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## **The Russian Federation-UNDP Trust Fund for Development**

### **Completion Report**

# **PROMOTING DECENT YOUTH EMPLOYMENT IN CAMBODIA**

**4 April 2019 – 30 September 2022**

The template of Project Final Report approved by the virtual meeting of the TFD Steering Committee, February 2021

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**The Russian Federation-UNDP Trust Fund for Development (TFD)  
Project Final Report**

Project title:	Promoting Decent Youth Employment in Cambodia
Atlas Project ID:	00109996
Implementing partner(s):	Ministry of Labor and Vocational Training, the National Employment Agency
Project budget:	Total: US\$ 1.930,338.83 TFD: US\$ 800,000
Cofinancing attracted for the project implementation:	During the implementation period, the project was able to mobilize additional funds from the Ministry of Economy and Finance through Khmer Enterprise and the Private Sector (Smart Axiata and 3E-Fii), as well as contribute additional UNDP core resources.  Direct contribution to project budget: USD 1,721,823.43 Parallel financing: USD 208,515.39 In-kind financing:
Project start and end date:	Original project start and end date: 4 April 2019 – 31 December 2021  Extended project start and end date: 4 April 2019 – 30 September 2022
SDGs supported by the project:	Goals 4, 8, & 9

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## ACRONYMS

4IR	Fourth Industrial Revolution
ATQ	Accounting Technician Qualification
BRH	Bangkok Regional Hub
CADT	Cambodia Academy of Digital Technology
CDRI	Cambodia Development Resource Institute
CO	Country Office
CPD	Country Programme Document
ESO	Ecosystem Support Organization

GBSP	Graduation Based Social Protection
GEW	Global Entrepreneurship Week
GMAC	Garment Manufacturers Association in Cambodia
HR	Human Resources
I4.0	Industry 4.0
ICAEW	Institute of Chartered Accountants in England and Wales
ICT	Information and Communications Technology
IHPP	Impact Hub Phnom Penh
ILO	International Labour Organization
JEP	Junior Entrepreneurs Program
KE	Khmer Enterprise
KICPAA	Kampuchea Institute of Certified Public Accountants and Auditors
MEF	Ministry of Economy and Finance
MISTI	Ministry of Industry, Science, Technology, Innovation
MLVT	Ministry of Labour and Vocational Training
MoEYS	Ministry of Education, Youth, Sport
MoU	Memorandum of Understanding
MPTC	Ministry of Posts and Telecommunication
MSME	Micro-Small-Medium Size Enterprise
NAC	National Accounting Council
NEA	National Employment Agency
NGO	Non-governmental organization
NIPTICT	National Institute of Posts, Telecommunication, Information and Communications Technology
OER	Open Education Resource
PDYEC	Promoting Decent Youth Employment in Cambodia
RPL	Recognition of Prior Learning
SDG	Sustainable Development Goal
SME	Small Medium Size Enterprise
STEM	Science, Technology, Engineering, and Mathematics
TIC	Techno Incubation Centre
TQ	Technician Qualification
TOT	Training of Trainer
TSC	Techo Startup Center
TVET	Technical and Vocational Education and Training
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
YEAC	Young Entrepreneurs Association of Cambodia

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## 1. EXECUTIVE SUMMARY

The Promoting Decent Youth Employment in Cambodia Project (PDYEC) began to be implemented in the second half of 2019. The final report aims to provide the main development results, linkages between outputs and the outcome, their impact on achieving the goals of the project and the project financial status.

Since its inception, the project estimates the number of direct beneficiaries/participants reached at 827,415 persons (Approximately 43% women). This number includes young entrepreneurs, startups, owners of micros and small enterprises completing the training programmes supported by the project; youths and job seekers who directly benefited from improved career guidance and job matching; and those who participated in project events and workshops and engaged with any of the project activities themselves. The project estimates the number of indirect participants reached is 1,564,721 persons, including those who have participated in the project events both online and off-line. This number includes those who benefited indirectly from the project which might include the number of employees employed by startups and SMEs supported by the programme, those reached by media content, workers in the garment sector, and general youth that could benefit from knowledge and information the project produced and related policy decisions and interventions triggered by project activities and policy evidence. It is a challenge to estimate the number of women; however, the garment sector employs over 800,000 workers of which over 85% are female workers and 61% of Cambodian small and medium enterprises are women owners or women management.

UNDP Cambodia, through PDYEC, has assisted the government to generate technical evidence for supporting policy development on youth employment in the context of Industry 4.0 and the digital economy, where data, insights and analysis have been made available to key government counterparts and development partners in the skills development sector. The sectoral survey on Industry 4.0 adoption in the garment and footwear sectors, the digital literacy assessment among Cambodian youth, and the digital skills report were completed and disseminated to development partners and concerned ministries working in these thematic areas. Noticeably, there is a significant change in policy thinking and more uptake of Industry 4.0 related work. For instance, the evidence from the digital skills report contributed to policy dialogues, implementation of the Digital Economy and Society Policy Framework 2021-2035, and the design of relevant skilling programmes. Through the project, the Institute of Technology of Cambodia's Center of Excellence, a leading high and deep tech center in Cambodia, was supported to establish an I4.0 tech laboratory and engage youth entrepreneurs in tech prototyping facilities and support.

With additional resources, the project was able to increase its investment and contribution in rolling out skills development and certification models, in addition to an already established and functioning Accounting Technical Qualification. One of the initiatives was that the Customized Digital Skills Training and Work Placement Model for Youth, which was designed to provide digital training opportunities to job-seeking youth, prioritizing female youth and youth with disabilities. This initiative provided skill training and work placement opportunities 87 youth from

across the country, and a tested skill development and work placement model with scaling-up potential. These skills upgrading models do not only provide a quick fix to skills shortages in Cambodia, but also serve as skills development platforms for many years to come, where the informal sector dominates the labour market.

The contribution of the project in the development of youth entrepreneurs' capacity and startups as well as the entrepreneurship ecosystem as a whole has been notable, and vital to an increasingly vibrant support ecosystem. There were 7668 youths and entrepreneurs (app. 43% women) received business training or support. Many of the businesses and start-ups have added employees, kept jobs, and gained investment traction despite challenges during the COVID-19 pandemic. While the start-ups mentor's platform and capacity of mentors are being improved by the project, the knowledge exchanges and networking have been made available through the project to young entrepreneurs and small and medium enterprises., The project has also offered entrepreneurship information to 58,053 via project activities and events.

PDYEC played a significant role in driving and modernizing the country's employment services by putting more effort into developing an Online Platform for National Career Fair, job matching, and career guidance services of the National Employment Agency (NEA). Moreover, the project assisted NEA to develop for the first time the ICT Skills Framework, which will offer structured skills and occupation information for career services and improved university-industry linkages, contributing to the reduction of skills mismatches. These occupational profiles will also help young men and women who are in vulnerable populations to understand what skills are needed, and career pathways there are for decent employment opportunities in the ICT Sector. The initiative has already been taken further by other local skills development actors. The standardized skills framework model/templates are being adapted for occupations and skills in the tourism and automotive sectors. After two years of collaboration with NEA, at least 1.4 million people accessed online job information and guidance.

Through its investment in the Government's employment agency, youth entrepreneurship, and skills development initiatives, at least 687,780 youths benefited from the improved government employment services on career guidance and job information, of whom 1,755 young people got a direct job offered through UNDP supported National Career matching. In addition, 7,668 young people (43% women) have also increased their entrepreneurship capacity resulting in the continuation of their business prototyping and scaling up their respective startup; and 380 students (50% women) are currently enrolled in the skill certification programme. At the policy level, the project assisted the Royal Government of Cambodia to generate data and evidence around the country's digital literacy, digital skills landscape, and Industry 4.0 techs adoption and adaptation of key manufacturing sectors in order to inform the sustainable and long-term solution for post-COVID-19 economic recovery.

It is important to acknowledge that the whole period of project implementation has been marred by the COVID-19 pandemic. Whilst the project team formed and began to operationalize the agreed workplan during December 2019, the impact of the pandemic was also beginning to be

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anticipated in Cambodia by January 2020. The COVID-19 outbreak escalated in Cambodia following the 20 February 2021 event leading to the introduction of a series of restrictions, curfews and lockdowns in many parts of the country. The project adjusted delivery strategies towards online formats, and rescheduled some of the activities which required physical presence.

