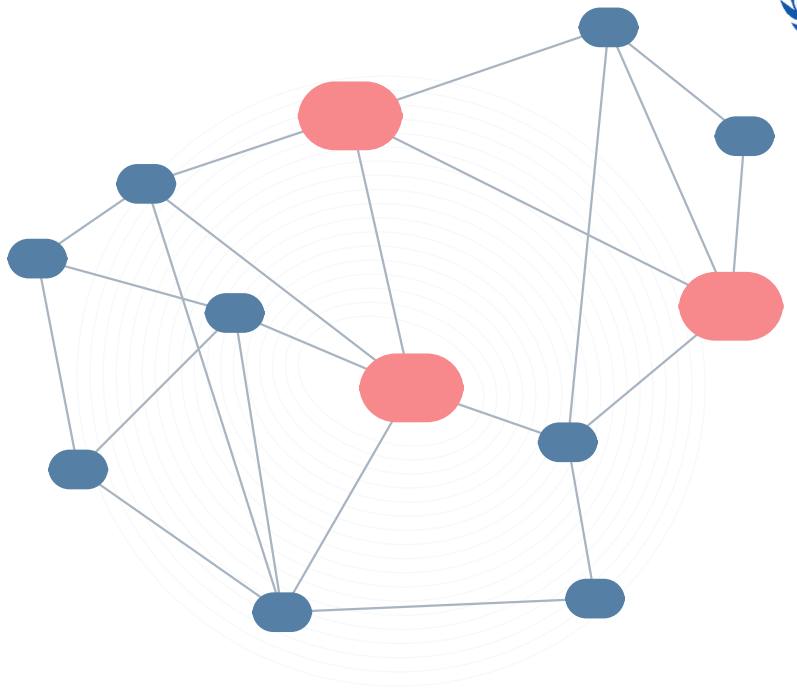
Labour Market Intelligence for the Future



Forecasting, skills anticipation
and policy design for LDC graduation

Which decisions must Cambodia make today to prepare workers for the jobs of tomorrow?

H.E. Dr. OUM Chan Mono

Advisor to the Ministry of Labour and Vocational Training

National Labour
Economics Conference
11–12 November 2026

Why Cambodia needs a **stronger LMIS**

Economic change is reshaping jobs, skills and policy needs faster than fragmented systems can respond.



Transformation

Industrialisation, digitalisation and regional integration reshape labour demand.



Fragmented evidence

Information sits across institutions, platforms, classifications and reporting cycles.



Decision gap

Existing data cannot always support timely policy and service decisions.



National response

An integrated, trusted and user-oriented LMIS connects evidence with decisions.

LMIS provides institutional infrastructure for employment policy, skills and workforce planning.

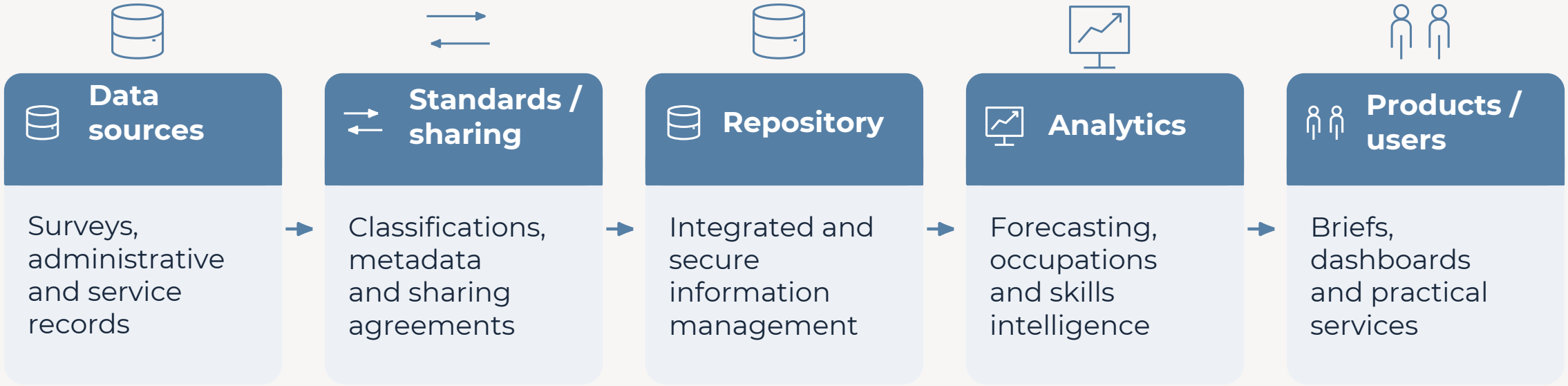
Strong foundations, but a fragmented ecosystem

