. Secondly, the dissemination of the Guidelines on Safety of Chemical Substances at the Workplace (which was intended to support the implementation of the Strategic Development Plan on Labor and Vocational Training Sector 2019-2023) should have a value-added impact on the level of joint effort to promote awareness raising on OSH, among which may also be included the organization of the SafeDay, and other awareness-raising events on OSH and on asbestos. Given the significant effort made on awareness raising on the risk of exposure to asbestos and other chemical substances at the workplace, coupled with the expressed commitment from the RGC to eradicate/or ban the use of asbestos, it may be said that although the CNAP 2023-2026 has not yet been adopted or implemented, the Project has had a relevant impact in creating awareness on this topic.

Under IO3: Enhanced Culture of Preventive Safety and Health at Construction Sites. Several achievements were attained regarding this outcome. The adaptation of WISCON and WILCON training materials and their delivery to 2,038 people¹⁰ should have a significant impact on promoting OSH in the Construction sector. Secondly, the replication of training by OSH inspectors to 900 construction workers across 14 Cambodian provinces, will have a ripple positive impact on the effort to enhance respect for OSH at construction sites, although the contextual factors that limit this effect have been highlighted before. Finally, the planned incorporation of OSH training into the curriculum of some technical and vocational training

¹⁰ Including DOSH staff, trade union trainers/resource persons, representatives of employers' organizations, and enterprises representatives, as well as the training on WILCON provided to 395 members of the Board of Engineers and 20 labor inspectors from DOSH. Please refer to Annex 5 for further detail on the number of people trained.

(TVET) schools (e.g., NTTI, NPIC, PPI), should have a relevant long term impact regarding outcome IO3. However, much more efforts would be needed to institutionalize OSH training in a sustainable way, particularly at DOSH.

Under IO4: Promoted Good Practices shared at ASEAN Level. The Project contributed to the sharing of good practices on OSH in small and medium enterprises and the informal economy at an ASEAN OSHNET workshop in October 2022

Unintended Impact

In addition to the above intended impacts, the Project contributed indirectly to some positive impacts in the following areas:

- **Extension/expansion of Social Security Coverage.** A requirement for sub-contractors to register their workers with the NSSF to be covered by the health insurance scheme, will enable construction workers who do not have any form of social protection to access the existing social security system and benefit of the work accident/injury scheme, the health insurance scheme, and the recent pension scheme. As more informal workers become registered members of the NSSF, this will increase the coverage of social protection provided to the informal workers and it will gradually contribute to integrate informal workers into the formal labour market/employment
- **Identification of the Need for Improved Coordination and Collaboration among key governmental actors on implementation of OSH framework.** Project's work and the challenges it faced during the implementation of phase 2, provided lessons learned that should reflect on a path forward to improve the areas of identified shortcoming/weakness. This should lead to more clearly defined roles and responsibilities, better communication and understanding, and greater cooperation and collective efforts in enhancing OSH standards in the construction sector in Cambodia

5.7 Sustainability

Although MoLVT and some organizations have strengthened their capacity to promote OSH measures in construction and incorporated WISCON as an important component within their institutional toolbox, **preventive and enforcement actions on OSH are far from being**

institutionalized as sustainable strategies, policies, practices, and mechanisms among most¹¹ tripartite constituents.

Much more efforts and coordination among agencies is needed to institutionalize coherent training schemes, tailored to small businesses and informal sector's needs. More direct investment from RGC is needed as well to ensure increased and sustainable action on OSH. Up to now, training has been implemented mainly based on Development Cooperation funds.

There is no national system for reporting of occupational accidents and diseases, beyond that of the NSSF, which only covers a small percentage of these incidents. This issue needs to be addressed as a priority.

Likewise, regular risk assessment and interventions preventing exposure to hazards at source are scarce among enterprises. In addition, PPE is often not used by workers in construction sites. Action is needed to foster the regular establishment of OSH management systems at the workplace.

Regarding phase out procedures, the project had no exit strategy. Currently the ILO is preparing a "bridge project" up to September 2023, to allow for the continuation of activities, while preparing a proposal for a third phase of the project (2023-2026). Future project's activities in Cambodia would be part of a regional project on OSH focused on mental health, among other issues.

¹¹ E.g., as an exception to the statement above, some big, foreign construction companies have voluntarily incorporated OSH as part of their regular operations and have ISO certifications on this subject, as informed in the evaluation team's meeting with representatives of the firms MAM, Comin Khmer and CMED Group. The RGC could request support from these firms to carry out a sensitization programmes aimed at other, smaller construction firms and promote an agreement for the establishment of minimal OSH standards within the industry.

6. Conclusions

After an extended implementation period, the project partially achieved its development objective/or expected impact. While the project attained most of its expected outputs, contributed to layout some key elements of a national OSH strategy, and strengthened OSH national capacity in Cambodia, some relevant issues are still pending and need to be addressed to generate lasting impact, such as: The National Tripartite Occupational Safety and Health Committee (NTOSHC) seldom meets and has limited power; the 2nd OSH Master Plan has not been widely publicized and its implementation is not being regularly tracked by the NTOCSHC, the PAB or the MoLVT; the progress of the OSH Master Plan is difficult to assess; the regulatory framework on OSH is still weak and risks incurring in overlapping of competencies and actions in the construction sector by the MLMUPC (regarding legal framework, inspection, penalties, training, and awareness raising activities); the approval and launching of the National OSH Policy and the enactment of four key OSH in construction-related *prakas* remain stalled for a long time; labour and OSH inspection systems are weak and understaffed. Labour law enforcement capacity is limited; there is limited research on OSH and the government lacks an OSH data collection system; there is wide room and need for the development of awareness raising campaigns on OSH through mass media (and particularly on OSH in the construction sector).

Regarding ILO's cross-cutting policy drivers, the project helped mainstream tripartism and social dialogue through most of its key activities, by promoting joint work of government and social constituents in the Project Advisory Committee and carrying out specific activities for DOSH staff, enterprises, employers' organizations, trade unions, and workers. International labor standards (e.g., the right to a safe and healthy working environment) is at the core of project efforts and was mainstreamed through capacity building activities. The project promoted both men and women's participation in project's activities and structure (e.g., PAB). However, it did not have a gender-sensitive strategy related to OSH. The project contributed to an improved environmental sustainability through the development of effective strategies on chemicals management.

Relevance

The project is aligned with ILO's *Flagship Programme Safety + Health for All*, and it is in line with the expectations of the Ministry of Labour and Vocational Training (MoLVT), employers' organizations and trade unions. The project is linked to various outcomes and indicators of the UNDAF, several Sustainable Development Goals (SDG), the ILO Programme and Budget, and the Royal Government of Cambodia's (RGC) Decent Work Country Programme. The project is consistent with the RGC's *National Strategic Development Plan 2019-2023*, the *Rectangular Strategy for Growth, Employment, Equity, and Efficiency: Building the foundation toward realizing the Cambodia Vision 2050 -Phase IV, 2018*, and the *National Social protection Policy Framework 2016-2025*.

Effectiveness

The Project's most relevant achievements include:

- The review of the 2nd OSH Master Plan and the preparation of a draft of the 3rd OSH Master Plan; the completion and publishing of the National OSH Profile; and the formulation of the National OSH Policy (**pending MoLVT approval**) and review of four key OSH, construction-sector related *prakas* (**pending MoLVT approval**)
- The completion of the Cambodian National Asbestos Profile (CNAP), and the preparation of the Cambodian National Roadmap and Action Plan to prevent asbestos exposure and diseases for workers and community 2023-2026; the dissemination of the Guidelines on Safety of Chemical Substances at the Workplace; and the celebration of the World OSH Day, as well as other awareness-raising events on OSH and on asbestos
- The adaptation to Khmer of relevant ILO training material on OSH in Construction (e.g., WISCON and WILCON); WISCON training-of-trainers for 111 DOSH labour inspectors, trade union representatives, employers' organizations, and enterprises representatives, as well as training of 395 members of the Board of Engineers on WILCON (of which 26 women), as well as 20 labor inspectors (of which 7 women) from DOSH; the replication of training with 900 construction workers; a training-of-trainers course on the Japanese hazard prediction method for staff of the NTTI, NPIC and the Preah Kossomak Polytechnic Institute (PPI).

- Sharing of good practices on OSH in small and medium enterprises at an ASEAN OSHNET Workshop in October 2022; a comparative study on OSH in Cambodia, in support of ratification of ILO Convention 187.

Efficiency

Human and financial resources have been used in a rational, ad-hoc way, following the requests of MoLVT and project planned objectives. However, while the project had a well-established tripartite mechanism to oversee its implementation (e.g., the PAB), and ROAP and local project staff provided technical expertise on OSH, management systems and support to policy development, results-based management was used by the project to a very limited extent.

Orientation Towards Impact

The project contributed to layout some key elements for the national OSH strategy. However, the country still lacks an occupational safety and health prevention culture.

More time and efforts are needed to enhance and expand implementation of OSH measures in the sector around Cambodia.

Sustainability

By the end of project life (end of 2022), apart from a few project deliverables (OSH profile, national asbestos profile), few project elements would remain sustainable. While technical capacity has been created in DOSH/ MoLVT, further technical support and financial resources would be needed to institutionalize and expand WISCON and WILCON trainings around the country, and to disseminate its replication to workers at construction sites.

7. Lessons Learnt and Good Practices

7.1 Lessons Learnt ¹²

- a. The functions of the existing National OSH Committee could be re-defined to include the coordination role on OSH law and policy development with a view to exploring synergies,

¹² The lessons learned from an evaluation are an external perspective based on available data and analysis. Other lessons learned may emerge, albeit the validation of lessons learned being part of the use of an evaluation.

avoiding duplication of efforts and resources, and identifying potential areas for collaboration and joint implementation between and among the members from the relevant ministries and institutions and the development partners.

- b. To facilitate consensus building and in ensuring for the best outcomes of dialogue and consultation/or discussion, the members of the National OSH Committee should have relevant technical and at least practical knowledge and experience working in the field of OSH.
 - c. The existing OSH standards that have been successfully and effectively implemented by some big construction companies could be adopted/or tailored to meet the needs of the small construction companies that have limited resources or knowledge about the OSH standards.

7.2 Good Practices

- a. Regular meetings of the PAB provided a shared space to implement tripartism and for the exchange of innovative ideas and good practices on OSH prevention measures that can be replicated and applied at the construction sites across the country
- b. The guidance given by the Prime Minister of the RGC, on forming a joint-inspection team between and among the relevant ministries and institutions can be used as a basis for future discussion between the MoLVT and the MLUMPC to conduct in the future joint-inspection on OSH measures and standards in Cambodia

Apart from the good practices highlighted above, the following are the good practices being implemented by some of the companies that had been trained or participated in the project's activities and therefore should be promoted and implemented by all construction companies regardless of the size of the companies.

- An orientation briefing/or induction training on OSH measures and standards by the company's OSH Officers to new construction workers.
- The establishment of a Joint Labour-Management OSH Committee at the enterprise level to discuss OSH related issues and concerns, on a systematic basis.

- A requirement of sub-contractors to register their workers with the NSSF for them to access to or be covered by the health insurance scheme, and as a must-to-be-met criteria for the award of construction projects by the main contractors or the developers.

- The introduction and application of the ISO18001 certificate for health and management system by some big companies can be adopted for the construction companies in Cambodia. This ISO18001 certificate is the international standard for health and safety management system that is awarded by UKAS-accredited bodies to organization/or companies, who successfully implement health and safety management system that meets the requirements of the OSH standards.

8. Recommendations

8.1 Addressed to the ILO

Recommendation 1: Coordinate more closely ILO strategies and activities with other cooperation agencies working on OSH-related topics in Cambodia and inhouse projects

To avoid possible overlapping of investments/ interventions and local institutional competencies and oversight functions, ILO should coordinate more closely its strategies and activities with other agencies working on OSH-related topics in Cambodia (OSH: USAID, ADFAT, KOSHA, JICA, APHEDA). This action should begin previously to the start of the third phase of the project.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
ILO/ Japan Programme, ROAP	High	Short term	Within current Project resources

Recommendation 2: Help clarify roles and responsibilities and foster cooperation between MoLVT and MLMUPC

ILO should work with the RGC and with other cooperation agencies (KOSHA, ADFAT) working on the same OSH-related issues, to help clarify roles and responsibilities and foster cooperation between MoLVT and MLMUPC, so to avoid overlapping of competencies/ institutional actions on OSH in the construction sector. A similar approach may be useful in other cases of overlap

of OSH-related functions among other institutions. The use of joint inspection teams could be considered by MoLVT and MLMUPC.

The MoLVT has the role and responsibility on OSH of workers, who fall within the scope of the labour law. The roles and responsibilities of the MoLVT are defined in the Sub-Decree on the organization and functioning of the MoLVT. The MoLVT and the MLMUPLC should discuss about cooperation on OSH of workers working in construction sector.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
ILO/ Japan Programme, other cooperation agencies	High	Medium term	Within third phase project resources

Recommendation 3: Support efforts to promote the ratification of ILO Conventions 187 and 155 by the RGC.

ILO should collaborate with the MoLVT in disseminating the results of the Comparative Study completed in 2022 among key government decision makers to promote further compliance with ILO Promotional Framework for OSH Convention, C187 (2006) and ILO Convention 155 on Safety and Health, in view of their future ratification by the RGC.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
ILO/ Japan Programme, with support from Phnom Penh CO	High	Medium term	Within third phase project resources

Recommendation 4: Focus more clearly project efforts on gender-sensitive gender responsive OSH approach and measures.