Despite the challenges, the project performed well in terms of financial delivery, as 88.5% of the original total project budget has already been delivered. For 2021, with the additional funding from UNDP amounting to USD 430,000 the project committed to deliver USD 981,527.32. The actual spending was USD 610,682.89, equivalent to 62% of the budget plan. The low delivery result is mainly influenced by the changes in delivery strategies driven by COVID-19, including the cancellation of travel and the change from face-to-face events to online events. The remaining budget was delivered during the 6 month project extension on period up to end June 2022. The extension helped contribute to the successful completion of the project and fulfillment of all intended results.

## 2. RESULTS

### Overview of Project Design and Relevance

Generally, the problem analysis and the project's programme design has been highly relevant to the development context, and it has often been recognized by project stakeholders as one of the leading initiatives to promote youth employment in Cambodia. First, the contributions of the project in improving policies related to youth skills development and employment through policy-oriented research and advocacy were highly praised by government counterparts. The contribution comes at the time when the government and development actors needed the data and insights for their policy analysis and design of relevant skill development interventions. A case in point, the findings from an assessment made available through the project have served the design of the country's e-commerce strategies, as input for updating universities' ICT curriculum, Country's I4.0 scoping exercise, and the implementation of the country's Policy Framework on the Digital Economy and Society 2021-2035 in relation to digital talent development.

Second, the skills certification programmes, namely the ATQ and Digital Upskilling for Youth Employment, are critically relevant to Cambodia's context given the persistent skills shortages that remain unmet by existing formal and informal education systems and the increasingly high demand for digital skills in the economy. Recent digital skills report suggested that the demand for ICT-related skills and occupations would increase yearly by 30% in the next 2 years; however, the training curriculum and student enrollment have not been prepared for such drastic change. The same is true in the accounting sector as the number of small and medium enterprises needing a good accounting system and reporting is on the rise. The project interventions on these two programmes will not completely address the abovementioned issues of skill mismatches of the country; however, they have paved the way and increased confidence for more investment in skills development initiatives.

Third, learning from the first year's experience in designing and delivering cohort-based youth entrepreneurship programmes, including the one on incubation, the project in its second year, has successfully mobilized additional resources and partnerships to put together and publish a

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Supporting Young Entrepreneurs Guidebook – Incubator & Accelerator Programmes, that would serve as guidance and a resource for future design of youth entrepreneurship programmes. The project also identified and rolled out initiatives to strengthen the localized startup mentor platform and capacity of mentors, enabling more flexible and broader access to young entrepreneurs and MSMEs without needing to participate in any incubation or acceleration programmes.

It is worth noting that the collaboration between the project team in the Country Office (CO) and the Regional Youth Co: Lab was reinforced around the implementation of the Youth Movers Programme; and this strengthened collaboration has led to notable early process results. Building on 2020 results, the Mover Programme scaled up its activities in 24 provinces in Cambodia. The programme contributed to raising awareness of SDGs, entrepreneurial mindsets, and 21st-century skills to 3,198 youth participants during the COVID-19 pandemic which offers notable potential in making a positive impact towards SDGs.

### **Results against CPD's Outcomes**

Through its investment in the Government's employment agency, youth entrepreneurship, and skills development initiatives, at least 687,780 youths benefited from the improved government employment services on career guidance and job information, of whom 1,755 young people got a direct job offered through UNDP supported National Career matching. In addition, 7,668 young people (43% women) have also increased their entrepreneurship capacity resulting in the continuation of their business prototyping and scaling up their respective startup; and 380 students (50% women) are currently enrolled in the skill certification programme. At the policy level, the project assisted the Royal Government of Cambodia to generate data and evidence around the country's digital literacy, digital skills landscape, and Industry 4.0 techs adoption and adaptation of key manufacturing sectors in order to inform the sustainable and long-term solution for post-COVID-19 economic recovery.

Therefore, with the above evidence, the project has both directly and indirectly contributed to realizing the country's development result framework: 1) CPD Output 1.4: Young women & men have opportunities to progress through access to information, skills development, and improved employment policies; and 2) UNDAF Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.

### **Progress Toward Outputs**

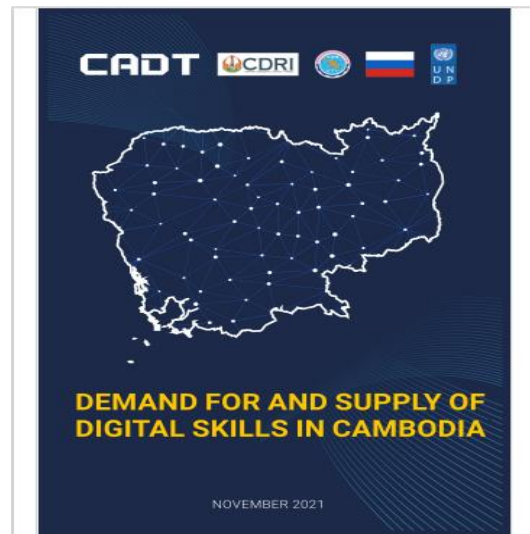
***Output1: Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented research and advocacy with a specific focus on Industry 4.0.***

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**Assessing Cambodian Youth Digital Literacy:** The project completed the assessment on the level of digital literacy among Cambodian young people focusing on employability and entrepreneurship perspectives. The [report](#) was made public and shared with key audience during October 2020. The findings has provided more insights and reality of youth's digital readiness and current access to related training across surveyed geographical areas, improving the evidence on the status of digital literacy across Cambodia and aiding the discussions on the digital economic policy and the development of the digital literacy framework of relevant ministries. A case in point, the report was shared directly with the Ministry of Posts and Telecommunications and technical working group working on the design and implementation of the digital skill assessment and key partners designing programme to address skill development.



**Digital Skill Assessment:** Following the completion of the assessment on the level of digital literacy among Cambodian young people, the project partnered with the Ministry of Posts and Telecommunication through the Cambodia Academy of Digital Technology (CADT) and assessed the current and future demand for and supply of digital skills in Cambodia's economy. The report investigated the challenges firms of all sizes, universities, and technical and vocational education and training (TVET) institutions face in their shift towards full digital technology adoption and workforce readiness under the framework of the Fourth Industrial Revolution (4IR). There were 1,022 students, 202 firms, and 18 universities participated in the survey.



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The report predicts an exponential increase in the demand for information and communications technology (ICT) infrastructure, skills, and talent over the next two years, forecasting a wide window of growth and employment opportunities for the country’s young workforce. It also highlighted that Cambodia needs to address several structural challenges. Enrolment in science, technology, engineering, and mathematics (STEM) majors is relatively low in Cambodia and continues to be male-dominated; there is an uneven ability and limited preparedness of students in terms of mathematics and digital literacy; and limited dedicated courses exist related to soft skills and subjects that cover new technologies such as machine learning, artificial intelligence, fintech, and data science. The report calls for a multi-stakeholder response to address the digital skills gap. It recommends that government and stakeholders continue supporting and strengthening industry-university and university-university linkages; modernizing and equipping universities/TVET institutions with demand-driven curriculum design and digital capabilities; promoting inclusive

STEM education and basic digital literacy for girls and students in/from rural areas; and increasing the private sector’s investment in on-the-job training.



The report was officially launched on 14 November 2021 with the Ministry of Posts and Telecommunication with an audience of

300 people (31% women) representing relevant government agencies, development partners, universities, employers, and students.

**Assessing Country’s Adaptation Capacity to Industry 4.0:** For the past few years, UNDP Cambodia has been a key facilitator of the discussions around the emerging Industry 4.0 on Cambodia’s economy. There is ongoing work to generate evidence on the potential impact of Industry 4.0-related technologies on key sectors of the economy. Aligning with this thematic focus as well as the objective of PDYEC, a sectoral “Review of Cambodia’s Garment Industry Adaptation toward Automation/Technologies Focusing on Youth Employment and Skills Development” was carried out. The report was presented during the National Productivity Conference 2021, where 657 participants attended. The data from the survey was already used by the experts from the University of Cambridge to serve the I4.0 scoping analysis for Cambodia. The findings will immediately benefit the ongoing work of the Ministry of Economy and Finance, UNDP, other UN agencies (UNIDO and ILO), and other development partners in shaping relevant policies, including interventions to address the skills gap in the workforce.