Dimension	Existing strengths	Key gaps
Governance	MLVT and institutional mandates	Limited formal coordination and data sharing
Data	LFS, CSES, employer surveys, records and tracer studies	Uneven coverage of wages, migration, informality and skills
Infrastructure	NEA portal, CPES and other administrative databases	Fragmentation, limited interoperability and no shared repository
Analytics	Regular statistics, reports and applied research	Limited integrated forecasting, mismatch and scenario analysis
User services	Existing labour market information	Limited tailored products, dashboards and feedback loops

Strong foundations become more useful when institutions can integrate, analyse and act together.

The central challenge: **evidence conversion**

Weak connections across the data-to-decision chain reduce the usefulness of existing information.



Fragmented ownership limits integration, which constrains analysis and the use of evidence.

Singapore: from job-change intelligence to workforce action

Singapore links job-change analysis to skills pathways and employment support.







Transformation maps

Technology effects on tasks and job roles

Skills frameworks

Competencies and learning pathways

Career conversion

Guidance, training and employer reskilling

ICT example: job-change analysis identifies reskilling needs.

Cambodia can connect priority occupations with practical services and learning pathways.

Malaysia: quantitative signals and industry validation

Market signals

Employment,
vacancies,
wages and other
demand indicators

MyCOL

A regularly reviewed Critical Occupations List

Employer evidence

Call-for-Evidence survey,
consultations and
focus groups

Informs skills, talent and migration-related priorities

Cambodia can validate shortage signals before selecting priority occupations and responses.

Four components connect **evidence, services and policy**

Four components support services, skills and policy intelligence.

Data sources

Surveys, administrative records, employer and tracer evidence, education and training data.

Information repository

Common metadata, secure exchange and an interoperable information environment.

Analytical capacity

Teams, methods and tools for indicators, forecasting, skills analysis and policy scenarios.

Institutional arrangements

Governance, coordination, data stewardship, capacity and sustainable financing.

Foundation and system design

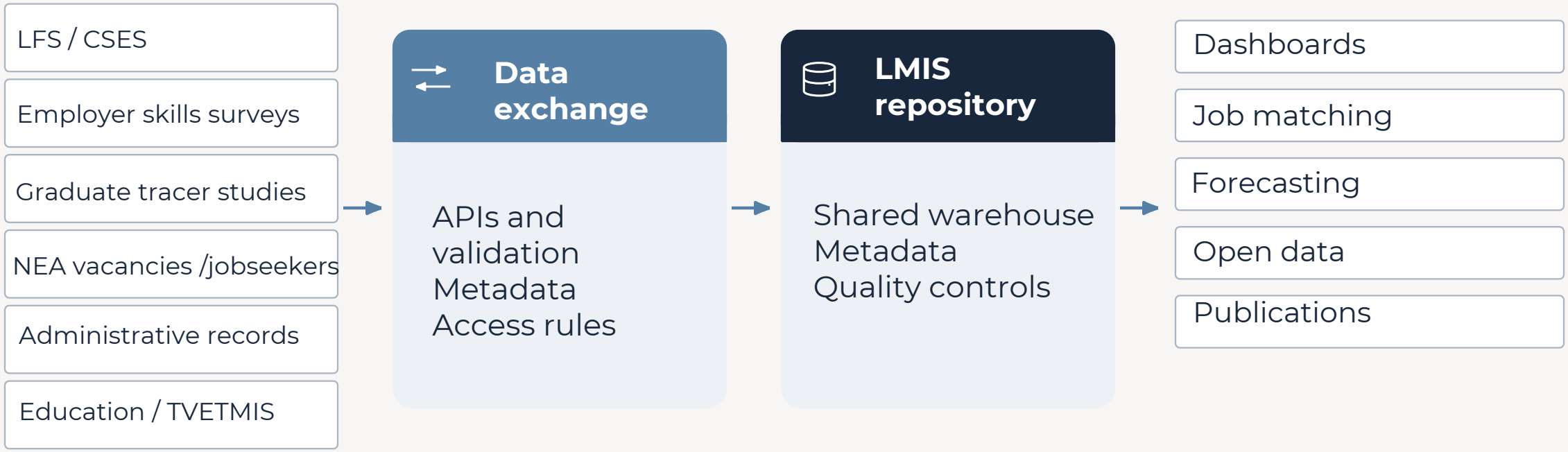
Governance, inventory, standards and capacity form one foundation package.