ILO should work with MoLVT to help mainstream more clearly gender-sensitive issues and practices within the implementation of a national OSH policy/ strategy.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
ILO/ Japan Programme	High	Medium term	Within third phase project resources

8.2 Addressed to the Cambodian Ministry of Labour and Vocational Training

Recommendation 5: Prioritize the approval and launching of the pending National OSH Policy and the enactment of four construction sector-related *prakas*.

During the upcoming “bridge phase/project” to be implemented by ILO starting 2023, the MoLVT should give priority to the approval and launching of the National OSH Policy and the enactment of the 4 *prakas* on the construction sector (topics: Working at heights, use of protective personal equipment (PPE), accommodations for workers, and social security coverage). Without this, labor inspection is “toothless”. This should become **the basis** (and not a carried-over output) for the implementation of new actions under a subsequent phase of the project.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Short term	Within current Project resources

Recommendation 6: Establish clear and actionable monitoring and evaluation mechanisms within the design of the 3rd OSH Master Plan.

The upcoming 3rd OSH Master Plan should include measurable goals, targets, and indicators, as well as clear timeframes for achievement of key objectives. MoLVT should establish a functional system for the **on-going monitoring and evaluation** of the implementation of OSH Master Plans

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Short term	Within MoLVT current resources

Recommendation 7: Enforce reporting system on occupational accidents and diseases.

MoLVT needs to further work on regulations and implementation to establish a clear, **mandatory** system for reporting of industrial accidents, injuries, and illnesses, of which information supplied by NSSF will be part of. Apart from direct reporting by enterprise, the system should be able to receive and investigate claims from affected workers or/and their relatives, as well as from trade unions.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Medium term	Increased investment by RGC

Recommendation 8: Institutionalize and expand OSH training nationwide. Establish a national certificate/accreditation system on OSH compliance and/or training.

A scheme for workers' education on OSH needs to be institutionalized and expanded nationwide. MoLVT needs to expand and tailor its training offers to different company sizes and publics. Regular government financial resources should be made available to expand the replicability of WISCON trainings nationwide. Clear annual targets should be set by MoLVT for PDoLVT's training and outreach activities.

A national OSH Compliance Certificate that is to be accredited by the (tripartite) National OSH Committee, could be introduced to encourage the small construction companies and enterprises to adopt and implement the OSH standards in their worksite/ workplace. Alternatively, MoLVT or some enterprises certified by MoLVT could issue training certificates for workers. Trade unions could report to MoLVT on compliance by small construction companies regarding OSH standards. Currently, the MoLVT, under the cooperation with KOSHA, aims to expand the training programme through the establishment of an OSH Training Center, which will have a leading role in developing training programmes and in issuing training certificates to workers/trainees and other concerned individuals.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Medium term	Increased investment by RGC; support from ILO/ Japan Programme

Recommendation 9: Make workers' training on OSH mandatory during worktime without wage deduction.

Workers' training on OSH **during worktime** should be made **mandatory** through a specific regulation /*praka*. Progressively, OSH training to workers by construction enterprises should be made mandatory in all big and small contractors' operations.

Pursuance to Article 6 of Prakas #176 BK/PrK dated 19 June 2013 on Education, Hygiene and Technical Work Safety to workers, Shop Stewards and Trade Unionists, this education should

be conducted by genuine technical specialists and during worktime and the workers, who are the participants, shall receive a normal wage payment.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Short term	Within MoLVT current resources

Recommendation 10: Strengthen the OSH inspection system and further decentralize competencies on prevention, supervision, and enforcement of OSH issues to PDoLVT.

The MoLVT is implementing the OSH Inspection System and has already established delegated authority on monitoring and enforcement of OSH related provisions to the Provincial/Municipal Departments of Labour and Vocational Training.

MoLVT should strengthen the OSH inspection system, by strengthening the authority of PDoLVT and increasing PDoLVTs’ available budget to allow for an **effective** decentralization of competencies on prevention, supervision, and enforcement of OSH issues.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT	High	Medium term	Increased investment by RGC

8.3 Addressed to the MoLVT, Employers’ Organizations and Trade Unions

Recommendation 11: Develop annual awareness raising campaigns on OSH, and particularly in construction, using public media and social media.

Massive awareness-raising campaigns need to be implemented nationwide to promote both OSH prevention and compliance. The MoLVT needs to develop annual awareness raising campaigns on OSH, and particularly in construction, using public media and social media, as well as printed and online material, tailored to diverse target groups. Young workers should be a priority. OSH prevention should include information on gender-sensitive issues related to OSH. ILO should support these initiatives. Employers’ organizations and trade unions can play an important role in these campaigns by endorsing RGC messages and action on this topic and by disseminating OSH content among their associates and affiliates.

ILO should support these initiatives and explore working with APHEDA, KOSHA and other agencies, as well as other inhouse initiatives, to carry out joint media campaign activities aimed to create awareness on OSH in construction and towards the elimination of asbestos.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT, employers' organizations, trade unions	Medium	Medium term	Increased investment by RGC; support from ILO/ Japan Programme

Recommendation 12: Promote the development of joint workplace OSH committees, as well of workplace risk assessments and management, as part of a gradual approach to the development of OSH management systems

The MoLVT should promote workplace cooperation on OSH among enterprises management and workers, by regulating the establishment of joint workplace OSH committees in industrial enterprises, and particularly in construction sites. Employers' organizations and big construction firms, who already apply these procedures, could take the lead in disseminating this mechanism and making it mandatory among their subcontractors. Trade unions could report to MoLVT on compliance by small construction companies regarding OSH management committees.

The MoLVT also needs to actively take the lead and promote regular risk assessments and hazard prevention at source by employers. Employers' organizations and big construction companies could support MoLVT in this activity. Trade unions could report to MoLVT on compliance by small construction companies regarding risk assessment and prevention procedures. Currently, the MoLVT is asking the owners of the enterprises/factories to participate in setting up a OSH management systems and to carry out risk assessment at the workplace.

Responsible Unit(s)	Priority	Time Implication	Resource Implication
MoLVT, employers' organizations, trade unions	High	Medium term	Within MoLVT current resources

ANNEXES

ANNEX 1: Terms of Reference

Independent Final Evaluation of Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia

KEY FACTS

Project title	Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia
TC project code	KHM/17/01/JPN
Donor	Ministry of Health, Labour and Welfare (Japan)
Total Approved Budget	US\$ 2,109,386.26
ILO Administrative Unit	ILO Regional Office for Asia and the Pacific
Technical Backstopping Unit	ILO Decent Work Team for East Asia, South-East Asia and the Pacific
ILO technical Units	LABADMIN/OSH
Implementation Partners	Ministry of Labour and Vocational Training (MOLVT), Ministry of Land Management, Urban Planning and Construction (MOLMUP), National Social Security Fund, Workers and Employers Organization in Cambodia
Type and scope of Evaluation	Independent Final Evaluation
Evaluation dates and field work dates	Evaluation period July- December 2022 including preparation. Data collection 1-2 weeks of October
Project Duration	1 April 2017 to 31 December 2022
Evaluation Manager	Dilki Palliyeguruge, M&E Officer, Sri Lanka country office ILO Country Office for Sri Lanka and the Maldives,
TOR Preparation Date	July 2022

INTRODUCTION AND RATIONALE FOR THE FINAL EVALUATION

This Terms of reference (ToR) is the basic guidance document including governance to conduct the final independent evaluation of the project of Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia funded by the Ministry of Health, Labour and Welfare (Japan). This project is the second phase of the occupational safety and health project in Cambodia under ILO-Japan Multi Bilateral Programme. The current phase put special focus on one of the most hazardous sectors, while the first phase was somehow more generic but basic. The project started in April 2017 and continue until December 2022. As per the ILO policy requirements for project evaluation, the project carried out self mid-term evaluation December 2019. This independent final evaluation is mandatory as per the ILO Policy for this project to ensure accountability and learning of the stakeholders' interventions, effort, processes, and achievements.

The evaluation is scheduled from August to December 2022. The final evaluation report expects to be completed 4th week of December with the EVAL approval. The evaluation findings and recommendation will help for organizational learning for use in future projects and programmes. In consultation with the Technical Specialist, the National Project coordinator will provide required documents, information required by the evaluator and support the evaluator on the necessary logistical and contractual needed.

An independent evaluation manager, Ms. Dilki Palliyeguruge, M&E Officer, ILO country office of Sri Lanka and the Maldives, will manage the final evaluation. The evaluation manager prepares the TOR and will finalize it in consultation with ILO tripartite constituents, other key stakeholders of the project and donors. The evaluation process will adopt all possible actions to improve the utility of the findings. The evaluation will abide by the United Nations Evaluation Guidelines (UNEG) Norms and standards (refer annexures), ILO policy guidelines (4th edition .Nov 2020) (refer annexures), and the ethical safeguards.

PROJECT BACKGROUND

Occupational accidents and diseases have an impact to the lives of individual workers, the productivity and profitability of businesses, the sustainability of social protection systems and ultimately on the welfare of the whole society. The project aims to address the need to improve occupational safety and health of workers and workplaces in Cambodia's construction sector and focused on the construction of commercial and residential buildings. This project is the second phase of the occupational safety and health project in Cambodia under ILO-Japan Multi Bilateral Programme. To improve occupational safety and health of workers and workplaces in above mentioned parts of the construction sector, the project supported Cambodia in strengthening its OSH laws and regulations as provided for in the activities and targets set out in its 2nd National OSH Master Plan 2018-2022. The project also supported initiatives that are intended to secure a higher-level commitment by government agencies and social partners to collaborate and to create broader based awareness of safety and health measures in general as well as in the supply chain and chemical usage for construction of commercial and residential buildings.

This project implemented in the framework of the ILO's Global Action for Prevention on Occupational Safety and Health (OSH GAP) Flagship Programme¹ which is updated to Safety + Health for All in 2016. In addition to the direct implementation of project activities in Cambodia, the project supported financially for the research work of Vision Zero Fund in Myanmar which is a G7-initiated initiative that aims to prevent work-related deaths, injuries and diseases in global supply chains

Results chain of the project

The overall objective is to improve safety and health of construction workers in Cambodia through effective implementation of policy and legal framework in construction sector; and promote and share best practises on OSH through training and capacity building programmes. There are 4 main outcomes and 7 corresponding outputs have been identified to in order to achieve the overall objective as follow.

¹ ILO's programme: Global Action for Prevention on Occupational Safety and Health, http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/WCMS_495278/lang--en/index.htm

Immediate Objective 1: OSH policy-legislative frameworks in construction sector developed and implemented in line to the framework of the 2nd National OSH Master Plan and ILO standards.	Output 1.1: Strengthened technical knowledge and capacity necessary for the development of OSH legal framework for the construction sector. Output 1.2: Technical support provided to the MOLVT to update the National OSH Profile of Cambodia and to develop the guideline on OSH management systems.
Immediate Objective 2: Preventive measures for occupational health hazards and risks including asbestos and chemical substances strengthened	Output 2.1: Research on the use of chemical substances including asbestos carried out and a study report with recommendations drafted and published in the second year. Output 2.2: National level stakeholders' ability to promote the ban of asbestos in line with ILO Asbestos Resolution in 2006 strengthened. Output 2.3: Capacity of employers, their sub-contractors and supply chain built to promote good work practices. Output 2.4: Pilot project to introduce OSH curriculum in selected TVET institution launched.
Immediate objective 3: Enhanced culture of preventative safety and health at construction sites and improved OSH knowledge through OSH training to construction workers.	Output 3.1: Trainings to improve OSH in construction strengthened and sustainable delivery mechanisms established and functioned.
Immediate objective 4: OSH good practices in construction sector shared at ASEAN level and C187 Promotional Framework for Occupational Safety and Health Convention, 2006 is applied for future ratification.	Output 4.1: OSH good practices in construction sector in ASEAN collected, analysed, published and shared in regional workshop/seminar in Myanmar.

Strategic fit

The project has linked to indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance of the programme and budget outcome 7 of the ILO global programme. It is partly linked to the Indicator 8.1: Member States that have revised laws, policies or strategies to protect workers, especially the most vulnerable, from unacceptable forms of work, in line with international labour standards and through tripartite dialogue of the programme and budget outcome 8 of the ILO global programme.

The project runs across two DWCPs. The design and early stages of the project was aligned with the project that comes under country priority 3 (Improving and expanding social protection and OSH.) of Cambodia Decent Work Country Programme (DWCP) 2016-2018 of ILO. More specifically, Outcome 3.3: Improved and expanded OSH, with a particular focus on hazardous work. The same project is aligned with outcome 2.1 (More Cambodian women, men, youth and vulnerable groups have access to gradually

expanded social protection benefits or services, particularly workers in the informal economy) of the 2019-2023 DWCP.

The project contributes to outcome 1 (Sustainable, inclusive growth and development) of the United Nations Development Assistance Framework (UNDAF) (2016-2018,) and thereby contributed the objective 3.3 (to improve conditions of work and protection of workers) of the national development frame work of the Cambodia. Further the project contributed to target 3.8 and 8.8 of the SDG Goal 3.