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In parallel with research work, the project also allocated resources and energy to shape the public dialogue around Industry 4.0 and the digital economy among policymakers, employers, training institutions and employment programmes, and youth. UNDP Cambodia together with partners made available a series of dialogue and engagement platforms. First, with the National University of Management, a conference on Youth and Technology in Cambodia was organized to engage policymakers and students. Second, the Center of Excellence under the Institute of Technology of Cambodia is supported and engaged to promote I4.0 technologies. Third, the project partnered with and mobilized supports from the regional team, Youth Co: lab, to bring the 1st National Dialogue to Cambodia and engage youth interested in the future jobs, skills needed in the emerging digital economy, I4.0 technologies, and entrepreneurship. The dialogues attracted direct involvement from over 1993 young men and women (56%). Besides, the whole event reached a total of 518,705 audiences on social media posts and saw a total of 18,275 video views (45.2% women) made available on the social media platform. The box below contains some feedback from the National Dialogue participants.

<p><b>The Impact</b></p> <p>Feedback from event feedback form: We sent out a survey to all of the participants who had registered and joined this program, 51 of them have responded to the survey. Here are some of the most significant findings:</p> <p><b>What participants said they learnt from the events:</b></p> <p><i>"Know more about trends that the world is adopting and needing. Especially, Cambodian situation where we need more potential human resources as we are in the industry 4.0 era, so digital technology knowledge is very important in order to improve our country."</i></p> <p><i>"Even though we are from Accountant, Marketing, IT major, the knowledge of using technology tools are very important which improve people's living standard and human development."</i></p> <p><i>"It is with my great excitement to join this session. I received such useful information about the future need of youth skill from the committee and other information about the</i></p>	<p>Feedback quotes from the participants:</p> <p><i>"It is with my great excitement to join this session. I received such useful information about the future need of youth skill from the committee and other information about the current trend, especially during Covid-19 and Industrial revolution 4.0"</i></p> <p><i>"Because this program is so good, it allowed me to learn new and different knowledge and I will share what I learned to other people"</i></p> <p><i>"This program help me to understand the skills gap that young people have, as well as help identify the future of work more clearly"</i></p> <p><i>"Because I like to feed myself with new knowledge and I found these sessions are quite interesting to wake me up. And the speakers are much more experienced in various fields that share the lessons with us and this attracted me to take a chance to join."</i></p>
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**Model for Promoting Industry 4.0 Technology-** the Institute of Technology of Cambodia's Center of Excellence, a leading high and deep technology center in Cambodia, was supported to establish the I4.0 tech laboratory and engage youth tech entrepreneurs in improved research and tech prototyping facilities. The Center's Technology facilities were upgraded, and a technology incubation model was developed for supporting youth entrepreneurs and students with the idea to

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develop tech product prototypes and start their tech startups. The Center’s capacity now is able to produce product prototypes such as drones, ventilators, robotics, sensor applications, and many other deep techs. At the time of reporting, at least 250 youth (women 30%) have been engaged and received tech education from the center. The center’s newly designed tech incubation model was recently integrated into the university’s Techs Incubation Programme and the larger startups ecosystem. UNDP Cambodia and the Institute of Technology of Cambodia established a formal partnership through a Memorandum of Understanding (MoU) in September 2021 to engage in a long-term collaboration on research and development related to I4.0 tech and technology transfers and applications in the key industrial sectors.



As a part of its ongoing work on youth employment and industry 4.0, UNDP Cambodia in partnership with the Institute of Technology of Cambodia and Techno Incubation Centre (TIC) produced a video (<https://youtu.be/jlj3RskUps0>) posted on February 22, 2022 in raising awareness of emerging technologies and show activity models to students, faculty staffs in different universities and other stakeholders to connect youths and university students as well as increase their interests in the application of mathematics in daily life and developing technologies, STEM education and related career choices, and to build support platform for tech start-ups related to development of product prototype using I4.0, and high technologies.

**Development of ICT Skills Framework/Occupation Profiles-** This initiative aims to develop a sector-based skills framework that provides sectoral analysis, job functions, career pathways, and skills/training providers. The project provided technical support to the National Employment



Agency in drafting the skills framework for ICT occupations. 100 ICT occupations were proposed, of which 75 occupations were selected and approved by NEA to include in the skills profiles. A UNDP international expert, the Ministry of Commerce, Ministry of Labor and Vocational Training, ICT firms, HR agencies, Universities, training providers, and ICT graduates are engaged in the process. The ICT skills framework is expected to be regularly updated and used by career counselors and related professionals to provide career guidance and human resource development

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activities, promote the development of the Skills Council for the ICT, and contribute to addressing skill mismatches. The project used the extended period of the project to consult the final products with stakeholders, launching and disseminating the skill framework with the target users in May 2022. The dissemination workshops were held in partnership with the National Employment Agency across provinces in Siem Reap, Kampot, and Stung Treng. The audience of the workshops included Ministry of Education representatives, career counsellors, and HR agencies. By describing the various paths and description of skills needed for these ICT Occupational Profiles, this will be leveraged for further policy briefs. As a result, the project managed to guide stakeholders to utilize the ICT Occupational Profiles and Career Pathways to benefit public employment services, employer’s career maps and job description development, training providers’ courses designs, and individuals’ skills development effort to stay competitive in the job market.

**Strengthening Career Guidance and Employment Service-** To cope with the increasing number of COVID-19 cases in Cambodia and related socio-economic challenges, the project made a change and re-directed the available project resource to support NEA to develop a National Online [Career Platform](#) and Smartphone Application. This investment does not benefit only this year’s virtual career fair, but many other career forums in the upcoming years and those organized in provinces. As a result, an Online Career Platform was developed and used to host the 2021 Online National Career Fair and Productivity Conference, engaging more than 95 employers, offering more than 22,000 job opportunities, and providing job information to more than 104,066 people in November 2021 alone. A national productivity conference on I4.0



Technologies and COVID-19 Recovery was organized with at least 657 participants representing government, the private sector, and development partners to generate evidence on the potential impact of Industry 4.0-related technologies on key sectors of the economy. The findings are being used by UN agencies such as UNDP, UNIDO and ILO, Development partners, and the Ministry of Economy and Finance in shaping relevant policies, including interventions to address the skills gap in the workforce.

During the period of the project lifecycle, the career information campaign reached a total of 687,780 youths who benefited from improved government employment services on career guidance and job information. Among them, 1,804 young people secured a job directly through the UNDP supported National Career matching.

**Output 2: A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors.**

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***Accounting Technician Qualification (ATQ) Implementation*** - To enhance the quality of decent employment opportunities and employability skill development for youths, students, and jobseekers, UNDP Cambodia in partnership with Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA) has implemented several activities such as: 1) Printing Learning Material and brochure for Training Organizations (TO) and setup into a shelf, 2) Conducted TOT for lecturers who teach from TQ1 to TQ4, 3) Conducted TOT for new examiners from TQ1 to TQ8, 4) Developed new Examination Questions for TQ1 to TQ6, 5) Organized workshops on Bookkeeping and Practices and Accounting Software, 7) Provided scholarship to take the test and examination, and 8) Developed ATQ video training available on learning hub.

Despite the intensified impacts of the COVID-19 pandemic during 2021 which has led to school closure for almost the whole of 2021, significant progress was made regarding the implementation of the Accountancy Technician Qualification. One of the strategic changes was that a formal partnership between UNDP and KICPAA was established through a Letter of Agreement to promote ownership of KICPAA, a local institution, over the ATQ Programme. KICPAA is now taking full leadership to run ATQ ensuring the sustainability of the programme. Key aspects of programme governance such as learning material, exam governance system, examiners and trainers' training, online hub for supporting students have now been completed. Through the partnership with KICPAA and ICAEW, a total of 179 ATQ trainers are selected and trained on ATQ (TQ1 = 54, TQ2 = 44 and TQ3 = 81), and 36 local examiners qualified as ATQ Examiners. In addition, seven teaching universities joined the programme and officially signed MoUs with KICPAA to integrate and teach ATQ program in their curriculums. The partnering universities have reopened and are now teaching at least 836 students by using ATQ materials. As of June 2022, 453 students registered and going to take the test with ATQ programme. This achievement is over the expectation compared with the plan.

***Skill Certification Programme for SME Cluster Park:*** During the initial phase of project implementation, a cost-sharing agreement UNDP and World Bridge signed in early April 2019 to firm up the establishment of SME cluster within Industrial Park and two consultants were recruited to formulate the Investment Proposal and Investment Memorandum for the innovative SME Cluster Park, with the view to present to potential public and private financing sources; and to conduct SME Cluster Park Stakeholder Mapping Analysis in preparation to the establish the SME cluster. Given this relatively slow progress on the SMEs cluster development, the project has not made enough progress in expanding skill training programme beyond the ATQ which is to establish a skill training programme to support SME cluster.