1	**Governance**	Define roles, priorities, decision procedures and escalation.
2	**Inventory**	Catalogue sources, coverage, quality, gaps and integration readiness.
3	**Data sharing**	Agree access, confidentiality, refresh schedules and pilot exchanges.
4	**Indicator registry**	Harmonise definitions, classifications and metadata.
5	**Capacity**	Assign focal points, data stewards and operational teams.

Readiness requires approved deliverables, accountable owners and teams able to maintain the system.

Data integration: priority sources and useful services

Connect priority sources through common standards and secure exchange.



Start with high-value, feasible use cases, then expand data connections through reusable standards.

MLVT's Existing models to support **evidence-based policy design**

Employment and skills forecasts

ARIMA and econometric approaches
Employer / Delphi validation
Occupational and supply assessments

Input–output and SAM analysis

Inter-industry linkages and multipliers
Production and income transmission
Sector and household effects

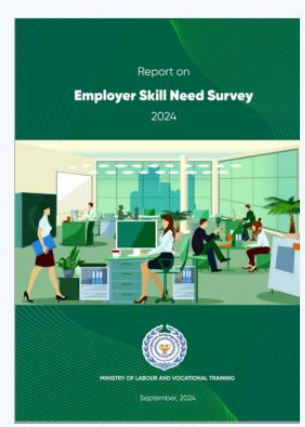
SMSD and structural scenarios

Economy-wide and distributional analysis
Policy, investment and shock scenarios
Model-specific assumptions and validation

Migration / returnee microsimulation

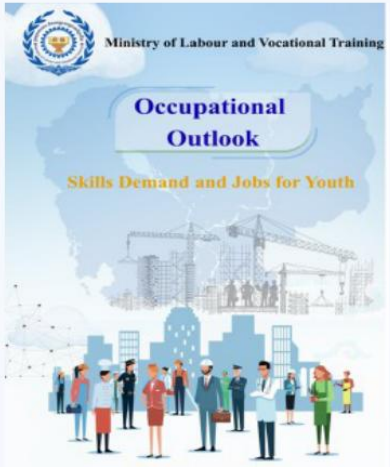
Mobility and available skills
Recognition, incentives and local demand
Employment and household scenarios

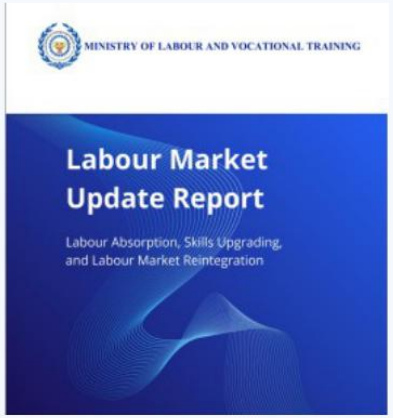
Research and publications: products for defined decisions











Micro level

Workers, students and jobseekers

Vacancies, wages, skills, entry requirements and career pathways

Meso level

Sectors, provinces, employers and providers

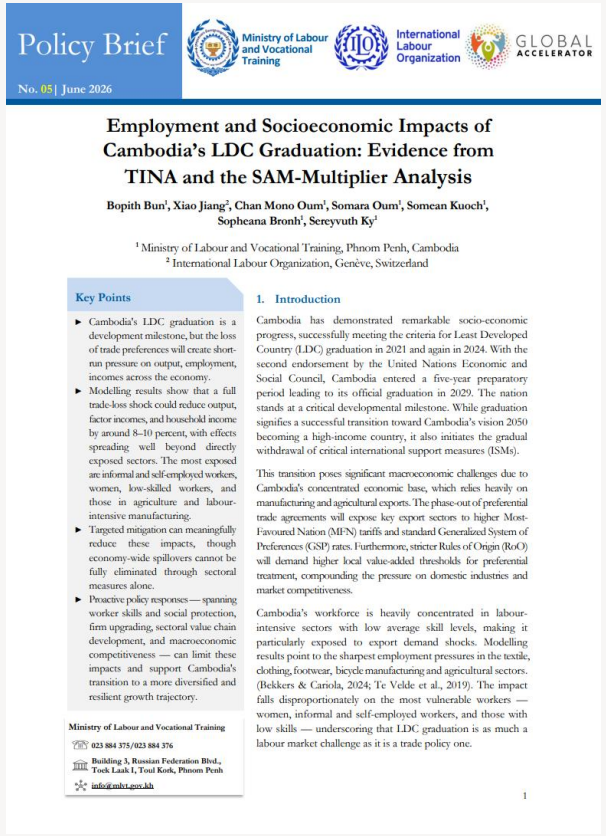
Occupational outlooks, shortage evidence and graduate supply