Project reference to conventions, frame works and cross cutting issues

The project is referred to the ILO's key OSH standards such as Promotional Framework for OSH Convention (No 187, 2006), Safety and Health in Construction Convention (No. 167, 1988), Chemicals (No.170), Asbestos Convention (No.162, 2006), Guidelines on Occupational Safety and Health Management Systems (ILO-OSH 2001), Worst Forms of Child Labour Convention (No. 182) and the ILO Code of Practice Safety and health in construction will be fully applied as sound guidance to strengthen national concerted actions. Further, the project will expand the influence of the Safety and Health Convention (No.155) and ASEAN OSHNET Work Plan 2016-2020 and 2021-2025.

Addressing gender issues are mainstreamed throughout the project cycle of the project to identify, assess and address systematically both women and men workers' specific needs and concerns in the construction sector by allocating required extra resources, capacity building initiatives etc.

The project had close collaboration with four following projects operating in the context of the OSH GAP. They are "SafeYouth@Work" - funded by United States Department of Labor , "OSH for Young Workers and Young Employers in Global Supply Chains—Buildiwillng a Culture of Prevention" - funded by Disney Worldwide Services, Inc. via USCIB Foundation , "Modernizing international networking in occupational safety and health knowledge and information" funded by the Ministry of Labour of Korea - and "OSH in Global Supply Chains" - funded by the European Commission.

Management arrangement of the project

The project is executed under the guidance by Director ILO Country Office for Thailand, Cambodia and Lao PDR . The overall coordination and implementation is provided by the Chief Technical Advisor (CTA) and Overall Coordinator of the ILO/Japan Multi-bilateral Programme, based in Bangkok. The project management unit in Phnom Penh comprises a national project officer and finance/administrative assistant. Further technical backstopping provided by the ILO Decent Work Technical Support Team for East and Southeast Asia and the Pacific (DWT-Bangkok) and LABADMIN/OSH, as appropriate. Administrative support for project activities and project implementation was carried out by the ILO Country Office in Cambodia. The project activities will be planned and implemented in consultation and cooperation with HQs technical units, GOVERNANCE, LABADMIN/OSH.

Stakeholders and target group

The principal stakeholders of the project are tripartite constituents. Government entities are consisted of Ministry of Labor and Vocational Training (MoLVTV); Ministry of Land Management, Urban Planning and Construction (MLMUPC) and National Social Security Fund (NSSF); Cambodian Federation of Employers

and Business Associations (CAMFEBA) and Cambodia Constructors Association (CCA), and business enterprises with interests in the construction sector are represented Employers. Trade unions with representation of members in the construction sector are represented workers' organization.

The project targeted directly involving actors:

Department of Occupational Safety and Health (DoSH) of the Ministry of Labour and Vocational Training (MoLVT).

Policy makers, managers, legal advisers, construction engineers, labour inspectors and social partners involved in the policy and legal framework development, OSH/Labour inspection, data collection and analysis.

OSH officials in selected target 3-4 provinces and the central governments.

Employers and workers, particularly from the construction sector.

4. PURPOSE, SCOPE, CLIENTS OF THE EVALUATION

Purpose: The primary purpose of this project final independent evaluation is to assure accountability and learning to the ILO constituents and key stakeholders. The findings and recommendations will be used as organizational learning to improve the design and implementation of future relevant project and programmes.

Overall objective: To assess the coherence, relevance, effectiveness, efficiency, impact and sustainability of the interventions, strategies, and approaches of the project to enhance Occupational Safety and Health Standards in Construction Sector in Cambodia.

Specific objectives:

Assess the relevance and coherence of the project to the target groups, institutions, sectors and country needs and other relevant frameworks as well as other countries in the regions (relevance and coherence)

Assess the extent of sustainability of the made changes at the institutional, sector level, practices, lives of workers (sustainability)

Assess how far the project is achieved its objectives (effectiveness)

Assess the extent of made changes in targeted institutions, practice, system and the targeted workers targeted by the project by giving more emphasis on women workers (impact)

Assess efficiencies in both programmatic and resource utilization of the project and how far the project made synergies within ILO and was able to leverage resources from outside stakeholders, project and programmes

Identify unintended both positive and negative results of the project, lessons learnt, good practices and related innovative approaches concerning the Occupational health and safety in the construction sector and management and implementation of activities and achieving results 7. Identify major factors that facilitate and /or hinder the progress in achieving the overall objective, outcomes, both in terms of environment and those internal to the portfolio of interventions.

8. Assess the adverse impact of COVID-19 made in

achieving the project results and objectives and take measures to minimize the negative impact

Scope

The evaluation will cover all activities implemented, outputs and outcomes of the project from the beginning to the end of project. As the project implemented nationally and targeting 3-4 provinces, the geographic coverage of the evaluation is also national including the targeted provinces. It also will cover specific capacity building interventions at a different level.

Due to numerous players involved and processes that have been evolved over many years in this project and the fact that outcomes are set at a high level in a complex occupational safety and health context, "attribution" of occupational health and safety change to the project may be difficult in this evaluation. Therefore, the evaluation will consider the "contribution" of the project change in the stated project outcomes. Identify the change over the period being evaluated based on available baseline information and observe the national strategy and interventions in support of that change. Also, the evaluator must examine the implementation of project strategy and actions in support of national and global frameworks. Further, the evaluation should examine the synergies between the project and relevant projects and programme of ILO. Integrating gender equality, social dialogue, disability concerns is required in methodology, data collection analysis and the report. Gender equality should address with EVAL guidance note no 4 and Guidance note no 7 to ensure stakeholder participation (refer to annexures). It is essential to collect and disaggregated data on gender appropriately.

Clients and users of the evaluation Primary:

Government of Cambodia specifically including above mention key stakeholders in the construction sector

Workers, Government entities and Employers' organizations

ILO country Office

The project team

Donor : Ministry of Health, Labour and Welfare (Japan)

Secondary:

ILO HQ, GOVERNANCE, LABADMIN/OSH

ILO DWT- Bangkok

5. EVALUATION CRITERIA AND EVALUATION QUESTIONS

Evaluation criteria

As per the 4th edition ILO policy guideline for the results-based evaluation, 2020, the evaluation will be governed by the OECD/DAC criteria and ILO suggested criteria. They are relevance, coherence, effectiveness, efficiency, sustainability and impact validity and key cross-cutting issues of ILO.

Key evaluation questions

The below suggested key evaluation criteria and questions may be adapted by the evaluator following the given purpose, evaluation objectives. Any fundamental changes to the evaluation criteria and key questions have to be discussed and agreed upon with the evaluation manager with proper justification and reflected in the inception report.

Relevance and Strategic fit: *(The extent to which the intervention objectives and design respond to beneficiaries, country, and partners/institution needs, donor needs, policies, and priorities, and continue to do so if circumstances change. Extent to which the approach is in line with the national frameworks, UNDAF (now known as UNSDAF) , DWCP,SDG)*

The extent which the project are in line with expectations of tripartite constituents, workers, national development frame work , policy and legal frame work in construction sector and OSH policy and the Master Plan, 2030 Agenda for sustainable development goals, relevant ratified convention by the Cambodia , Decent work country programme (2016-2018)Indonesia , UNDAF (2016-2018) Cambodia .

How far the project adapted to its interventions to the changing context specifically under the COVID -19 situation addressed priority needs of the above mention groups and frame works

Has the project interventions been relevant to women or any other disadvantaged workers, officers and their needs

Validity of intervention logic: *(The extent to which the design is logical and coherent.) and*

Coherence*(How well does the intervention fit?)*

Are the intervention strategies, outcomes and assumption appropriate for achieving the planned results and the stated purpose within the given timeframe, resources available and the social, economic and political environment?

To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender and non-discrimination in project strategies and interventions?

What, if any, alternative strategies would have been more effective in achieving the project objectives and results?

Were the risks and assumptions to achieve project objectives properly identified , assessed and managed

The extent to which that the project have complemented and/or harmonized or well coordinated with other actors and their interventions on social protection and security in Cambodia.

3.a) Effectiveness : *(The extent to which the interventions achieved, its objectives and its results, including any differential results across groups? Focus on project attribution to the observed changes*

)

What extent the project has strengthened the Cambodian national capacity including legislative frame works in construction to promote OSH and social protection , Preventive measures for occupational safety and health hazards and risks with particular focus on asbestos and chemical substances, improved knowledge of relevant officers on OSH and promoted good practise shared at ASEAN level.

To what extent the project was useful in supporting to implement the policy and legal framework in construction sector including 2nd National OSH Master plan (2018-2022)

Identifying factors affecting project implementation , achieving Outputs/objectives/outcomes, positively and negatively.

What extent the project has addressed difference between women and men workers in terms of OSH hazards and risks they face, and developed and implemented gender-responsive OSH measures?

What factors have contributed to achieving or not achieving intended results

How effective was the project at stimulating interest and participation of project partners at the individual , meso and macro levels ? To what extent were the constituents able to fulfil the roles expected in the project strategies? How did the project address the capacity challenges?

Assess the extent of project outcome indicator progress and included as annexure.

b). Effectiveness of management arrangement : (The extent to which management and arrangement put in place support the achievement of results)

How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results? What could have been done differently?

To what extent was results-based management implemented in the programme? To what extent the lessons learned and monitored data fed into the decision-making process of project stakeholders

How effectively does the project management monitor performance and results?

How effective is communication between the project team, the ILO and the national partners?

Is there a clear understanding of roles and responsibilities by all parties involved?

Efficiency of resource use: *(The extent to which the resources or inputs such as funds, expertise, time uses economically achieve the results)*

Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives

Were the project's activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely

Are there sufficient resource allocated to integrate human rights and equality in the design, implementation and monitoring of the project outcomes

To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?

Impact orientation (*The extent to which the intervention has generated significant positive or negative, intended or unintended, higher-level effect*)

To what extent have the relevant institutions institutionalized to improve occupational safety and health of workers in constructions sector .

To what extent the project able to establish required mechanism change the better working condition of the workers of the construction sector in Cambodia.

How far the project exist strategy is effective and sustain after the project is over

What are the both intended and unintended impacts emerged as the project interventions

Sustainability (*The extent to which the project has produced durable interventions that can be maintained , scale up /replicate within the local development context or in the case of a global project*

–sustainable as global approach or policy)

To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, practices , mechanism and capacities to strengthen OSH in Cambodia and promote OSH good practise at ASEAN level ?

To what extent the project was able to change the lives of both men and women workers in the construction sector who were affected by weaker working condition due to inadequate legislative

enforcement, weak labour inspections, lack of know-how on OSH measure etc :

Assess the level of operationalization of the project exit strategy and its effectiveness

Tripartism, social dialogue, Gender equality and non-discrimination

What are so far the key achievements of the project on gender equality and women's empowerment?

Has the use of resources on women empowerment activities been sufficient to achieve the expected results?

Has the project engaged tripartite constituents meaningfully since the designing of the project assure their involvement and enhance ownership

Has the project been able to leverage the ILO contributions, through its comparative advantages including International Labour Standard, social dialogue and tripartism?

EVALUATION METHODOLOGY

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation policy and procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.

It is essential to elaborate Theory of Change of the project once the evaluator understand all the elements of the project. The evaluation will use an appropriate mix of qualitative and quantitative data collection

methods to gather and analyze data/ information to offer diverse perspectives to the evaluation and promote different groups of stakeholders' participation. The evaluation will use the following tools and techniques and but not limit. The generated data and information will be triangulated to enhance the evaluation findings' credibility, validity, and rigour. Virtual platform will be used for above mention data collection method.

During the inception phase, Initially, elaborate a specific design and method for the evaluation should develop in consultation with the project team based on appropriate and feasible evaluation purposes, objectives, and answers to key evaluation questions. The evaluator can use a "pre-evaluation session" with the team for this step. Finally, the evaluation methodology and plan should agree upon with the evaluation Manager. Inclusion of an Evaluation framework that explicitly elaborate key questions, sub-questions, method, sampling, required data/information and source and Data and information collection plan in the inception report is essential.

The sampling approach and size should be explained in the inception report. It is essential to highlight the potential challenges in the evaluation as well.

This summative evaluation predominantly consists of steps that enhance the evaluation's utility, such as a pre-evaluation session with team members, consultation all stakeholders during the entire process, validation of the findings etc . Assuring such steps to be taken place during the evaluation is of utmost importance.

Key informant Interview: country Director, Technical specialist, Tripartite constituents, Donor, ILO technical support unit, CTA , members of Project Advisory Board (PAB),

Focus group discussion: with OSH officer at selected provincial and national level, labour inspectors, social partners who involved, men and women workers in the construction sectors etc;

Desk review: all the provided project documents such as project document, progress reports, MTR , study reports, position papers and publications.

Most Significant Change (MSC) : could use to capture qualitative changes in the process of strengthening OSH at a different level . It will help to generate success cases as well.

Validation workshop:

At the end of field data and information collection, it is required to present key findings to the stakeholders, validate the findings, and address the gaps. The project team will arrange the meeting with the consultation of the evaluator. Details of this workshop should reflect more clearly in the inception report.

MAIN DELIVERABLES

Expected deliverables from the evaluation team are

An inception report: is detailing the understanding of what is being evaluated and why, showing how each evaluation question will be answered (which methodologies will be used), a proposed schedule of tasks. Refer *ILO EVAL Policy Guidelines–Checklist 3 and Checklist 4 "Validating methodologies* before preparing the inception report. It should be consists of evaluation purpose, scope, evaluation criteria, key evaluation questions, evaluation methodology, evaluation matrix, a key milestone, resource required and outline for the evaluation report.