Given the fact that the attainment of skill certification programme for SME Cluster Park is highly dependent of the success of the establishment of SME cluster, it is highly unlikely that the skill certification programme could be designed and established for SME's workers within the project period. Recognizing this challenge, the Project Board has decided to leave this output out of the project result framework for this implementation period. While this removal allows the project team with resource and time to focus on supporting SMEs and job creation for out of work employees due to covid-19 crisis, the project team is also identifying opportunities emerge elsewhere for Skill Certification Initiatives. This might include the potential to certify skilled

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workers in the construction sector enabled by a growing startup, HomeApp, supported by another initiative under the project.

***Digital Upskilling for Youth Employability-*** With extensive analysis and consultation on the needs of the labor market and the existing training models on digital skills with partners, private firms, and government agencies, a Customized Digital Skills Training and Work Placement Model for Youths, [PowerUp Cambodia](#), was designed and rolled out to provide digital training opportunities to job-seeking youths, prioritizing female youth and youth with disabilities. A local service provider, STEP IT Academy, was selected through a competitive process to design and deliver the training programme. This initiative is providing skill training and work placement opportunities 87 youth from across the country, and a tested skill development and work placement model with scaling-up potential. The first cohort of training takes place between mid-December 2021 to June 2022. The training programme consists of two distinctive digital interventions:



1. An intensive digital literacy training Pathway to Digital Careers covered the main digital skills necessary for successful employment in any field. This program was open to anyone interested, specifically targeting unprivileged groups to support the online entrepreneurship opportunities. The Pathway to Digital Careers had two cohorts, 58 students have been enrolled (target was 50 students), and according to the evaluation survey from Pathway to Digital Skills Cohort 1, 100% of the students in the 1st cohort would recommend the course to their friends or others.
2. Advanced Digital Skills program, offering professional skills-focused education programs in [Digital Marketing](#), as well as emerging profession [Data Science and Analytics](#), is open for the university graduates, who wish to get relevant re-skilling and support with the employment. This 6-month training program with full employment support was provided to 29 students (target was 30 students) with 100% scholarship. The goal 11 interns, and 19 who are already employed, so after the program, technically 30 will be paid in a work placement.

A Telegram chat bot was being used to keep the students engaged and on track to meet their deadlines during the courses and Moodle (an educational open source platform) is being used to manage course work and review what was taught if they miss a class. The Pathway to Digital Skills course content and materials have developed and will be made available and accessible to students on [Open Education Resource Platform \(OER\)](#), which is in partnership with the Ministry of Education, Youth and Sport (MoEYS). The goal is 35% of the Pathway to Digital Skills graduates to land an internship or job after their training, and 85% of Advanced Digital Skills graduates to land an internship or job after their training. In total, 30 graduates had paid work placement after they finished the skills training programme. 11 interns were placed with private

company partnerships such as BI Solution, Zillennium Group and Amret Microfinance, Sabay, Zooms Group and Grow4Growth. And 19 students who are already employed value how the training could accelerate and increase the efficiency of their work at an individual & company level.

**Output3: Youth entrepreneurs have the tools needed to start their businesses, particularly in areas responsive to Industry 4.0 and the emerging digital economy.**

**Exploring New Approach to Entrepreneurship Training:** ensuring that the idea to develop a new package of entrepreneurship training stays relevant beyond the programme and is tailored to the need of youth entrepreneurs, a quick but reliable assessment on the existing training programme and curriculums of the ecosystem support organizations was conducted in December 2020. Using insights from relevant stakeholders in the entrepreneurship ecosystem and 45 startups and supporting organizations consisting of incubators, accelerators, and academic institutions helping youth entrepreneurs, the assessment analyzed the extent to which the current training package, modules and programs needed youth and startups in the context of the digital economy. It identified new ways of entrepreneurship training that led to the design of Bluetribe Incubation Programme in early 2020.

**Bluetribe Incubation Programme:** following the above assessment, the project worked with UNDP's Acceleration Lab, Khmer Enterprise, and two other companies (Smart Axiatia & 3E-Fii) to establish an entrepreneurship training programme for inspiring youth to start their business as well as support the early development and growth of their startups.

Twenty potential founders (42% female) were selected out 300 plus applicants and admitted to the programme through a highly competitive selection process. Four founders dropped out due to personal reasons, including the decision to take up a decent career opportunity, and sixteen entrepreneurs completed and graduated the training programme. The programme runs for 25 weeks and there have been 25 workshops and 12 sessions/events organized as of reporting date. In the curriculum, Venture Formation phase started on 13 July 2020 and ended on 14 August 2020. Incubation Phase 1 had ended at Prototype Day on 28 October 2020. The Incubation Phase 2 started on 29 October 2020 and there was a larger focus on customized support for the startups.

At a higher output level, seven startups building business models in telemedicine, construction, care economy, transportation, and ecotourism sectors have submitted their business plan and presented to advisors and stakeholders for feedback, these have been conducted via weekly pitches and September Showcase. The startups completed the phase 2 and revealed their startups on Demo Day where they are given chance to pitch their business modal and products to a wider ecosystem audience including potential investors. The programme also provided business registration support for startups who are prepared to incorporate their company and/or need to register to receive investment/funding. In collaboration with UNDP Cambodia, Khmer Enterprise and 3E-Fii Group, at least two startups participating in Bluetribe program are receiving financial and professional support for business registration. The curriculum and lessons learned from the programme is expected to be refined and documented to provide a roadmap for the future design of the entrepreneurship programme in Cambodia's context.

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Looking further into the impact level, one of these startups, [KLEMBOX](#), has already accelerated digital and project based learning in public schools by deploying experiential learning kits alongside an offline learning lab and tested this with 4 public schools in the provinces. Another startup, [HOMEAPP](#), progressed significantly in terms of business model and financial success. Below is an unedited reflection email from one of the startups gone through Bluetribe:

*I am Hongleang, representative of HOMEAPP ASIA<sup>1</sup>, and I would like to thank you for your value time and effort to guide or share us value experiences that we might not have a chance outside. For 6 months, we have learned a lot such as talking to users, defining business model, forecasting, or projecting financial, and strategizing to market...etc.*

*Before Bluetribe, we hadn't had a clear goal and vision, and we haven't thought much about growth rate to prepare fundraising, and specially we don't know any investors, and any networks for cooperation in our business.*

*During around 6 months with program, everything is quite good because we knew what we should expense and when we should invest to grow in term of business 'scale. Moreover, our business is growing much if comparing before program (around 20-30% and some month growing 100% in revenue). This growing brought us more confidence with our business that we want to achieve hundred million dollars in 3 three years and unicorn company in 10 years.*

*Last but not lease, our team determined that we will scale our business as much as possible in Cambodia and ASEAN Countries such as Vietnam; Thailand and Myanmar.*

Best Regards,

Hongleang KONG  
CEO of HOMEAPP  
[www.homeappasia.com](http://www.homeappasia.com)

**Supporting Young Women Entrepreneurs:** Following the partnership with SHE INVESTMENTS was established and the designs of the programme was agreed in the 4<sup>th</sup> quarter of 2019, the Incubation and Acceleration Programme took place throughout 2020 where 30 young and novice women entrepreneurs successfully completed their the curricular training on managing and scaling micro and small enterprises. Going through the programme, young women entrepreneurs had received support and unique opportunities for capacity building, mentorship and networking that are crucial to their learning and business development.

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<sup>1</sup> Notes: HomeApp is growing quickly since joining the programme and now is in the process of business registration with the Ministry of Commerce. They achieved 400k in revenue from sales and added a few more employees in 2020. The startup is perceived to have potential to make more and better jobs in the construction sector.



As of June 2022, 27 women have successfully graduated from their incubation and acceleration programme which guided them through curricular courses on women empowerment and business management skills. The key learning topics include Gender Discussions, Goal Setting, Personal Finance, Marketing Strategies, Business Financial Management, Human Resource Management, Leadership, Business Model and Plan, Business Presentation, and Digital Marketing.

