

Executive Summary

The report is designed to disseminate the major findings of a series of activities undertaken by the National Employment Agency (NEA, Royal Government of Cambodia) in the first phase between 2019 and 2021.

Part I summarizes the progress and key achievements of the first phase, analyzes and evaluates overall progress and achievements, and describes the Expert review that helps in reflecting on the learning experience and outcomes. The Joint Project provided an action research cycle with five steps: Fact finding (Step 1); Planning (Step 2); Acting (Step 3); Observing (Step 4); and Reflecting (Step 5). Overall, the first phase focused on running Step 1 and Step 2 by accomplishing four key achievements: (1) Kick-Off Meeting, (2) Study Visit, (3) Online Meetings, and (4) Planning of the Consultation Conference. The project achieved a relatively good level of efficiency with appropriate scope and time management, while the NEA faced unexpected challenges as a result of the Covid-19 pandemic. The project built a strong foundation which will have a significant impact on the PES users and its stakeholders in the near future. A variety of events promoted teamwork in the NEA and Job Centers, which in turn drew the attention of the WAPES members.

Part II explores future directions to ensure the establishment of performance assessment in PES and the development of a customer satisfaction survey (CSS). It also proposes four recommendations that address: (1) technology use to establish the communication and learning platform; (2) active communication to facilitate internal discussion within the NEA team; (3) maintaining momentum by organizing short, regular, and online-based workshops; (4) conceptual understanding of organizational learning. The four recommendations will help the NEA team to achieve their desired outcome in the second phase, even if the influence of the pandemic persists long after it is over.

We believe that the recommendations and Expert reviews promote the further progress of the project in the second phase (September 2021-August 2023). We will also ensure that the NEA enjoys a strong sense of ownership over the Joint Project and that the WAPES network supports the NEA's commitment to active participation in future activities.