Macro level

Government and national planners

Employment, productivity, informality, migration and scenarios

LDC graduation: LMIS becomes even more essential



Policy Brief

Ministry of Labour and Vocational Training | International Labour Organization | GLOBAL ACCELERATOR

No. 05 | June 2026

Employment and Socioeconomic Impacts of Cambodia's LDC Graduation: Evidence from TINA and the SAM-Multiplier Analysis

Bopith Bun[1], Xiao Jiang[2], Chan Mono Oum[1], Somara Oum[1], Somean Kuoch[1], Sopheana Bronh[1], Sereyvuth Ky[1]

[1] Ministry of Labour and Vocational Training, Phnom Penh, Cambodia
[2] International Labour Organization, Genève, Switzerland

Key Points

- Cambodia's LDC graduation is a development milestone, but the loss of trade preferences will create short-run pressure on output, employment, incomes across the economy.
- Modelling results show that a full trade-loss shock could reduce output, factor incomes, and household income by around 8–10 percent, with effects spreading well beyond directly exposed sectors. The most exposed are informal and self-employed workers, women, low-skilled workers, and those in agriculture and labour-intensive manufacturing.
- Targeted mitigation can meaningfully reduce these impacts, though economy-wide spillovers cannot be fully eliminated through sectoral measures alone.
- Proactive policy responses — spanning worker skills and social protection, firm upgrading, sectoral value chain development, and macroeconomic competitiveness — can limit these impacts and support Cambodia's transition to a more diversified and resilient growth trajectory.

Ministry of Labour and Vocational Training
023 884 375/023 884 376
Building 3, Russian Federation Blvd., Tock Laak I, Toul Kork, Phnom Penh
info@mlvt.gov.kh

1. Introduction

Cambodia has demonstrated remarkable socio-economic progress, successfully meeting the criteria for Least Developed Country (LDC) graduation in 2021 and again in 2024. With the second endorsement by the United Nations Economic and Social Council, Cambodia entered a five-year preparatory period leading to its official graduation in 2029. The nation stands at a critical developmental milestone. While graduation signifies a successful transition toward Cambodia's vision 2050 becoming a high-income country, it also initiates the gradual withdrawal of critical international support measures (ISMs).

This transition poses significant macroeconomic challenges due to Cambodia's concentrated economic base, which relies heavily on manufacturing and agricultural exports. The phase-out of preferential trade agreements will expose key export sectors to higher Most-Favoured Nation (MFN) tariffs and standard Generalized System of Preferences (GSP) rates. Furthermore, stricter Rules of Origin (RoO) will demand higher local value-added thresholds for preferential treatment, compounding the pressure on domestic industries and market competitiveness.

Cambodia's workforce is heavily concentrated in labour-intensive sectors with low average skill levels, making it particularly exposed to export demand shocks. Modelling results point to the sharpest employment pressures in the textile, clothing, footwear, bicycle manufacturing and agricultural sectors. (Bekkers & Cariola, 2024; Te Velde et al., 2019). The impact falls disproportionately on the most vulnerable workers — women, informal and self-employed workers, and those with low skills — underscoring that LDC graduation is as much a labour market challenge as it is a trade policy one.

1

LDC graduation is a practical test of evidence-informed policy design.

Define the scenario

TINA provides trade-related assumptions for analysis.

Trace transmission

SAM multipliers examine production, employment and household linkages.

Compare policy needs

Identify exposure and assess support for workers, firms and sectors.

The published SAM application is a foundational building block of Cambodia's SMSD work.