During the inception phase, EM will discuss ILOs' evaluation policy guidelines and the TOR. The evaluator should have a "kick-off" meeting with key team members to obtain required documents and understand the team expectation and the project background. After that, it is required to have a few hours session with the project team "pre-evaluation session" to consult the project team about developing an evaluation plan consisting of evaluation methodology, evaluation framework Filed data and information collection plan , limitation, sampling, and so on.

An electronic copy of the report should submit to the evaluation Manager for review. Upon approval of the inception, a report by the EM only can start the field data collection. There may be back and forth communications between the EM and evaluator until it is finalized.

Validation workshop with stakeholders: is conducted at the end of field data/information collection to validate the findings with the stakeholders and understand the data and information gaps. This enhances the utility of the report, as well. The evaluator will technically organize the session with the logistical support of the project team.

Evaluation report – first draft: the report's findings should follow logically from the analysis, be credible and presented together with analyses of achievements and deficiencies. It is required to consult *The ILO EVAL Policy Guidelines Checklist 5 "Preparing the evaluation report"*. The evaluator should submit the first draft report as per the inception report's agreed outline on time. Lessons learnt and good practices must be accompanied by one page to elaborate on the lessons learnt/good practices as per ILO standards template (refer to annexure). Initially, the evaluation manager will share the report with the project team to provide feedback on factual errors, and the Evaluation manager will review the quality of the report as per *EVAL checklist 6*. Feedback will submit for the evaluator to address. The evaluator should address provided feedback and return the report within a few days to the evaluation manager. This may require around 7-8 days.

Evaluation report – second draft: This will be the version after addressing the report's initial feedback. This version will be shared among all stakeholders and provide 10 working days to receive the input. In the end, the evaluation manager will send the evaluator the compile stakeholder feedback for the evaluation report to address.

The evaluation report's final version: This is the version submitted by the evaluator to the evaluation Manager after addressing feedback. The evaluator should incorporate comments. The comments that the evaluator doesn't agree with will be required to provide justification in a separate sheet. The regional M & M&E Officer and EVAL will review this final version's quality based on the ILO evaluation policy procedure. Until the report gets final approval, the evaluator may require to attend requests as needed to address any quality concerns. Once the EVAL of ILO approves, the report will be finalized.

Specification of the final evaluation report

The draft and final versions of the evaluation report (word version of the document) in English (maximum 35 pages plus annexes)

will be developed under the following structure:

Stand-alone evaluation summary in standard ILO format (max 4 pages)

Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and

evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).

Table of contents consisted of list of tables, figures, charts, list of acronyms/abbreviations
Acronyms

Executive Summary

Background of the project and its intervention logic Purpose, scope and clients of evaluation
Methodology and limitations

Review of project results

Presentation of findings (by evaluation criteria) Conclusions

Recommendations (including to whom they are addressed, resources required, priority and timing) Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Lessons learnt and potential good practices

Annexes (TOR, inception report, assessment of project indicator progress including evidences) comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

EVALUATION GOVERNANCE INCLUDING WORK PLAN

It consists of an Evaluation Manager, Regional M&E Officer, Evaluation unit of ILO (EVAL) and stakeholders, including ILO project team.

Evaluation Manager:

Ms Dilki Palliyeguruge, M&E Officer, ILO Sri Lanka, who doesn't have a prior engagement with the project, will manage the evaluation. Evaluator reports to the evaluation Manager. Tasks performed by the evaluation manager are :

Draft and finalize the evaluation TOR with inputs from key stakeholders (draft TORs to be circulated for comments);

Develop the Call for expression of interest and select the independent evaluator;

Brief the evaluator on ILO evaluation policies and procedures;

Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;

Approve the inception report

Circulate the draft evaluation report for comments from key stakeholders;

Ensure the final version of the evaluation report address stakeholders' comments (or an explanation of why for anyone that has not been addressed) and meets ILO requirements.

Share the report with EVAL for final approval and uploading in the public e-discovery

Regional M&E Officer – Asia Pacific :

Final approval of the TOR

Involved in selection of evaluator

Assure the quality of the final evaluation report before submitting the EVAL.

Provided require guidance as needed for the evaluation manager.

ILO Evaluation Office will provide oversight and approval final evaluation report.

Team of evaluators

Provide required documentation for agreement preparation timely

Deliver all the function elaborated under the TOR and agreement.

The project team :

Provide basic document and response to the questions and requests made by the evaluation manager to draft the TOR

Provide feedback for draft TOR, draft evaluation report timely.

Introduce the evaluation manager and their input for key stakeholders before the evaluation manager distribute the TOR among key stakeholders

Lead the procumbent process of the evaluation

Prepare a detail list of stakeholders, including all the contact details

Provide all the required documents of the project for the evaluator

Draft the field data and information collection plan initially (telephone, name of the institutions

and title of the person whom the evaluator meet should detailed in the data and information

collection plan) and liaise with respective stakeholders for follow up prior to start the evaluation as we are planning to conduct the evaluation via virtual platform. Attend any field issues to sort out.

Logistical support to organize stakeholder workshop for validation of the primary findings

Share the final evaluation report with relevant key stakeholders

Work Plan

Tasks	Timing	Responsibility
1. Completion of TOR		
i. Draft TOR and get the project team feedback	27 June - 8 July	Evaluation Manager
Share the TOR among stakeholders for feedback	25 July – 7 August	Evaluation Manager
iii. Finalize evaluation TOR	8 August	Evaluation Manager
iv. Approval of the TOR	11 August	Regional Evaluation Officer
2. Finding a consultant for the evaluation		
i. Call for proposal	17-28 August	Project team/Evaluation Manager
ii. Selection of consultant	29 Aug- 7 Sep	Evaluation Manger /Regional M&E Officer
iii. Award the contract. signed the agreement and briefing to the evaluator	8- 27Sep	Project team /Evaluation Manager
3. inception report and data collection and validation		
i. Kick off meeting. Provide documents to the evaluator. Pre evaluation session between project team and evaluator. Desk review and preparation of inception report	26-30 September	Project team and evaluator
ii. Submission of inception report	9 October	Evaluator
iii. Finalize the inception (after addressing any feedback from the evaluation Manager) and release 1 st payment	12 October	Evaluation Manager
iv. Data and information collection) including stakeholder consultation , debriefing to the Country Director , project team and donor (if required)	17-28 Oct Evaluator to be in Cambodia by 16 evening	Evaluator
4. Evaluation report		
i. Submission of the first draft evaluation report	2 Nov	Evaluator

ii. Submission of the feedback to the report by the project team and evaluation manager	7 Nov	Evaluation Manager
iii. Receive the second draft of the report from the evaluator after addressing feedback	14 Nov	Evaluator
iv. Get the feedback from keys stakeholders	24 Nov	Evaluation Manager
v. Provide consolidated feedback for evaluator	28 Nov	Evaluation Manager
vi. Get the final evaluation report after incorporating feedback	4 Dec	Evaluator
vii. Review the final report by the Reginal M&E Officer	12 Dec	
viii. Submission of the evaluation report to the eval unit and getting the approval (address feedback received from REO and EVAL unit and final payment to the consultant)	Last week of Dec2022- early January 2023	Evaluation Manager

Propose workdays for the evaluator

Responsible person	Tasks	Proposed number of days	
		Team leader	Team member
Evaluator	Briefing with evaluation Manager , project key member/s, pre-evaluation session with team Desk review and completion of inception report	7 days	4 days
Evaluator /project team	Data and information collection Validation workshop Debriefing to the country director , CTA, technical specialist and team members of the project	10days	10 days
Evaluator	Analysis ,interpretation and Draft the evaluation report	10 days	6 days
	Finalize the evaluation report as per the ILO evaluation procedures (explanations for why comments were not addressed, evaluation summary sheet, lesson leant, good practices document), address feedback as required		
Evaluation manager	Approve the inception report Assure the initial quality of the evaluation report Share the report for feedback Share compiled feedback to the evaluator	0 days	0 days

Resources

The project has allocated the necessary financial resources for this evaluation to cover the cost of expertise, travelling, meal and accommodation. The project team covers travelling costs within Cambodia and any expenses incurred in organizing the validation workshop. In addition, the allocated budget covers the national evaluator's resource fee, international evaluator's resource fee, meals accommodations and airfare.

Expected qualifications and role of an International evaluator as team leader

Competencies , experiences and qualifications	Roles and responsibilities
<p>University Degree with minimum 10-12 years of experience in international project /program evaluations</p> <p>Hands on experiences on developing projects and programmes in Safety and occupational health</p> <p>Know how on social protection also an added advantage</p> <p>Demonstrates knowledge and experience with the application of rights based approach, an understanding of human rights and Safety and occupational health issues in Cambodia and the regional , relevant national and international frameworks, conventions, polices</p> <p>Added advantage if the evaluator has prior experiences or know how in how can mainstream Occupational and Health standards in the construction sector.</p> <p>Experience in using the Theory of change approach on evaluation.</p>	<p>Conduct evaluation and deliver all deliverables as explained under this TOR and the inception</p> <p>Desk review</p> <p>Development of the evaluation framework including tools , sub questions etc</p> <p>Briefing with ILO</p> <p>Undertake a Data and information collection from all the stakeholders</p> <p>Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders</p> <p>Draft evaluation report</p> <p>Finalize evaluation</p> <p>Draft stand-alone evaluation summary as per standard ILO format</p>

<p>Background in Human Rights Based Approach programming and Results Based Management; Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches; Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable; Proven ability to produce analytical reports in good command of English Ability to bring gender dimensions in to the evaluation including design, data collection, analysis and report writing. Excellent analytical skills with the ability to analyse and interpret data from a range of sources; Excellent understanding local context in relation to occupational health and safety as well relevant international frame work pertaining to the subject Be flexible and responsive to changes and demand Be client oriented and open to feedback</p>	
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Expected qualifications and role of national evaluator as team member

Competencies , experiences and qualifications	Roles and responsibilities
<p>No previous involvement in the delivery of the OSH in construction project of the Cambodia University Degree with minimum 7 years of strong and substantial professional experience in project evaluations Experience in occupational Safety and health standard as well as construction sector Knowledgeable in program/project evaluation methodologies Excellent analytical skills, writing and interview skills; Good command of oral and written English; Sound knowledge on the socio economic conditions of Cambodia and gender equality, disability inclusion and non-discrimination Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage; Open to feedback and flexible Team playing ability Well conversant in translating both local to English and vice versa</p>	<p>The national consultant (a national of Cambodian) will support the team leader in conducting a participatory and inclusive evaluation. collect background information and preparing a summary in English as required; contribute to a desk review of documents; pro-actively provide relevant local knowledge and insights to the international consultant; take part in the interviews with key stakeholders, discussions with relevant groups and assisting the international consultant in taking notes during interviews, and to write brief reports based on main observations and conclusions; contribute to the main report to be prepared by the team leader maybe requested to write certain sections in the draft report as requested by the team leader participate in and jointly facilitate the stakeholders workshop provide interpretation</p>

LEGAL AND ETHICAL CONSIDERATIONS

The evaluation will comply with UN Norms and Standards.

The TORs are accompanied by the Code of Conduct document for carrying out evaluations. UNEG ethical guidelines and anti-sexual harassment policy of ILO will be followed.

It is important that the evaluator has no links to program management or any other conflict of interest that would interfere with the independence of evaluation.

Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement

ANNEXURES - RELEVANT EVALUATION POLICY AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations,^{4th} ed. http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm Checklist No. 3: Writing the inception report http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm Checklist 6: rating the quality of evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm Guidance note 7:

Stakeholders participation in the ILO evaluation https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm Template for

evaluation title page http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation <http://www.unevaluation.org/document/detail/2866>

ILO Handbook on "How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes" https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf

Gender responsive evaluation : UN women

<https://www.unwomen.org/>

[/media/headquarters/attachments/sections/library/publications/2020/good-practices-in-gender-responsive-evaluations-en.pdf?la=en&vs=2431](https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/good-practices-in-gender-responsive-evaluations-en.pdf?la=en&vs=2431)

ANNEX 2: Evaluation Matrix

Issue Areas to Explore During the Evaluation	Document Review	ILO	Govt Agencies	Employers' Organizat	Workers' Organizat	Construction Companies	Other Development Agencies	Monitoring Data
Relevance and Strategic Fit								
1. The extent which the project are in line with expectations of tripartite constituents, workers, national development frame work, policy and legal frame work in construction sector and OSH policy and the Master Plan, 2030 Agenda for sustainable development goals, relevant ratified conventions by Cambodia, Decent work country programme (2016-2018) Cambodia, UNDAF (2016-2018) Cambodia, , and the objectives of the Flagship Programme Safety + Health for All.	X	X	X	X	X			
2. How far the project adapted its interventions to the changing context specifically under the COVID -19 situation addressed priority needs of the above-mentioned groups and frame works	X	X	X					
Validity of Intervention Logic and Coherence								
3. Are the intervention strategies appropriate for achieving the planned objective and outcomes within the given timeframe, resources available and the social, economic, and political environment?	X	X	X	X	X			