There have been noticeable examples of positive change in participants' business operations. Almost all the enterprise's owners recognized and managed to have a proper business plan and better cash flow management and tools. Others have decided to move away from traditional ways or family style of business management, made more use of available digital technologies, and introduced their business management structure the first time. Whilst it is still in the programme, seven women owned enterprises experienced an increase in sales revenue and all participating businesses have survived the Covid-19 pandemic. Bellow quotes are the testimonials from the programme participants:

<b>Participants</b>	<b>What does the participant say about the programme?</b>
<b><i>Ms. Vann Sina, Incubator Programme</i></b>	<i>After I learnt this session, I can know clearly how-to catch-up target customer, how can I take attractive words to touch their heart and gain trust from my customers to buy my product. I can recognize target customer better than before.</i>
<b><i>Ms. Sreypouv, Incubator Programme</i></b>	<i>She is happy because she can have process to recruit staff to relate with her vision is not like before she only interview and then pass to work but after almost of her staff resigned. So it is not good for her company.</i>
<b><i>Ms.Sar Leakhena, Incubator Programme</i></b>	<i>After attending the session, I admit our branding is really important to promote business, increase sale, expand our business and build our branding more popular, for product knowledge is really important to everyone in our business.</i>
<b><i>Ms. Sim Sotheary, Accelerator Programme</i></b>	<i>"I feel appreciated for SHE Investments, providing women in Cambodia such an amazing opportunity and I am so grateful for SHE staffs who are very supportive. I am really happy getting to know other participants who are very brave and opened mind in sharing their ideas. More importantly, I am really thankful for the funding opportunity from the donor, UNDP, thanks for supporting SHE in this Accelerator program. My last message to all women entrepreneurs is, you all are amazing, so keep improving yourself, be brave and do not be afraid to show off yourself in competitive situations or events. Lastly, I really hope that SHE would have more courses and programs to support other women business owners to upgrade their business management skills and knowledge."</i>




**Access to Entrepreneurship Training.** Through its continued partnership with the Young Entrepreneurs Association of Cambodia (YEAC), the project scaled up the Junior Entrepreneurs Program (JEP) in Phnom Penh, Kampong Cham, Siem Reap, and Battambang provinces. Out of 140 applications, 54 youth (35 of whom are female) successfully completed the JEP training programme, and 11 were engaged in an internship programme with member companies of YEAC to practice their learned skills and expose them to real-life

*Ms Solaroo mentioned "As COVID-19 pandemic my business went down dramatically, after that I have closed down one shop and at the same time my husband who cover everything at the household cost. Then, after I developed the new strategic plan to resilience the business to the COVID-19, I have increased income and starting to share the cost for the household expense for my parents."*



*Ms Solaroo, owner of Mom's Hand Laundry, graduated from accelerator program*

entrepreneurs. JEP is integrated as a core programme of YEAC and used as a talent development model by and for its member firms.

In addition to JEP, through collaboration between the project team in the Country Office (CO) and the Regional Youth Co: Lab, the project scaled up the Youth Mover Programme as a model for youth engagement and skill development for young people during the pandemic. The programme implementation is considered a success given its voluntary nature. A total of 121 online and physical workshops organized with at least 3,198 (43.77% women) youth attending workshops and training sessions on SDG awareness, digital skills, I4.0 tech, leadership, and employability skills.

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# Movers Stories

 **First Mover conducted 12 workshops in 34 days**

Chakriyathida An, Movers from Siem Reap Province

Thida started her Movers Journey by joining the first workshop on sustainable Development Goals (SDGs) on 6th August 2021 and got selected as a Movers Volunteer with Impact Hub Phnom Penh.

***"Every single workshop is such a unique experience for me that I always look forward to what surprises and insightful discussions the participants will bring up every time I attend a workshop." - Chakriyathida An***



Then, she conducted her first workshops on 18th August on the same topics. Growing and learning from one workshop to another. She reach her 12th workshop in just over a month.

Her journey didn't stop there. She continued to conduct other workshops, and play a very active role in Movers Community by sharing her experience with aspiring movers during the October Movers Onboarding call as well as sharing her tips in workshop facilitation during skill training for other movers volunteers. As of December 2021, she had conducted 22 workshops with 707 participants. We are very proud of her and her achievements at only 16 years old!

***Development of Startups/SMEs Mentors platforms and mentors' capacity-*** Leveraging on the first year's experience of designing and introducing entrepreneurship training models into Cambodia entrepreneurship ecosystem, the project identified "Startup Mentorship" as a strategic intervention to strengthen startups and small and medium enterprises' support platform.

With the additional available funding support from UNDP TRAC, the project was able to help grow the number of local startup mentors, improve a government's owned [digital startup mentor platform](#), develop relevant mentoring guidelines and toolkit, and upgrade onboarded mentors' capacity. UNDP Cambodia in collaboration with Techo Startup Center and Impact Hub Phnom Penh onboarded experienced mentors onto Startup Cambodia Platform. Startup Cambodia is a platform developed by Techo Startup Center, under the Ministry of Economy and Finance, to support local startups and build a vibrant entrepreneurship ecosystem in Cambodia. This platform brings together entrepreneurship ecosystem stakeholders such as government, education institutions, startup founders, investors, NGOs that support entrepreneurs and startup mentors. Startup Cambodia platform [officially launched](#) on 08 December 2021 with remarks from the Minister of Economy and Finance. These mentors can now openly interact with entrepreneurs that need assistance with specific challenges in their businesses or longer-term business mentorship. UNDP Cambodia will continue to work with Techo Startup Center to continuously set up a standard operating process to document and onboard mentors to the platform,



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as well as the development of improved features, to enhance the experience for entrepreneurs and mentors utilizing the platform.

By the end of November 2021, 46 mentors (40% women & 70% speak Khmer) were onboarded onto the platform and 50 mentors, from the startup platform and other sources, have been enrolled in a three-month mentor certification training. The mentors will be matched to startups and SMEs across Cambodia, including some 175 SMEs being supported by the incubation programme and innovation challenge jointly funded by UNDP, the Ministry of Economy and Finance, and the Ministry of Commerce.

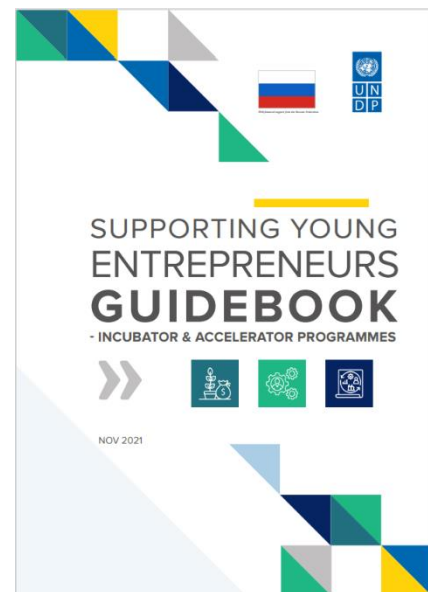
***Development of entrepreneurship mentorship guidelines*** - Impact Hub Phnom Penh (IHPP) is the selected service provider who has completed the implementation for the mentorship training framework, program and has produced three guidebooks for the startup ecosystem. This includes a startup mentor, startup mentee, and ecosystem support organization (ESO) guidebook which will help stakeholders better train mentors and guide startup mentees and ESOs on how mentorship relationships work. The guidebooks included consultation from 21 participants from ESOs, mentors and mentees (50% female). A graduation ceremony was held on 6 April 2022 for the 28 startup mentors (50% women, 86% Khmer, 42% entrepreneurs) who went through a full mentor certification training program. Included in the training included mentoring principles, support by venture stage and coaching fundamentals. The model included training, match-making with entrepreneurs to practicalize what they've learnt, review on their mentorship engagement with a startup and certification. 50 startup mentors went through the general training program including introduction to mentoring, mentoring styles and getting started with mentoring. The mentoring program hopes to continue another cohort to train more mentors in partnership with Techo Startup Center (TSC) and Khmer Enterprise (KE), both government agencies under the Ministry of Economy and Finance (MEF). Five impact stories were created from the mentorship program including ESOs, mentors, and entrepreneurs who participated.

UNDP Cambodia has collaborated with Techo Startup Center on onboarding startup mentors to the national startup Cambodia platform called Startup Cambodia, which launched in December 2021 by the Deputy Prime Minister, H.E., Aun Pornmoniroth. Due to the low resources of TSC's team to onboard the startups onto the platform, the startup mentors did not have the opportunity or high engagement yet with the entrepreneurs. Therefore, UNDP Cambodia worked with UNDP Bangkok Regional Hub to onboard mentors and mentees (that were part of UNDP Cambodia's entrepreneurship programmes) to the Regional Mentorship Platform as part of the Mover's Programme. This will give young entrepreneurs who participated in this project's activities access to mentorship support after the project ends in June.