Structural Model for Sustainable Development (SMSD)

Scenario based policy simulation

Output capacity

Sector and geographic focus

Investment demand

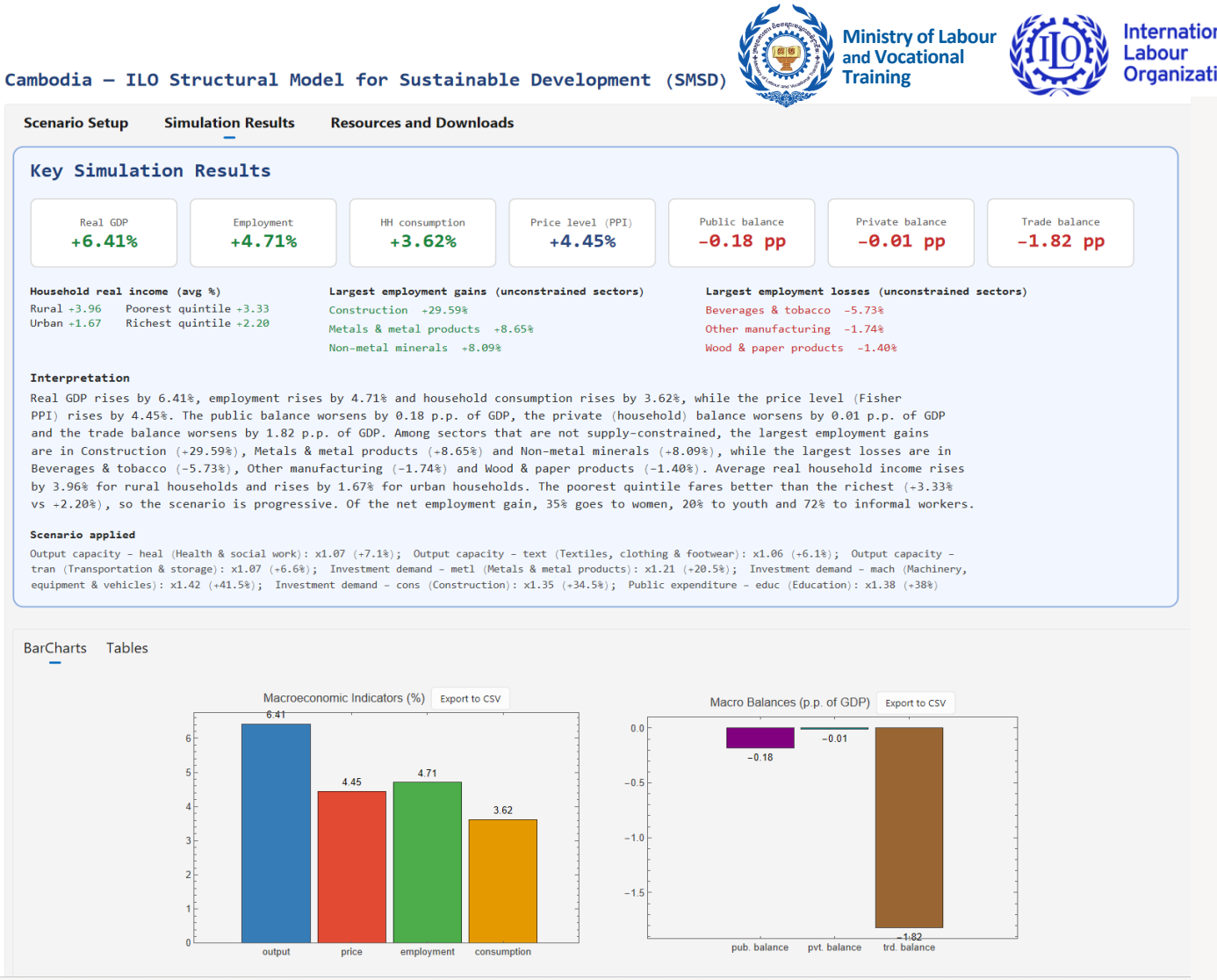
Selected sectors

Household saving & remittances

Different household quantile

Simulation Results

Read GDP, Employment, HH consumptions, and price level



Returnee microsimulation: comparing policy combinations

Policy levers

Demand expansion

Sector and geographic focus

Formal employment

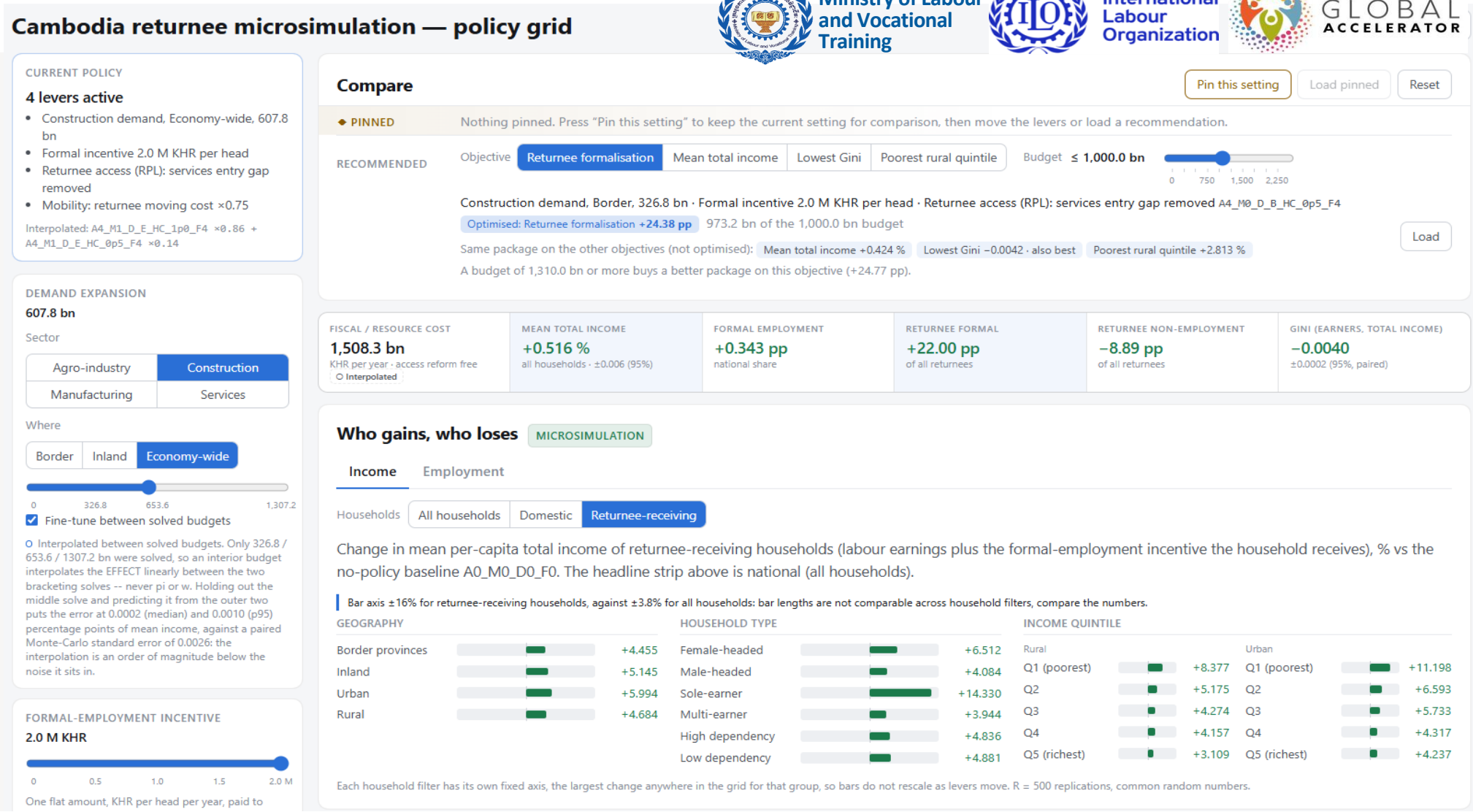
Incentive scenarios

Recognition of skills

Returnee access and RPL

Mobility

Moving-cost scenarios



Monitoring: implementation, use and five linked results

Five linked LMIS results

1. **Governed and interoperable data**
2. **Regular labour-market and skills intelligence**
3. **Stronger employment services and matching**
4. **Evidence for skills alignment**
5. **Accessible publications, datasets and services**

Monitoring and accountability

Governance
Sharing agreements and decisions implemented

Data
Metadata, timeliness and issues resolved

Platform
Availability, security and reliable exchange

Use
Policy/service uptake and feedback resolved

Sustainability requires institutional ownership, permanent capability and recurrent financing.

Thank you

Which decisions must Cambodia make today to prepare workers for the jobs of tomorrow?