4. To what extent did the project effectively mainstream international labor standard, tripartite mechanism and social dialogue, gender and non-discrimination in project strategies and interventions?	X	X						
5. Were the risks and assumptions to achieve project objectives properly identified, assessed, and managed	X	X	X					
6. The extent to which that the project has complemented and/or harmonized or coordinated with other actors and their interventions on social protection and security in Cambodia	X	X	X	X	X	X	X	
Programme Effectiveness								
7. What extent the project has strengthened the Cambodian national capacity including legislative frameworks in construction to promote OSH and social protection, preventive measures for occupational safety and health hazards and risks with particular focus on asbestos and chemical substances, improved knowledge of relevant officers on OSH and promoted good practice shared at ASEAN level.	X	X	X	X	X	X		X
8. To what extent the project was useful in supporting to implement the policy and legal framework in construction sector including 2nd National OSH Master plan (2018-2022)	X	X	X	X	X		X	

9. Identify factors affecting project implementation, achieving outputs/objectives/outcomes, positively and negatively.	X	X	X	X	X			
10. To what extent the project has addressed differences between women and men workers in terms of OSH hazards and risks they face, and developed and implemented gender-responsive OSH measures?		X	X	X	X			X
11. Did the project extensions allow the project to achieve better results?	X	X	X	X	X			
12. To what extent were the constituents able to fulfil the roles expected in the project strategies? How did the project address the capacity challenges?		X	X	X	X	X	X	
13. Assess the extent of project outcome indicator progress	X	X	X	X	X			X
Effectiveness of Management Arrangement								
14. How effective was the support provided to the programme team by the ILO, donors, and tripartite constituents in delivering results?		X	X	X	X			
15. To what extent was results-based management implemented in the programme?	X	X	X					X

17. Did the need for approval of annual extensions had an impact on project effectiveness? Were project management arrangements appropriate for programmatic delivery?								
Efficiency of Resource Use								
16. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and outcomes and overall objectives		X	X	X	X			Financial data
17. To what extent the project has leveraged resources with other projects within the country programme internally or possible partnerships with other organizations and outside the country to enhance the project impact and efficiency?		X	X	X	X		X	
Impact Orientation								
18. To what extent have the relevant institutions institutionalized to improve occupational safety and health of workers in constructions sector.		X	X	X	X	X	X	X
19. To what extent was the project able to establish required mechanism change to improve working conditions in the construction sector in Cambodia.		X	X	X	X	X	X	

20. What are both the intended and unintended impacts emerged as the project interventions		X	X	X	X			
Sustainability								
21. To what extent have the social partners, relevant government institutions, employer organization, institutionalized strategies, policies, practices, mechanism and capacities to strengthen OSH in Cambodia and promote OSH good practice at ASEAN level?	X	X	X	X	X	X		
22. Assess the level of operationalization of the project exit strategy and its effectiveness and the elements of the project that are most likely to be sustained after project closure.	X	X	X	X	X		x	
Tripartism, Social Dialogue, Gender Equality and Non-discrimination								
23. What are so far the key achievements of the project on gender equality and women's empowerment?		X	X	X	X			
24. Has the project engaged tripartite constituents meaningfully since the designing of the project assure their involvement and enhance ownership	X	X	X	X	X			

ANNEX 3: Documents Reviewed

No.	DOCUMENT NAME	TYPE
1	Project Document (Prodoc) for the Second Phase: April 2017 – March 2020	Project Proposal
2	ASEAN-OSHNET CAMBODIA 2022: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among Asean Members States. Session: Overview of the Workshop. Leng Tong, Department of Occupational Safety and Health, MoLVT, Cambodia.	Presentation
3	ASEAN-OSHNET CAMBODIA 2022: Session 1-1: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on ILO Experiences and Tools for Improving Safety and Health in SMEs and Informal Economy. Yuka Ujita, ILO DWT/CO-Bangkok.	Presentation
4	ASEAN-OSHNET CAMBODIA 2022: Session 1-1: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on Measuring Performance of the OSH Functions. Er. Ho Siong Hin, International Association of Labour Inspections (IALI), Singapore.	Presentation
5	ASEAN-OSHNET CAMBODIA 2022: Session 1-2: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on OSH/Asbestos Cambodia Campaign. Veasna Nuon, Union Aid Abroad APHEDA.	Presentation
6	ASEAN-OSHNET CAMBODIA 2022: Session 1-2: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on Some Good Practices of Construction Safety in a Private Company. Chhorn Sitha, Cambodia Constructors Association (CCA)	Presentation
7	ASEAN-OSHNET CAMBODIA 2022: Session 1-2: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on Sharing of Perspectives and Experience of the Building and Wood Workers Trade Union Federation of Cambodia (BWTUC), Cambodia.	Presentation
8	ASEAN-OSHNET CAMBODIA 2022: Session 1-2: Best Practices on OSH Programmes for SMEs and Informal Economy at the International and National Level. Presentation on Occupational Safety and Health Situation of the Small and Medium Sized Companies in Japan. Hisashi	Presentation

No.	DOCUMENT NAME	TYPE
	Eguchi, Department of Health, Institute of Industrial Ecological Sciences, University of Occupational and Environmental Health, Japan.	
9	ASEAN-OSHNET CAMBODIA 2022: Session 2-1: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in BRUNEI DARUSSALAM. Junit Zakaria, Strategic Planning Division, SHENA.	Presentation
10	ASEAN-OSHNET CAMBODIA 2022: Session 2-1: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on Good Practices on OSH in Construction Site in Cambodia. Yi Kannitha, Department of OSH, MoLVT, Cambodia.	Presentation
11	ASEAN-OSHNET CAMBODIA 2022: Session 2-1: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on National OSH Profile in the Republic of Indonesia, Directorate General of Labour Inspection Department and OSH, Ministry of Manpower, Indonesia	Presentation
12	ASEAN-OSHNET CAMBODIA 2022: Session 2-1: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in Lao PDR. Bouavanh PANYAVONG, Department of Labour Management, MoLSW, Lao PDR.	Presentation
13	ASEAN-OSHNET CAMBODIA 2022: Session 2-1: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in Malaysia. Pavintheran Kandasamy, Department of Occupational Safety and Health, Malaysia.	Presentation
14	ASEAN-OSHNET CAMBODIA 2022: Session 2-2: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in the Philippines. Maria Beatriz G. Villanueva. Health Control Division Occupational Safety and Health Center, the Philippines.	Presentation

No.	DOCUMENT NAME	TYPE
15	ASEAN-OSHNET CAMBODIA 2022: Session 2-2: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on StartSAFE – OSH Programme for SMEs in Singapore. Lynn Chng, Workplace Safety and Health Council Office (WSHC), Singapore.	Presentation
16	ASEAN-OSHNET CAMBODIA 2022: Session 2-2: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in Thailand.	Presentation
17	ASEAN-OSHNET CAMBODIA 2022: Session 2-2: Workshop and Documentation of Best Practices on OSH in SMEs and Informal Economy Workplaces among ASEAN Members States. Presentation on ASEAN Best Practices on OSH Programmes for SMEs and Informal Economy in Viet Nam. Department of Work Safety, Ministry of Labour, Invalids and Social Affairs, Viet Nam.	Presentation
18	ASEAN-OSHNET CAMBODIA 2022: Session 3: The Way forward towards ASEAN Common Approach on OSH in SMEs and Informal Economy. Presentation on OSH Activities in the Japan Partnership Programme, Yasuo ARIGA, Japan Partnership Programme.	Presentation
19	ASEAN-OSHNET CAMBODIA 2022: Session 3: The Way forward towards ASEAN Common Approach on OSH in SMEs and Informal Economy. Presentation on ILO Priority Areas on OSH and Future Collaboration with ASEAN OSHNET and Partners. Yuka Ujita, ILO DWT/CO-Bangkok.	Presentation
20	ILO Comparative Study on OSH in Cambodia. Enhancing OSH Standards in Construction Sector in Cambodia. Yasuo Ariga, Yuka Ujita, Chuong Por and Nicholas J. Levingtow, May 2022.	Comparative Study
21	Technical Report on ASEAN-OSHET (3-4 April 2018). Department of Occupational Safety and Health (DoOSH).	Technical Report
22	5-6 April 2018, Mission Report on Joining OSH Training for Vocational School conducted by JICA and Making Presentation on the OSH Measures in the Construction Sites and the ILO's OSH Activities in Cambodia. Sho Sudo, CTA of ILO-Japan	Mission Report
23	RGC, NCOSH Prakas # 010/018 on the Establishment of the Project Advisory Board (PAB) on Enhancing Occupational Safety and Health Standards in the Construction Sector in Cambodia.	Regulation/Prakas

No.	DOCUMENT NAME	TYPE
24	The ILO's OSH Project's Performance Indicators updated as of July 2022.	M&E Document
25	The Consultant Report on ToT Training on WINSCON/PAOT (2019). DoOSH.	Consultancy/Training Report
26	The Technical Report on Mid-Term Review Workshop of the 2 nd National OSH Master Plan, Refresher ToT on WISCON and Asbestos Awareness, and Training on WISCON for Supervisors and Lead Workers in Construction Sector (October 2020)	Consultancy/Training Report
27	The Consultant Final Report on ToR Training on WILCON/PAOT, and on Training on WISCON (August 2022).	Consultancy/Training Report
28	RGC, the National Strategic Development Plan (NSDP) 2019-2023.	The NSDP Document
29	RGC, the Rectangular Strategy Phase IV, September 2018.	
30	RGC, the Decent Work Country Programme (DWCP) 2019-2023	The DWCP Document
31	The United Nations Development Assistance Framework (UNDAF) 2019-2023, Cambodia	
32	RGC, Labour Law (1997)	Legal Document
33	Draft Law on Occupational Safety and Health (August 2022)	Draft Legal Document
34	Technical Progress report Year 2017	Progress Report
35	Technical Progress report Year 2018	Progress Report
36	Technical Progress report Year 2019	Progress Report
37	Technical Progress report Year 2020	Progress Report
38	Technical Progress report Year 2021	Progress Report
39	Technical Progress report Year 2022 (pending)	Progress Report
40	Executive Summary – Midterm Review	Evaluation Document
41	Mid-Term Review Report: Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia. Vicente S. Salas, November 2019.	Evaluation Document

No.	DOCUMENT NAME	TYPE
42	Schedule Midterm Review Nov 2019	Evaluation Document
43	Summary of Draft - Comparative Study on legislation Occupational Safety and Health (OSH) in Cambodia in relation to ILS	Presentation
44	Convention No. 155: Occupational Safety and Health (1981).	ILS
45	Convention No. 187: Promotional Framework for OSH (2006).	ILS
46	Law on Construction (2019) and the Workhealth and Safety Guidelines, Volume 1, 2 & 3. MoLMUPC.	Legal Document
47	Law on Social Security Schemes, 2019.	Policy Framework
48	National Social Protection Policy Framework 2016-2025	Training Materials
49	WINSCON training package – translated to Khmer	Training modules/ materials
50	Draft of OSH Law/Safety Act (August 2022)	Draft legal document
51	Draft of National OSH Policy for the Kingdom of Cambodia -2019	Draft Policy Paper
52	2 nd Cambodia National Asbestos Profile (CNAP), Updated 2022.	Technical Document
53	Draft Cambodia National Roadmap and Action Plan to Prevent Asbestos Exposure and Diseases for Workers and Community 2023 - 2026	Strategy Document
54	2 nd National OSH Profile	Technical Document
55	2 nd National OSH Master Plan - 2019-2023	Technical Document
56	Draft 3 rd National OSH Master Plan - 2023-2027, Version 3, November 2022.	Draft Master Plan
57	The MoLVT. Guideline on Chemical Safety in Workplace, 20 May 2022.	Technical Document
58	Relevant documents/Regulations/Prakas: a) Prakas #075, dated 30/03/2021 on Sanitation at Construction Site, b) Prakas # 076 dated 30/03/2021 on Prevention of Risks associated with Changing Weather Conditions, c) Prakas # 77 dated 30/03/2021 on Safety Information at	Regulations/Prakas

No.	DOCUMENT NAME	TYPE
	Construction Site, d) Prakas # 078 dated 30/03/2021 on Storage, Waster Management and Cleanliness at Construction Site.	
59	The Project's training and workshop activities records by years/type of activities/sex and by geographical locations.	Attendance list/Records
60	Tentative Outlines of JFY2018 JICA OSH – Japanese Hazard Predicting Short Training (KYT Method) Training Plan.	Training Programme
61	Progress and the Way Forward of the ILO/Japan Programme till August 2022. Yasuo ARIGA, Japan Partnership Programme, 13 December 2017. JICA TVET PJ.	Progress Report

Annex 4: List of Participants in Focus Group Discussions and Key Informant Interviewees

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
14:30 – 16:40	Ms. Chuong Por Mr. Seang Sokha	Project Coordinator Administrative and Finance Assistant	ILO Joint Projects Office Phnom Penh Center Building F, 2 nd Floor, Corner Sihanouk & Sothearos Blvd., Phnom Penh	por@ilo.org seang@ilo.org
08:30 – 10:30	H.E. Dr. Huy Han Song H.E. Chea Sokny	Chair of the PAB, and the Secretary of State of MoLVT Under Secretary of State of MoLVT	Ministry of Labour and Vocational Training (MoLVT) #3, Russian Boulevard,	Tel: +855 12 552 448 Tel: 012 65 44 99
11:00 – 12:00	Ms. Kann Sopheak, Project Manager	Project Manager of CARE Cambodia	Remote Meeting	Tel: 012 572 366