***Building an Entrepreneurship Ecosystem-*** The project also continued its support to the Young Entrepreneurs Association of Cambodia (YEAC) to promote entrepreneurship ecosystem for young people. Following the 2020 collaboration on an investment guidebook and digital platforms, startup tax guide and tax incentives, the project worked with YEAC on scaling up global entrepreneurship weeks in five more provinces in 2020 and piloted a Junior Entrepreneurs Programme (JEP) for 30 Cambodian’s young men and women. The JEP is designed to offer the opportunity to young people to get access to introductory courses and workshops about entrepreneurship, build essential skills, and connect to successful entrepreneurs in YEAC’s network. 28 (11 women) young entrepreneurs completed the programme and at least 5 of them are connected to internship opportunities and exposed to entrepreneurial experiences within the YEAC network.

To contribute to developing the youth entrepreneurship ecosystem, the project has successfully completed three important pieces of related work. First, through a partnership with YEAC, the



Ministry of Industry, Science, Technology and Innovation, and other local partners, 9 events were organized to celebrate the Global Entrepreneurship Week Cambodia 2021. Across the country, the events were attended by a total of almost 2,000 participants mainly students and entrepreneurs. As the result, the participants have exchanged knowledge and experiences with both speakers and other participants about entrepreneurship and business. Other than that, they have built a good connection and network with other entrepreneurs and business leaders/owners which is beneficial for their future. Second, the project developed a Supporting Young Entrepreneurs Guidebook – Incubator & Accelerator Programmes. The guide is developed for startup ecosystem support stakeholders to understand the diversity of programmes that are available to support young entrepreneurs. It contains substantial information regarding various entrepreneurship programmes offered in Cambodia as of 2021 and learnings from these stakeholders. The guidebook is a product of vigorous interviews, focus group discussions, and dedicated editing and revisions from entrepreneur support organizations (such as private organizations, government agencies, NGOs, and education institutions) in Cambodia, young entrepreneurs themselves, and the UNDP team.

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Furthermore, the project also managed to localize a series of online entrepreneurship materials made available by the Youth Co:lab – Bangkok Regional Hub (BRH). These materials were shared with local partners, youths and used as core modules in the Movers Programme workshops. Third, a series of entrepreneurship podcasts by local successful entrepreneurs were produced and made available online. Approximately 1,400 people have accessed the learning materials through an online channel.

### **An Estimate of the Number of Direct and Indirect Beneficiaries**

Since its inception, the project estimates the number of direct beneficiaries/participants reached at 827,415 persons (Approximately 43% women). This number includes young entrepreneurs, startups, owners of micros and small enterprises completing the training programmes supported by the project; youths and job seekers who directly benefited from improved career guidance and job matching; and those who participated in project events and workshops and engaged with any of the project activities themselves. The project estimates the number of indirect participants reached is 1,564,721 persons, including those who have participated in the project events both online and off-line. This number includes those who benefited indirectly from the project which might include the number of employees employed by startups and SMEs supported by the programme, those reached by media content, workers in the garment sector, and general youth that could benefit from knowledge and information the project produced and related policy decisions and interventions triggered by project activities and policy evidence. It is a challenge to estimate the number of women; however, the garment sector employs over 800,000 workers of which over 85% are female workers and 61% of Cambodian small and medium enterprises are women owners or women management.

## **3. SUSTAINABILITY OF THE ACHIEVED RESULTS AND FUTURE PLANS**

### ***Removing the barriers to access mentorship support for entrepreneurs***

As UNDP Cambodia's Youth Employment Project has ended in June 2022, entrepreneurs who have benefited from the support programmes in the past 3 years, implemented by UNDP's partners such as Impact Hub Phnom Penh, SHE Investments and YEAC, will need further and continuous support on their business. To support these entrepreneurs, UNDP Cambodia has collaborated with two organizations, UNDP Bangkok Regional Hub and Techo Startup Center, under the Ministry of Economy and Finance and startup mentors across Cambodia.

UNDP Cambodia collaborated with UNDP Bangkok Regional Hub for entrepreneurs who have participated in UNDP programmes to access the Future Lab regional mentorship platform and receive post-programme support, as part of [Youth Co:Lab](#) (UNDP's Regional Entrepreneur Capacity-Building programs) and to has invited startup mentors in Cambodia who have been onboarded to Techo Startup Center's platform called [Startup Cambodia](#) and those who have participated in Impact Hub's Mentorship Certification Program to also join this regional platform. Using this platform, entrepreneurs who have participated in UNDP's programming will have access to regional mentors to support their businesses.

In order to increase the engagement and kick-off an organic discussion between entrepreneurs and mentors, a networking event amongst mentors and mentees was organized on 10 May 2022. This small gathering of mentors and entrepreneurs to mix and mingle and potentially have conversations

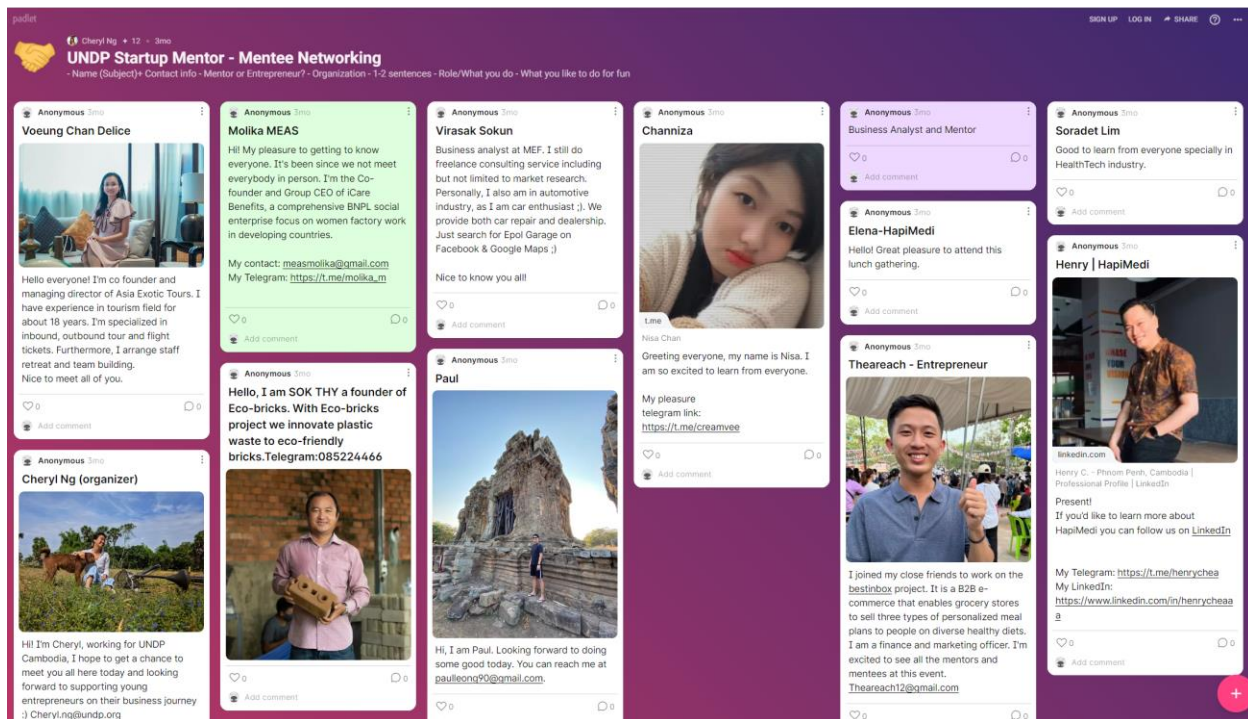
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in which they can be continued after the event. At this event, UNDP has onboarded 7 entrepreneurs (where they can gain access to Springboard Programme resources and access to mentors regionally) that participated in their programmes to BRH's Future Lab and 15 mentors from Startup Cambodia and the mentors trained from IHPP mentorship certification programme.

Mentors and mentees onboard this platform will also utilize UNDP's mentorship guidelines that were produced as a result of the project to better facilitate effective business mentorship to help entrepreneurs. In addition, these mentorship guidelines have been disseminated by UNDP's Bangkok Regional Hub to country offices within the Asia-Pacific region to be translated within local context and utilized as part of other country's entrepreneurship programming.

Padlet: <https://padlet.com/cherylng13/Bookmarks>



### ***Digital Skills Gap Assessment informing future policy dialogue***

Following the completion and launch of the future demand for and supply of digital skills in Cambodia's economy report, in partnership with the Ministry of Posts and Telecommunication through the Cambodia Academy of Digital Technology (CADT), the evidence from this report will play an important role in contributing to policy dialogue, implementation of Digital Economy and Society Policy Framework 2021-2035, and the design of national upskilling programmes. The report was officially launched on 14 November 2021 with the Ministry of Posts and Telecommunication with an audience of 300 people (31% women) representing relevant government agencies, development partners, universities, employers, and students.