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
14:00 – 16:00	<p>Ms. Pech Sathaserey</p> <p>Mr. Keo Thuon</p> <p>Dr. Skun Ratha</p> <p>Mr. Chan Samrit</p> <p>Mr. Thai Hengda</p> <p>Mr. Em Vanna</p> <p>Mr. Chea Sovanra</p>	<p>Deputy Director of DOSH</p> <p>Deputy Director of DOSH</p> <p>Chief of Statistics Bureau</p> <p>Inspector of DOSH</p> <p>Chief of Bureau</p> <p>Chief of Bureau</p> <p>Chief of Bureau</p>	<p>Department of Occupational Safety and Health (DoSH), of MoLVT.</p> <p>#3, Russian Boulevard, PNH</p>	<p>sathaserey@gmail.com</p> <p>keothuong@yahoo.com</p> <p>skunratha@gmail.com</p> <p>samritchchan@gmail.com</p> <p>hengdathai55@gmail.com</p> <p>emvanna@gmail.com</p> <p>Tel: +855 12 366 529</p>
16:00 – 17:30	Mr. Tep Sophoan,	General Manager of Cambodian Federations and Business Associations (CAMFEBA)	<p>CAMFEBA Office</p> <p>No. 3, Street 528, Sangkat Boeung Kak I, Khan Toul Kork, Phnom Penh, Cambodia. P.O. Box 911.</p>	Tel: +855 17 556 007

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
08:30 – 10:30	Dr. Leng Tong Ms. Pech Sathaserey Mr. Han Nopakun Mr. Kov Bunthoeun Mr. Keo Thourn Mr. Long Dore Dr. Skun Ratha Mr. Thai Hengda Ms. Kong Sathya Mr. Pich Sothea Mr. Eng Pheang Eang	Director of DoSH Deputy Director of DoSH Deputy Director of DoSH Deputy Director of DoSH Deputy Director of DoSH Deputy Director of DoSH Chief of Statistics Bureau Chief of Bureau Chief of Bureau Chief Executive Official	Department of DoSH of MoLVT #3, Russian Boulevard, PNH	lengtongpachem@gmail.com sathaserey@gmail.com drhannopakun123@gmail.com kovbunthoeundosh@gmail.com Tel: +855 12 982 255 longdo@gmail.com Skunratha@gmail.com hengdathai55@gmail.com Tel: +855 12 291 806 pichsothea18@gmail.com engpheangeang7@gmail.com
11:00 – 12:00	Mr. Chun Bora	National Consultant	Remote Meeting	boreytintey@yahoo.com Tel: +855 12 909 968
14:00 – 16:00	Mr. Kim LumAng Bopata	Deputy Director of of Department of Policy and Development Assistance	Department of DoSH of MoLVT.	Tel: +855 17 517 471

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Mr. Heng Sereyvath	<p>Cooperation, of Cambodian Rehabilitation and Development Board (CRDB) of the Cambodian Development Council (CDC)</p> <p>Vice President of NMC of the Ministry of Industry, Science, Technology and Innovation (MISTI)</p>	#3, Russian Boulevard, PNH	<p>sereyvathmeng@yahoo.com</p> <p>Tel: +855 12 859 927</p>
08:30 – 10:00	<p>Mr. Chhorn Sitha, OSH Officer</p> <p>Ms. Soun Vansydaneth</p> <p>Mr. Yith Pheaktra</p>	<p>OSH Officer of Mega Asset Management (MAM),</p> <p>Regional HES Manager of Comin Khmer,</p>	<p>Department of DoSH of MoLVT.</p> <p>#3, Russian Boulevard, PNH</p>	<p>Email: sithachhorn007@gmail.com</p> <p>Tel: +855 81 616 466</p> <p>Email: vansydaneth.suon@comin.com.kh</p> <p>Tel: +855 12 452 234</p>

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
		Compliance Officer of CMED Group		Email: pheaktra.yith@gmail.com Tel: +855 70 654 656
11:00 – 12:00	Mr. Tun Sophorn,	National Coordinator of the ILO Cambodia	ILO Joint Projects Office Phnom Penh Center Building F, 2 nd Floor, Corner Sihanouk & Sothearos Blvd., Phnom Penh	Email: tun@ilo.org Tel: +855 77 777 849
14:00 – 16:30	Mr. Sok Kin Ms. Ken Chhenglang Mr. Soy Seyha Ms. Vannak Sreynich	President of BWTUC Vice President of CCW Secretary General of FBWW Officer of CLOWBUF	ILO Joint Projects Office Phnom Penh Center Building F, 2nd Floor, Corner Sihanouk & Sothearos Blvd., Phnom Penh	Sok_kinbwtuc@yahoo.com Chhenglang2015@gmail.com Seyha186@yahoo.com vannaksreypich19@gmail.com
17:00 – 18:00	Ms. Tillier Justine	Programme and Operations Officer at LABADMIN/OSH at ILO/HQ in Geneva	Virtual Meeting	Email: tillier@ilo.org
8:30 – 10:00	Mr. Heng Narong Mr. Pak Song	Deputy Director Deputy Director	PDLVT, Kampot Province	Tel: +855 12 759 958 Tel: +855

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Mr. Sim Sovathanak	Deputy Director	PDLVT, Kampong Speu Province	Tel: +855 78 600 707
	Ms. Ly Kimchou	Deputy Director	PDLVT, Kampong Chhnaing Province	Tel: +855 12 245 924
	Mr. Prum Chan Vicheth	Deputy Director	PDLVT, Battambang Province	Tel: +855 17 878 331
	Mr. Yim Ngeth	Chief of Labour Inspection and Dispute Office	PDLVT, Sihanoukville Province	Tel: +855 17 979 720
	Mr. Tum Sambath	Chief of Labour Inspection and Dispute Office	PDLVT, Kep City	Tel: +855 88 712 006
	Mr. Neang Sopheak	Chief of Labour Inspection and Labour Dispute Office	PDLVT, Koh Kong Province	
	Mr. Chan Yutho	Chief of Employment Office	PDLVT, Kampong Thom Province	Tel: +855 77 897 470
	Mr. Ek Puthik	Chief of Labour Inspection and Dispute Office	PDLVT, Pailin Province	Tel: +855 96 9098 779
			PDLVT, Takeo Province	Tel: +855 17 298 883

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Mr. Chap Khemara	Vice Chief of Labour Inspection and Dispute Office	PDLVT, Kratie Province	Tel: +855 12 502 522
	Mr. Kay Kie	Vice Chief of Labour Inspection and Dispute Office	PDLVT, Kampong Cham Province	Tel: +855 89 868 368
10:30 – 12:00	Mr. Yasuo Ariga	CTA of the ILO/Japan OSH Project based in the ILO Regional Office based in Bangkok.	Virtual Meeting	Email: ariga@ilo.org
10:30 – 14:00	Dr. Yuka Ujita	Senior Specialist on OSH at the ILO Regional Office based in Bangkok.	Virtual Meeting	Email: ujita@ilo.org
14:00 – 15:30	Mr. Chim Chanthla	Deputy Director	PDLVT, Svay Rieng Province	Tel: +855 97 7079 796
	Mr. Ngouk Sovann	Deputy Director	PDLVT, Modulkiri Province	Tel: +855 92 939 405
	Mr. Srey Serey Vothana	Deputy Director	PDLVT, Kandal Province	Tel: +855 ...

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Mr. Von Veasna	Deputy Director	PDLVT, Preah Vihea Province PDLV, Svay Rieng Province	Tel: +855 15 671 007/88 5444 988
	Mr. Chou Apdolasalyann	Chief of Labour Inspection and Dispute Office	PDLV, Rattanakiri Province	Tel: +855 10 462 240
	Mr. Kim Peou	Chief of Labour Inspection and Dispute Office	PDLV, Steung Treng Province	Tel: +855 15 257-257
	Mr. Eap Sovanna	Chief of Labour Inspection and Dispute Office	PDLV, Pursat Province	Tel: +855
	Ms. Nol Nary	Vice Chief of Labour Inspection and Dispute Office	MDLVT, Phnom Penh City	Tel: +855
	Mr. Hong Nareth	Chief of Labour Inspection and Dispute Office	PDLVT, Prey Veng Province	Tel: +855 12 223 511
	Mr. Suon Ponloeu	Vice Chief of Labour Inspection and Dispute Office	PDLVT, Uddor Meanchey Province	Tel: +855 69 602 604
	Mr. Pen Sokhorn	Vice Chief of Labour Inspection and Dispute Office	PDLVT, Tbaung Khmum Province	Tel: +855 11576 577

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Mr. Sao Chim Mr. Plek Krapei	Vice Office Chief	PDLVT, Banteay Meanchey Province	Tel; +855 Tel: +855 93 383 634
16:00 – 15:00	Mr. Chiv Sivpheng	Director of the Department of Construction Technical Research of MLMUPC	Virtual Meeting	Tel: +855 12 857 850
09:00 – 10:00	Ms. Din Nheb Ms. Bun Sitha Ms. Sok Srey Line Ms. Keo Sokhem Ms. Yan Thoeun Ms. Phon Mala Ms. Chea Ny Ms. Kun Dany	Finishing and Cleaning Team Finishing and Cleaning Team Finishing and Cleaning Team Mixing and Transport Team Mixing and Transport Team Mixing and Transport Team Mixing and Transport Team Mixing and Transport Team	Borey Chaktomuk City, Construction Site, Svay Chrum, Khsach Kandal, Kandal Province	Tel: +855 97 9169 213 Tel: +855 96 8687 275 Tel: +855 15 290 091 Tel: +855 97 7858 935 Tel: N/A Tel: N/A Tel: N/A Tel: +855 488 938

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
	Ms. Svay Pisey	Mixing and Transport Team		Tel: +855 614 379
11:00 – 12:15	Mr. Nget Pov Mr. Im Da Ms. Horn Sokhon Ms. Nheb Ra Ms. Ham Srey Daov Ms. Kong Koeun Ms. Em Sokleang Ms. Chuom Khorn Ms. Khat Seab	Wall Plastering Team Tile Masonry Team Finishing and Cleaning Team Leader Finishing and Cleaning Team Finishing and Cleaning Team Finishing and Cleaning Team Finishing and Cleaning Team Finishing and Cleaning Team Mixing and Transport Team	Orkide the Botanic City, Construction Site, Sangkat Prek Leap, Khan Chroy Changva, Phnom Penh City.	Tel: +855 96 6190 367 Tel: +855 96 4063 321 Tel: +855 85 575 308 Tel: N/A Tel: +855 87 769 336 Tel: +855 96 6099 189 Tel: +855 86 918 678 Tel: +855 96 9748 044 Tel: +855 96 7299 232
9:00 – 10:00	Mr. Nuon Veasna	Country Manager of Union Aid Abroad (APHEDA, Cambodia	Virtual Meeting	Veasna@apheda.org.au Tel: +855 12 853 916

Date/Time	Full Name	Position and Institution/ or Organisation	Venue	Contact Information
10:00 – 11:00	Mr. Sho SUDO	Former CTA of the ILO/Japan OSH Project based in the ILO Regional Office based in Bangkok.	Virtual Meeting	s-sudou@javada.or.jp

ANNEX 5: Summary of Training Programmes conducted for Relevant Stakeholders between 2018-2022

No.	Type of Training Programmes and Targeted Stakeholders	2018/2019	2020	2021	2022	Total
A.	ToT Training for the national trainers and the PDLV's trainers					
1.	ToT training on WISCON	123 (F:16)				363 (F:58)
2.	ToT Refresher Training on WISCON and Asbestoe's Awareness Raising		126 (F:19)	94 (F: 16)		Average: 91 (F:15)
3.	ToT and Refresher Training on WILCON			20 (F:7)		
B.	Training on WISCON for the OSH Officers, Supervisors and Lead Workers of Small Construction Companies					
1.	WISCON Training by the National Trainers and PDLVT's trainers	211 (F:64)	261 (F:30)	94 (f: 16)	334 (F: 62)	900 (F:172)
C.	ToT Training on WISCON for the Trade Unions' Trainers and their affiliated members from BWTUC and CCW					
1.	ToT Training on WISCON	21 (F: 8)				39 (F:14)
2.	ToT Refresher on WISCON		18 (F: 6)			Average: 20 (F:7)
3.	WINSICON Training for supervisors and lead workers	174 (F: 63)	201 (F: 100)	214 (F: 94)		594 (F: 257)
D.	Training on WILCON for OSH Officers and Staff of Large Construction Companies (Member of PAB) and Engineers of the Board of Engineers of Cambodia (BEC)					
1.	Training on WILCON for OSH Officers of the Large Construction Companies			38 (F: 29)		433 (F:55)
2.	Training on WILCON for Engineers of the BEC				395 (F:26)	
					GRAND TOTAL	2,038 (F: 274)
					Trainers:	111 (F:22)
					Trainees/Participants:	1,927 (F: 324)

ANNEX 6: Interview Guides

Introduction to the Interview Guides

Interviews and focus groups with key stakeholders will be based on qualitative questions that will be open-ended, that is, the respondents will provide their responses in his/her own words, so to get in-depth information about their perceptions, insights, attitudes, experiences, or beliefs regarding the project.

Interviews/focus groups will also be useful to follow-up with questions the evaluation team may have after analysing data from other evaluation methods such as document review.

The evaluation team members may ask the same question to different individuals or informant categories to compare their responses and analyse how these individual differences may reflect on the project.

The items included on the interview guides are exhaustive, but generic. As the interview guides are intended to help the evaluation team develop semi-structured interviews/focus groups, they **will be adapted depending on each context** and set of interventions; **the profile and attitudes of the respondent; and the results of previous interviews** with other stakeholders; in order to help better focus each interview.