In addition to this Digital Skill Assessment, a policy brief called "Cultivating the Digital Talent Ecosystem in Cambodia" was developed, and the aim of this policy brief is to provide a greater understanding of Cambodia's existing skill gaps in the context of a digital economy and exploring options to effectively equip the workforce with appropriate digital skills. In addition, Cambodia

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ICT Sector Profile: Backbone Skills for a Digital Economy was also developed, and the main objective of this report is to provide updated information on the current ICT sector in Cambodia and the digital skills relevant and currently needed, in line with the Cambodia Digital Economy and Social Policy Framework (2021-2035).

### ***Digital Skills Training integrated on MoEYS Open Resource Learning Platform***

The Pathway to Digital Skills programme in collaboration with IT Academy STEP Cambodia, has made the course content and materials available and accessible to students on [Open Education Resource Platform \(OER\)](#), which is in partnership with the Ministry of Education, Youth and Sport (MoEYS). This platform's objective is for teachers, facilitators, and students to access online education resources that are open and free to download and learn from. By sharing these education resources that were part of the Pathway to Digital Skills programme, students and youth who are interested in upskilling their digital skills will now be able to learn the content from anywhere, making it accessible for students that were not able to participate in the initial programme.

### ***ATQ Implementation***

ATQ program has been fully developed and used by seven prestige training organizations. Connecting with association of higher institutions, the program is considering to be used countrywide. Examination for skill recognized by KICPAA will be a channel for young Cambodian students to qualify their competencies-based employer. In addition, many accounting and auditing firms have been signed MOU for the student internship. Furthermore, the five pillars of the ATQ program have been identify clearly for ATQ sustainability: 1) developing examination and learning resources, (2) training of trainers, (3) practical sharing for students, (4) learning support service & career support, and (5) Trustworthy students by employers. It is believed that the professional practices of accounting system in Cambodia will lead this country to be more transperence and contribute to strengthen the governance in general.

### ***ICT Occupational Profiles***

The Information and Communication Technology (ICT) sector is universally acknowledged as an important catalyst for social transformation and national progress, and it is constantly evolving. The main reason for the evolving role of the ICT sector in these economies is because of its ability to innovate. The Royal Government of Cambodia (RGC) has realized the significance and benefits of the ICT sector for the sustainable economic development of the nation. The adoption of ICT contributes to not only society's growth but also to its access to knowledge. Knowledge is an important factor in the development of the ICT sector and people can take advantage of more opportunities, find better jobs, and qualify them for more sophisticated tasks.

## **4. CHALLENGIES AND LESSONS LEARNT**

**Lesson 1: Digital means have huge potential to engage young people.** COVID-19 has pushed the project implementation towards using digital tools and platforms to deliver activities. At first, there was uncertainty around the effectiveness of the methods and technical errors and the lack of interest of youth and the general audience due to their limited skill and low access to the internet.

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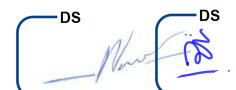


After completing a few online workshops, the results are more positive, and the level of engagement remains interactive and meaningful. In terms of reaching youth, online conferences and social media posts reached many people more with less cost. For instance, all the workshop series and panel discussions in the National Dialogue alone reached more than half a million social media users. Among these people, at least over 18000 accounts viewed the posted videos. This result encourages the project team to go on and take the COVID-19 situation as an opportunity to capitalize on the available technologies to achieve project objectives especially output related to digital skill development. The online platform and online content emerged and even proven as the most effective and low-cost means for reaching out to young people as more and more young Cambodians have access to a smartphone and internet connectivity. Online content and channels such as YouTube and Facebook pages made it easier for the project team to have concrete output indicators for measuring result, feedback from target group and impact.

**Lesson 2: Employers' Association as a networking platform for building entrepreneurship ecosystem and resource mobilization.** Continued engagement with the employer association, specifically the Young Entrepreneurs Association of Cambodia, provides a platform and linkage to a much broader private sector ecosystem in the country and useful insights for leveraging future project designs and implementation. The project benefited greatly from such engagement in terms of expanding and linking young people to skilling and employment opportunities as they are preparing themselves to participate in this fast-growing economy. Youth who attended in the Junior Entrepreneurs Programme received employment, internship and business opportunities made available by companies in the network. It was also noted that the networking platform provides a great opportunity for resource mobilization. For instance, YEAC managed to increase the number of global entrepreneurship week events from 1 to 4 events in different places and tripled the number of beneficiaries from the original plan.

**Lesson 3: Bluetribe incubation programme changed the entrepreneurship training landscape in the country:** Bluetribe is an incubation programme introduced to provide an opportunity to fully committed entrepreneurs, to uncover Cambodia's next generation of entrepreneurs and supercharge their ambition by accelerating access to intensive entrepreneurship training, mentorship and funding to startup and growth their business ideas. Since the inception of Bluetribe, we have learned the following lessons:

- The programme is highly in demand in the emerging startup ecosystem in Cambodia and young founders who decided and are committed to building their new startups.
- Bluetribe also connects the dots for investment networks and platforms in the country since it is the first programme in the country to bring on board local and regional startup mentors and advisors.
- The project also learned that there are many young Cambodians with little knowledge and information about entrepreneurship needs support, suggesting more targeting interventions are required in the country to raise the general understanding of entrepreneurship and startups ecosystem.
- Highly targeted support such as Bluetribe approach is essential for helping high potential early startups to get into the market and positioning themselves.

- Selection of startups, the type of business and the quality of the team to be given support is utmost important and could play a major part in startups's progress and success.

**Lesson 4: Access of youth with disabilities to digital training requires highly customized and dedicated programmes.** It is common that many have seen and realized the potential of digital technology in removing barriers to life aspects of many, including those with disabilities. However, ensuring their access to skills training requires a good understanding of the needs of youth with disability, and a balance between the skill levels/training that are accessible to them and the skills that are demanded by the labor market. The digital training rolled out by the project tried to achieve that balance. However, it ended up limiting the chances of youth candidates with disability, as certain conditions prevented them from participating in the courses or learning skills set in the curriculum. The current training programmes aimed to reach a minimum 20% of youth with disabilities, who could be supported to successfully complete the course within the timeframe. However, we did not receive an application from youth with disabilities. Learning from expert organizations during the programme design stage and candidate selection processes, it is highly recommended that a more customized programme should be introduced. In addition, the risk of failure should be accepted if more youth with disabilities are to be included in this type of labor market-driven programme.

**Lesson 5: Early partnership promotes the government's ownership over the project's deliverables, and increases sustainability of results.** It is a reflection of how the Digital Skills Report was co-designed and co-financed between the project and the Ministry of Posts and Telecommunication from the early stage of the project implementation. The need was identified in early 2020 by reviewing the digital master plan and in-depth interviews with key persons at the ministry. The project and Cambodia Academy of Digital Technology (formerly known as NIPTICT) discussed and agreed on the data gaps and the need to have a nationally representative piece of evidence to support the ministry's vision to develop digital skills in Cambodia. The cost of the study was larger than what was budgeted; however, the financial shortage was matched by the Ministry of Posts and Telecommunication. The Ministry was actively involved in all key stages of the study from design to data collection and to dissemination. As a result, the data and findings have been accepted as foundational data for designing upcoming digital skills interventions and it is highly likely that the findings will be fed into digital skill database and relevant policy papers supporting the implementation of Policy Framework on the Digital Economy and Society 2021-2035. Furthermore, with the engagement and support of the leading Ministry in the digital sector, the project could bring in all key government actors, universities, the private sectors, and students into the data collection process and usage of data.

**Lesson 6: Youth volunteerism offers notable potential in making a positive impact towards SDGs and helping other youths.** Enabled by the youth project and Regional Youth Co:Lab, the Movers Programme was able to mobilize 64 Youth Facilitators (volunteers) and conducted 121 workshops in their communities through partnerships with different institutions. From January to December 2021, the initiative produced notable process results in terms of youth empowerment, participation, and capacity building through Training of Trainer programme, raising awareness of SDGs, entrepreneurial mindset, and 21st-century skills to 3,198 participants in Cambodia. Factors

that drive this level of success are not financial incentives but the enabling environment and working approaches which include: the availability of digital tools, partnerships among youth-focused organizations, support platforms (regional and country levels), and the application of youths' ideas and innovative approaches.