Introduction to the interview

Thank you for participating in this interview. My name is <insert name>. I am conducting the Evaluation of **the ILO's implemented Technical Cooperation Project (TCP) entitled: Enhancing the OSH Standards in Construction Sector in Cambodia, with the financial support from the Government of Japan, Ministry of Health and Labour Welfare.**

The purpose of this interview is to help us better understand the TCP, its results and effects in Cambodia. In order to do so, I would like you to respond to some questions, **based on your experience and perspective.**

Your answers will be treated with the strictest **confidentiality.**

The evaluators will ask the respondent to introduce him/herself and his/her role/participation in the project

Do you have any questions before we begin?

I. ILO Representatives

Stakeholders: ILO ROAP and ILO Decent Work Team for East-Asia, South-East Asia and the Pacific, Cambodia-CO, ILO-Yangon.

Chief Technical Advisor, Senior Specialists and Experts on OSH, Cambodia CO (NPC and Finance/Admin Assistant, and CO-National Coordinator.

Demographic Info:

1. Date:
2. Interview location:
3. Interviewer Name:
4. Respondent Name:
5. Respondent Title (during life of Activity):
6. Respondent Institution (during life of Activity):
7. Sex of respondent:

Preface: What has been your role in the design/implementation of **the ILO's TCP on Enhancing OSH Standards in Construction Sector in Cambodia?** How long have you been in this role? Were there particular aspects of the TCP that you were involved in? What aspects?

Relevance and Validity of Design (*Is the intervention doing the right things?*)

1. *To what extent were the needs of beneficiaries and stakeholders taken in account in project design?*
 - How was the project designed?
 - How were the stakeholders involved?
2. *To what extent do the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities? Was it based on participation and institutional capacity building of social partners (**the government, the employers' and workers' organizations and other relevant stakeholders**)?*
 - In what way did the project design take in consideration the capacities of the different social partners?
 - How were the objectives of the project aligned with the objectives of ILO, ILS and **Social Dialogue and Tripartism**?
3. *Were the planned project objectives and outcomes relevant and realistic to the situation on the ground? How were they adapted to unforeseen or emerging issues or conditions?*
4. *Did the project design establish a clear strategy to respond to the conditions and issues detected?*
 - How were risks identified?
 - What risk mitigations were in place at the onset? Did that change over

time?

- Were there issues /challenges that arose during implementation that were not accounted for at the onset? What are they and how did the project deal with it?

Coherence/Strategic Fit (*How well does the intervention fit?*)

The extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies, and fit with national initiatives and with other projects supported by other actors, and project visibility.

1) *To what extent was the project aligned to national priorities?*

- Why is this project relevant to **the construction** sector in Cambodia?
- How is it aligned with the **national priorities of the Royal Government of Cambodia, the DWCP Outcomes and other outcomes of related projects and initiatives in Cambodia?**

2) *Is the project coherent with the interventions and strategies of other actors working on **OSH in Cambodia, including from partner governments, workers' and employers' organizations, and civil society?***

- Are there other entities / organisations working on similar issues?
- How has the project collaborated with them?
- Any lessons learned from this collaboration?

Project Results and Effectiveness (*Is the intervention achieving its objectives?*)

1) *To what extent did the project achieve planned objectives? Has the quantity and quality of the outputs produced been satisfactory?*

- What would you say are the achievements of the project to date? Why?
- To what extent are the project intended results realistic vis a vis available resources including time?
- How could some objectives or outputs been better formulated to increase effectiveness?

2) *To what extent did the project coordinate and collaborate with other on-going ILO, UN and/or other partners' programmes/projects/initiatives to increase its effectiveness and impact?*

- What was the implementation strategy of the project?
- In what ways were coordination and collaboration a key approach in project implementation?

3) *What are the main factors – internal to the project and external – that have hindered the project capacity to fully reach all the objectives? Are there alternative strategies that would have increased the prospects of fully achieving the project objectives?*

- What have been the implementation challenges?
 - How were the implementation challenges approached or mitigated?
 - What could have been done differently to increase results?
- 4) *To what extent was the monitoring and evaluation framework appropriate and useful in assessing the project's progress?*
- How was the M&E system developed?
 - What were the most useful parts of the M&E system?
 - How was the M&E system used to ensure achievement of results?

Efficiency of Resource Use (*How well are resources being used?*)

- 1) *To what extent have financial, human, and institutional resources been sufficient and adequate to meet project objectives?*
- How was the staffing of the project supportive/challenging for project implementation?
 - In terms of financial resources, were available funds sufficient for the implementation of planned activities?
- 2) *To what extent was the project efficient in delivering the desired/planned results? Are there other more efficient means of delivering more and better results (outputs and outcomes) with the available inputs?*
- In retrospect, what would you have done differently in terms of staffing and in terms of financial management?
- 3) *Has the project received the necessary institutional, technical, and administrative guidance from different ILO departments (**both at the Headquarter and the ROAP Office**) for successful execution?*
- Which ILO departments have been working alongside the project?
 - How would you assess the collaboration and support? What could be improved? What could be strengthened?
- 4) *How efficient were the management and accountability structures of the project?*

Progress towards Impact

- 1) *What contribution did the project make towards achieving its long-term objective and **outcomes**?*
- What would you say are the tangible results of the project **in the areas of:**
 - ⇒ **Developing and implementing OSH Policy and legislative framework in construction sector in line with the framework of the 2nd National OSH Master Plan and ILO Standards.**

- ⇒ **Strengthening preventive measures for occupational health hazards and risks including asbestos and chemical substances.**
- ⇒ **Enhancing culture of preventative safety and health at construction sites and improving OSH knowledge through OSH training to construction workers.**
- ⇒ **Sharing OSH good practices in construction sector at ASEAN level.**

- **How has the project strengthened the relationship and trust between/or among Cambodian Government, Tripartite Stakeholders, development partners and ILO?**
- **In what way has the project contributed to strengthening capacities of the project stakeholders to manage and control potential occupational hazards in the workplace?**
- **How has this project affected the construction sector in general and the construction companies and construction workers themselves in particular? How is that monitored?**
- **In what ways was gender considered within the project? What would you say has been achieved on this front?**

2) *To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects, or impact, including in actual improvement in conditions for ultimate beneficiaries?¹³*

Sustainability (*Will the benefits/changes last or be used for further changes?*)

- 1) *How effective and realistic is the exit strategy of the project?*
 - What would happen at the end of the project?
 - Is there institutionalisation of the project interventions?
 - How can sustainability be enhanced?

- 2) *How effectively is the project building the necessary capacity of people and institutions?*

- 3) *To what extent are planned results of the project likely to be sustained and/or scaled-up and replicated by stakeholders?*
 - How do the stakeholders feel about this project? How engaged and committed to its principles and maintaining the results?

¹³ **Note:** Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment.

- Are there government plans to continue the implementation of some of the activities?
- 4) *What further concrete steps could be taken to increase the sustainability of the results?*

II. Government Organizations

Stakeholders: Government - Ministry of Labour and Vocational Training (MoLVT), Ministry of Industry and Handicraft (MoIH), Ministry of Land Management, Urban Planning and Construction (MLMUPC), Ministry of Public Works and Transport (MPWT), Ministry of Environment (MOE), Council for Development of Cambodia (CDC), Ministry of Health (MOH), Ministry of Commerce (MOC).

Demographic Info:

1. Date:
2. Interview location:
3. Interviewer Name:
4. Respondent Name:
5. Respondent Title (during life of Activity):
6. Respondent Institution (during life of Activity):
7. Sex of respondent:

Preface: What has been your role in the design/implementation of **the ILO's TCP on Enhancing OSH Standards in Construction Sector in Cambodia**? How long have you been in this role? Were there particular aspects of the TCP that you were involved in? What aspects?

Relevance and Validity of Design (*Is the intervention doing the right things?*)

- 1) *To what extent were the needs of beneficiaries and stakeholders taken in account in project design?*
 - How was the project designed?
 - How were you involved in the design and selection of objectives and outputs?

- 2) *To what extent do the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities? Was it based on participation and institutional capacity building of social partners (**the government, the employers' and workers' organizations and other relevant stakeholders**)?*
 - *How were the objectives of the project aligned with the objectives of the ILO, ILS and Social Dialogue and Tripartism?*
 - *In what way were the capacity building activities aligned with your needs and priorities?*

Coherence/Strategic fit (*How well does the intervention fit?*)

The extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies and fit with national initiatives and with other projects supported by other actors, and project visibility.

1) *To what extent was the project aligned to national priorities?*

- Why is this project relevant to **the construction sector** in Cambodia?
- How is it aligned with the **national priorities of the Royal Government of Cambodia, the DWCP Outcomes and other outcomes of related projects and initiatives in Cambodia?**
- Are there other effort by other entities towards the same objectives?
How aligned are all these projects?

2) *Is the project coherent with the interventions and strategies of other actors working on **OSH in Cambodia**, including from partner governments, workers' and employers' organizations, and civil society?*

- Are there other entities / organisations working on similar issues?
- How has the project collaborated with them?
- Any lessons learned from this collaboration?

Project Results and Effectiveness (*Is the intervention achieving its objectives?*)

1) *To what extent did the project achieve planned objectives? Has the quantity and quality of the outputs produced been satisfactory?*

- What would you say are the achievements of the project to date? Why?
- To what extent are the project intended results realistic vis a vis available resources including time?
- How could some objectives or outputs been better formulated to increase effectiveness?

2) *What are the main factors – internal to the project and external – that have hindered the project capacity to fully reach all of the objectives? Are there alternative strategies that would have increased the prospects of fully achieving the project objectives?*

- What have been the implementation challenges?
- How were the implementation challenges approached or mitigated?
- What could have been done differently to increase results?

Progress towards Impact

1) *What contribution did the project make towards achieving its long-term objective and **outcomes**?*

- What would you say are the tangible results of the project **in the areas of:**

- ⇒ **Developing and implementing OSH Policy and legislative framework in construction sector in line with the framework of the 2nd National OSH Master Plan and ILO Standards.**
 - ⇒ **Strengthening preventive measures for occupational health hazards and risks including asbestos and chemical substances.**
 - ⇒ **Enhancing culture of preventative safety and health at construction sites and improving OSH knowledge through OSH training to construction workers.**
 - ⇒ **Sharing OSH good practices in construction sector at ASEAN level.**
- **How has the project strengthened the relationship and trust between/or among Cambodian Government, Tripartite Stakeholders, development partners and ILO?**
 - **In what way has the project contributed to strengthening capacities of the project stakeholders to manage and control potential occupational hazards in the workplace?**
 - **How has this project affected the construction sector in general and the construction companies and construction workers themselves in particular? How is that monitored?**
 - **In What ways was gender considered within the project? What would you say has been achieved on this front?**
- 2) **To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects, or impact, including in actual improvement in conditions for ultimate beneficiaries?¹⁴**

Sustainability (*Will the benefits/changes last or be used for further changes?*)

- 1) *How effective and realistic is the exit strategy of the project?*
 - What would happen at the end of the project?
 - Is there institutionalisation of the project interventions?
 - How can sustainability be enhanced?
- 2) *How effectively is the project building the necessary capacity of people and institutions?*
- 3) *To what extent are planned results of the project likely to be sustained and/or scaled-up and replicated by stakeholders?*
 - Overall what is your assessment of the project to date?

¹⁴ **Note:** Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment.

- Are there government plans to continue the implementation of some of the activities?
- 4) *What further concrete steps could be taken to increase the sustainability of the results?*

III. Social Partners

Stakeholder: Social Partners - Employers' Organizations and Workers' Organizations

Employers' Organizations/Companies: Cambodian Federation of Employers and Business Association (CAMFEBA), Mega Asset Management (MAM), European Chamber of Commerce in Cambodia (ECCC), EuroCham, Rinco Trading Co., Ltd., CMED Construction Co. Ltd. Daun Penh Construction Co. Ltd., Comin Khmer Company.

Workers' Organizations: Building and Wood Workers Trade Union Federation of Cambodia (BWTUC), Cambodian Confederation Unions (CCU), Confederation of Cambodian Workers Movement (CCW), Federation of Building and Wood Workers (FBWW), Cambodia Labour of Workers and Building Union Federation (CLOWBUF).

Demographic Info:

1. **Date:**
2. **Interview location:**
3. **Interviewer Name:**
4. **Respondent Name:**
5. **Respondent Title (during life of Activity):**
6. **Respondent Institution (during life of Activity):**
7. **Sex of respondent:**

Preface: What has been your role in the design/implementation of **the ILO's TCP on Enhancing OSH Standards in Construction Sector in Cambodia**? How long have you been in this role? Were there particular aspects of the TCP that you were involved in? What aspects?

Relevance and Validity of Design (*Is the intervention doing the right things?*)

- 1) *To what extent were the needs of beneficiaries and stakeholders taken in account in project design?*
 - How was the project designed?
 - To what extent were your needs and priorities reflected in project activities?
- 2) *To what extent do the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities? Was it based on participation and institutional capacity building of social partners (**the government, the employers' and workers' organizations and other relevant stakeholders**)?*

- In what way did the project design take in consideration the capacities and abilities of your organisation?
- How were the objectives of the project aligned with the objectives of the ILO, ILS and **Social Dialogue and Tripartism**?

Coherence/Strategic fit (*How well does the intervention fit?*)

The extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies and fit with national initiatives and with other projects supported by other actors, and project visibility.

1) *To what extent was the project aligned to national priorities?*

- Why is this project relevant to **the construction sector** in Cambodia?
- How is it aligned with the **national priorities of the Royal Government of Cambodia, the DWCP Outcomes and other outcomes of related projects and initiatives in Cambodia**?
- How is this project relevant to your organisation and its needs and priorities?

2) *Is the project coherent with the interventions and strategies of other actors working on **OSH in Cambodia**, including from partner governments, workers' and employers' organizations, and civil society?*

- Are there other entities / organisations working on similar issues?
- How has the project collaborated with them?
- Any lessons learned from this collaboration?

Project results and effectiveness (*Is the intervention achieving its objectives?*)

1) *To what extent did the project achieve planned objectives? Has the quantity and quality of the outputs produced been satisfactory?*

- What would you say are the achievements of the project to date? Why?
- To what extent are the project intended results realistic vis a vis available resources including time?

2) *What are the main factors – internal to the project and external – that have hindered the project capacity to fully reach all the objectives? Are there alternative strategies that would have increased the prospects of fully achieving the project objectives?*

- What have been the implementation challenges?
- How were the implementation challenges approached or mitigated?
- What could have been done differently to increase results?

Progress towards Impact and Sustainability (*Will the benefits/changes last or be used for further changes?*)

1) *What contribution did the project make towards achieving its long-term objective and **outcomes**?*

- What would you say are the tangible results of the project **in the areas of**:
 - ⇒ **Developing and implementing OSH Policy and legislative framework in construction sector in line with the framework of the 2nd National OSH Master Plan and ILO Standards.**
 - ⇒ **Strengthening preventive measures for occupational health hazards and risks including asbestos and chemical substances.**
 - ⇒ **Enhancing culture of preventative safety and health at construction sites and improving OSH knowledge through OSH training to construction workers.**
 - ⇒ **Sharing OSH good practices in construction sector at ASEAN level.**
- How has the project strengthened the relationship and trust between the different social partners/**or among Cambodian Government, Tripartite Stakeholders, development partners and ILO?** (if at all)?
- In what way has the project contributed to strengthening capacities of **the project stakeholders to manage and control potential occupational hazards in the workplace?**
- How has this project affected the **construction sector in general and the construction companies and construction workers themselves in particular?** How is that monitored?
- In what ways was gender considered within the project? What would you say has been achieved on this front?

2) *To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects, or impact, including in actual improvement in conditions for ultimate beneficiaries?¹⁵*

3) *How effective and realistic is the exit strategy of the project?*

- What would happen at the end of the project?
- Is there institutionalisation of the project interventions?
- How can sustainability be enhanced?

4) *How effectively is the project building the necessary capacity of people and institutions?*

¹⁵ **Note:** Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment.

- How has the project strengthened the internal capacities of your organisation (if at all)?
 - How has the project supported the development of stronger relationships with other relevant stakeholders?
- 5) *To what extent are planned results of the project likely to be sustained and/or scaled-up and replicated by stakeholders?*
- What would happen at the end of the project? Does your organisation have plans to continue some of the activities?
 - Are there government plans to continue the implementation of some of the activities?
- 6) *What further concrete steps could be taken to increase the sustainability of the results?*
- What do you need to ensure continuity of results achieved so far?

IV. Civil Society Organizations

Stakeholder: CSOs, International and National Organizations

Australian People for Health, Education and Development Abroad (APHEDA), CARE Cambodia, KOSHA, JICA.

Demographic Info:

1. **Date:**
2. **Interview location:**
3. **Interviewer Name:**
4. **Respondent Name:**
5. **Respondent Title (during life of Activity):**
6. **Respondent Institution (during life of Activity):**
7. **Sex of respondent:**

Preface: What has been your role in the design/implementation of **the ILO's TCP on Enhancing OSH Standards in Construction Sector in Cambodia**? How long have you been in this role? Were there particular aspects of the TCP that you were involved in? What aspects?

Relevance and Validity of Design (*Is the intervention doing the right things?*)

- 1) *To what extent were the needs of beneficiaries and stakeholders taken into account in the project design?*
 - In what ways were you involved with this project?
 - How is this project aligned with the objectives and activities of your organisation?
- 2) *To what extent do the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities? Was it based on participation and institutional capacity building of social partners?*

- How were the objectives of the project aligned with the objectives of the ILO, ILS and **Social Dialogue and Tripartism**?

Coherence/Strategic fit (*How well does the intervention fit?*)

The extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies, and fit with national initiatives and with other projects supported by other actors, and project visibility.

1) *To what extent was the project aligned to national priorities?*

- Why is this project relevant to **the construction sector in Cambodia**?
- How is it aligned with the national priorities of **the Royal Government of Cambodia, the DWCP Outcomes and other outcomes of related projects and initiatives in Cambodia**?

2) *Is the project coherent with the interventions and strategies of other actors working on **OSH in Cambodia**, including from partner governments, workers' and employers' organizations, and civil society?*

- Are there other entities / organisations working on similar issues?
- How has the project collaborated with them?
- Any lessons learned from this collaboration?

Project results and effectiveness (*Is the intervention achieving its objectives?*)

1) *To what extent did the project achieve planned objectives? Has the quantity and quality of the outputs produced been satisfactory?*

- What would you say are the achievements of the project to date? Why?

Progress towards Impact

1) *What contribution did the project make towards achieving its long-term objective and **outcomes**?*

- What would you say are the tangible results of the project **in the areas of**:
 - ⇒ **Developing and implementing OSH Policy and legislative framework in construction sector in line with the framework of the 2nd National OSH Master Plan and ILO Standards.**
 - ⇒ **Strengthening preventive measures for occupational health hazards and risks including asbestos and chemical substances.**
 - ⇒ **Enhancing culture of preventative safety and health at construction sites and improving OSH knowledge through OSH training to construction workers.**

⇒ **Sharing OSH good practices in construction sector at ASEAN level.**

- How has the project strengthened the relationship and trust between **Cambodian Government/or among Tripartite Stakeholders, Development Partners, and ILO?** (if at all)?
- In what way has the project contributed to strengthening capacities?
- How has this project affected the workers themselves? How is that monitored?
- In What ways was gender considered within the project? What would you say has been achieved on this front?

2) *To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects, or impact, including in actual improvement in conditions for ultimate beneficiaries¹⁶*

Sustainability (*Will the benefits/changes last or be used for further changes?*)

1) *How effective and realistic is the exit strategy of the project?*

- What would happen at the end of the project?
- Is there institutionalisation of the project interventions?
- How can sustainability be enhanced?

2) *How effectively is the project building the necessary capacity of people and institutions?*

3) *To what extent are planned results of the project likely to be sustained and/or scaled-up and replicated by stakeholders?*

- How do the stakeholders feel about this project? How are they engaged and committed to its principles and maintaining the results?
- Are there government plans to continue the implementation of some of the activities?

4) *What further concrete steps could be taken to increase the sustainability of the results*

¹⁶ **Note:** Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment.

ANNEX 7: Lessons Learned



Enhancing occupational safety and health standards in construction sector in Cambodia

Project DC/SYMBOL: KHM/17/01/JPN

Name of Evaluator: Dwight Ordóñez and Veyara Chhieu

Date: 29 November 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	Need to expand the functions of the National OSH Committee
Brief description of lessons learned (link to specific action or task)	The functions of the existing National OSH Committee could be re-defined to include the coordination role on OSH law and policy development with a view to exploring synergies, avoiding duplication of efforts and resources, and identifying potential areas for collaboration and joint implementation between and among the members from the relevant ministries and institutions and the development partners.
Context and any related preconditions	There is currently a risk of overlap of functions (regulatory, supervision, training, awareness raising) among the MoLVT and the MLMUPC, regarding the construction sector
Targeted users / Beneficiaries	Relevant government agencies / ministries (notably MoLVT and MLMUPC)
Challenges /negative lessons - Causal factors	MoLVT and MLMUPC are currently issuing parallel regulations and implementing parallel inspection and training schemes in the construction sector.
Success / Positive Issues - Causal factors	N/A
ILO Administrative Issues (staff, resources, design, implementation)	ILO would need to include some resources in the next phase of the project to provide technical support to the RGC on this issue.



Enhancing occupational safety and health standards in construction sector in Cambodia

Project DC/SYMBOL: KHM/17/01/JPN
Name of Evaluator: Dwight Ordóñez and Veyara Chhieu
Date: 29 November 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	Social partners should appoint technically informed representatives to tripartite bodies
Brief description of lessons learned (link to specific action or task)	To facilitate consensus building and in ensuring for the best outcomes of dialogue and consultation/or discussion, the members of the National OSH Committee should have relevant technical and at least practical knowledge and experience working in the field of OSH.
Context and any related preconditions	It was referred by some social partners that the fact that some trade union representatives appointed to the PAB were not sufficiently informed, from a technical point of view on OSH and on construction-related matters, related decision making/ reaching consensus among tripartite constituents
Targeted users /Beneficiaries	Tripartite constituents
Challenges /negative lessons - Causal factors	This lesson learned is even more relevant in the case of the National OSH Committee. Demonstrated technical expertise should be a standard for membership
Success / Positive Issues - Causal factors	N/A
ILO Administrative Issues (staff, resources, design, implementation)	No administrative issues foreseen

[Title]

Project DC/SYMBOL: KHM/17/01/JPN

Name of Evaluator: Dwight Ordóñez and Veyara Chhieu

Date: 29 November 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	OSH standards applied by “big” construction companies may be a useful resource to help smaller construction companies to implement OSH standards
Brief description of lessons learned (link to specific action or task)	The existing OSH standards that have been successfully and effectively implemented by some big construction companies could be adopted/or tailored to meet the needs of the small construction companies that have limited resources or knowledge about OSH standards.
Context and any related preconditions	Construction companies already operating in Cambodia who abide by good OSH standards may serve as an example and help “settle the bar” for smaller construction companies. Big companies could “trickle down” OSH standards by requesting and monitoring that subcontractors abide by a set of agreed OSH requirements, tailored to their operations level, including OSH committees in the workplace and training of workers in OSH
Targeted users / Beneficiaries	Small and medium construction enterprises, construction workers
Challenges /negative lessons - Causal factors	N/A
Success / Positive Issues - Causal factors	Big companies have enough financial leverage to influence on smaller companies OSH-related behaviour
ILO Administrative Issues (staff, resources, design, implementation)	No ILO-related administrative issues are foreseen for this lesson learned

ANNEX 8: Good practices



Evaluation Office



► Template 4.2: Emerging good practices

Enhancing occupational safety and health standards in construction sector in Cambodia

Project DC/SYMBOL: KHM/17/01/JPN

Name of Evaluator: Dwight Ordóñez and Veyara Chhieu

Date: 29 November 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	Project Advisory Committee as an space and mean to foster social dialogue and tripartite cooperation
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Regular meetings of the PAB provided a shared space to implement tripartism and for the exchange of innovative ideas and good practices on OSH prevention measures that can be replicated and applied at the construction sites across the country.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The existence of the Project Advisory Board (PAB) allowed for interaction among government, employers' organizations, and trade unions. No limitations foreseen to this practice, as it serves to both construct and make viable tripartism.
Establish a clear cause- effect relationship	Social dialogue, based on trust, direct communication and tripartite consultations, together with governmental commitment and political will, are key for creating an enabling environment that makes improvements to labour law viable.
Indicate measurable impact and targeted beneficiaries	Impact cannot be quantitatively measured. Beneficiaries are the tripartite constituents.
Potential for replication and by whom	Should be used in other ILO-sponsored projects and the idea of using a PAB should be advanced by the ILO in other projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Social dialogue is part of ILO policy drivers, and it is to be included as a regular practice and means leading to positive change in all project initiatives.
Other documents or relevant comments	N/A



Enhancing occupational safety and health standards in construction sector in Cambodia

Project DC/SYMBOL: KHM/17/01/JPN

Name of Evaluator: Dwight Ordóñez and Veyara Chhieu

Date: 29 November 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	Joint inspection teams among government agencies (MoLVT, MLMUPC, other) to address compliance with OSH standards
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The guidance given by the Prime Minister of the RGC, on forming a joint-inspection team among the relevant ministries and institutions can be used as a basis for future discussion between the MoLVT and the MLMUPC to conduct in the future joint-inspection on OSH measures and standards in Cambodia.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	There is currently a risk of overlap of functions (regulatory, supervision, training, awareness raising) among the MoLVT and the MLMUPC, regarding the construction sector. This good practice is applicable to those cases in which there is an overlap of functions and difficulty to clarify/ separate responsibilities among the institutions involved.
Establish a clear cause- effect relationship	Clarifying responsibilities and establishing mechanisms for joint work among government agencies should reduce/ eliminate, in practice, the risk of overlapping mandates and institutional action.
Indicate measurable impact and targeted beneficiaries	Impact cannot be quantitatively measured. Beneficiaries are government concerned agencies (MoLVT, MLMUPC, other).
Potential for replication and by whom	To be replicated by governments and backed by the ILO in contexts similar to the one observed in Cambodia.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> • ILO Programme and Budget 2022-2023, Outcome 7 (<i>Adequate and effective protection at work for all</i>) • ILO's DWCP for the Kingdom of Cambodia's (2019-2023), under the following target for Outcome 3.3: <i>By 2023, labor inspection system reform completed in line with ILO/BFC/MoLVT Joint Action Plan</i>
Other documents or relevant comments	N/A