## 5. RISKS AND MITIGATION MEASURES (0.5-1 page)

*Please provide a short overview of whether the risks indicated in the project document or any other risks occurred. Specify the responses taken including any project adjustments.*

Project Risk 1: ATQ programme suffers more than other initiatives from covid-19 pandemic. The delay of the ATQ implementation by ICAEW is expected while online learning supports are being assessed and rolled out. Second, KICPAA's election for new general committee was organised and the new president was elected. The overhaul of the KICPAA's strategic directions led to some changes in the ATQ implementation.

*Actions taken:* Project agreed with ICAEW to delay the activities and visits of ICAEW team to Cambodia to the end of the 1<sup>st</sup> Quarter, 2021. If the situation does not allow the planned activities to take place, ICAEW will submit their revised delivery plan for review and approval from UNDP. In parallel, the project is working closely with KICPAA's secretariat and keeping conversations with the new committee members, aiming to feed them information and finding ways forward that serve the best interest of KICPAA's values, accounting sector and opportunities for youth in the country. A UNDP-KICPAA partnership review meeting was organised in December 2020 to assess the progress and agree on the direction of ATQ. In 2021, KICPAA agreed to lead more activities, reducing reliance on ICAEW.

Project Risk 2: The attempt to establish an SME cluster park becomes unrealistic, posting a risk of not being able to establish a subsequent skill certification programme to support the SME cluster. Before the skill certificate programme can be established for workers working in the SME cluster park, the SME cluster development should have been in a more advanced stage.

*Actions taken:* The project monitored the progress closely with the Private Sector team and started identifying other opportunities for developing a skill certification programme. The issues were raised to the 3rd Board Meeting for consideration and suggestion. As a result, the project board decided to drop this output at least during this project cycle.

Project Risk 3: Limited collaboration from the management of garment factories and relevant stakeholders has affected the data collection of research the sector's adaptation capacity toward automation and technologies adoption.

*Actions taken:* The project worked with the consulting firm to ensure that the sampling methods are responsive and robust enough in case of access denied. The project sought support from Better Factories Cambodia, GMAC and Brands to convince factories to participate in the survey while employing virtual methods for data collection and key informant interviews. A more specialized UN agencies, ILO and UNIDO, are engaged in the process.

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Project Issue 4: The risk associated with COVID-19 became a major project issue in 2021 when the community outbreak resulted in lockdown, closure of schools, and restriction in gathering or travel. While the project managed to mitigate the risk in most instances, this has had a significant impact on the work plan delivery on two key project activities: Accounting Qualification Programme (as the school was closed) and hosting annual National Productive Conference and Career Fairs (which was normally organized face-to-face).

Actions: The project team turned the methods of delivery to virtual format, and online interactive platforms. NEA decided to develop for the first time a national career platform and hosted the national conference and career fair virtually. Therefore, some of the project budgets were saved from hosting the face-to-face event and re-allocated to necessary activity and technical equipment that enable online platforms. On ATQ, the project partner (ICAEW) had revised the activities into a virtual format while KICPAA was taking care of activities domestically. Under the framework of the recent Letter of Agreement, a package of online learning materials was produced to support the online learning process and improve the learning experience of ATQ students. Activities and events that required physical presence are not prioritized or removed from the workplan.

Project Issues 5: Adding new initiatives has pushed project implementation beyond the original timeframe.

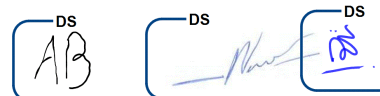
The availability of additional funds for implementing three more initiatives related to the Digital Upskilling, development ITC Skill Framework and Mentoring Programme provided a tremendous opportunity to scale up development results. These additional initiatives have had an impact on the timeline of project delivery. By 31 December 2021, the most fundamental aspects of the project designs and implementation were agreed and rolled out, however, some of the expected results and benefits will not be available for capture. This led to a request for a project extension.

Actions: The project team ensured that key designs, plans, and partnership were finalised, formalised, and onboarded to deliver the project output in November 2021. The needs and proposal for project extension were carefully assessed. The project board approved on extension request and workplan for 2022 in November 2021 before UNDP Cambodia submitted an official request to the Trust Fund for approval on the project extension request.

Project Risk 6: As COVID-19 continues, there were some disruptions in the delivery of digital training programmes and physical training activities. This presented an obstacle to the teaching, learning, and examinations of ATQ students.

Actions: The project team already made sure the training strategies consists of both physical and virtual means of delivery. Service providers and local partners must present their alternative ways of delivery if COVID-19 does not permit delivery through the usual mode. By adopting the blended approaches, the switch to the virtual approach will not do much harm to the training. On ATQ, the project has worked with KICPAA to complete the online learning materials and learning hub for students by the end of December 2021. Orientation sessions were organised for students to ensure that they can access additional online learning resources and continue learning despite the uncertainties around covid19.

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## 6. PARTNERSHIPS (1-2 pages)

Please provide information on main impact on results achieved via partnership with various stakeholders and institutions.

For a large number of partners, a table form might be preferable.

Key Partners	Period	Areas of Partnership	Key results/Impact
Special Economic Zone/SEZ, Industrial Park, and Cluster of Enterprises	2018-2020	Through the partnership with World Bridge, the establishment of an enterprise cluster is being initiated. The career pathway and skills needed identification will be explored.	An MoU signed. However, as the zone was not built yet, the project sought a decision from the board to cancel this activity.
Ministry of Labour and Vocational Training (MLVT) and National Employment Agency (NEA)	Before project started - 2022	UNDP has a long partnership with the National Employment Agency through a series of youth employment initiatives including providing career guidance and pre-employment skills to young job seekers using a multi-media platform. The project also explored the continuation of the partnership in the areas of career pathway/guidance for workers using multi-media approaches.	Career guidance services expanded and improved Media production Dr. Jobs Career forums and job marched
National Accounting Council (NAC) and the Kampuchea Institute of Certified Public Accountants and Auditors (KICPAA)	2018-2022	The project engaged with KICPAA and NAC through the ATQ initiative. The role of KICPAA is to administrate the ATQ exam while the NAC serves as a legal authority on the endorsement ATQ framework.	Establishment of ATQ and implementation.
Cambodia Development Resource Institute (CDRI)	2020-2021	Had been engaged to support NIPTICT in rolling out the ICT skill assessment.	Two studies conducted by the Institutes




Young Entrepreneur Association of Cambodia (YEAC)	2018-2021	The project worked with YEAC to digitalize the investment guidebook portal to be more searchable and accessible for youth business start-ups. The project is also exploring the incentive modality to promote the private sector's investment in youth skills building and the advancement of an entrepreneurship training package to fit with emerging Industry 4.0 and digital economy.	Junior Entrepreneurship Programme, Promotion of entrepreneurship culture, network investors for youth startups, and supporting sources/
SHE Investments	2019-2020	A woman-led social enterprise that provides business support ventures for women entrepreneurs. The project has established a partnership with SHE Investments to provide tailored incubation and acceleration programs for 30 young women operating small businesses across Cambodia.	Incubation Programme designed and implemented
Youth Co: lab UNDP Regional Hub	2019-2022	The project worked extensively to explore synergies between UNDP Youth Co: lab Regional Hub. Two initiatives have been identified for collaboration and scaling up the impact on youth engagement with technologies, employment, and entrepreneurship. The initiatives include the system mapping exercise for youth employment and National Dialogue.	National Dialogues, Springboard Programme for youth startups, Mover Programmes, onboarded mentors to the Regional Mentorship platform
Entrepreneurship Development Fund of the Ministry of Economy and Finance	2019-2020	An informal engagement took place in 2019 to learn from one another and identify synergies for collaboration. The MEF is going to launch several programs in early 2020 to promote entrepreneurship and skill development in Cambodia.	Khmer Enterprise supported (finance and in-kind) Bluetribe Programme, Investment in SMEs skill training.
General Department of Information and Communication Technology (ICT) and CADT	2019-2022	An initial discussion around the research on digital literacy and the national framework for digital literacy. The project has consulted closely with the Department on work related to digital literacy. The discussion on the ICT skills assessment and report has been developed. CADT has also inputted their feedback on the policy brief, "Cultivating the Digital Talent Ecosystem in Cambodia."	Digital Skill Gaps Assessment Report and Digital Literacy Framework




Impact Hub Phnom Penh	2020-2022	Impact Hub had been selected to support the project team to organize the national dialogue for youth employment in the context of i4.0 and the digital economy and entrepreneurship.	National Dialogue and SDG campaign, Mentorship Framework and guides
Khmer Enterprise	2020-2021	The project formalized a partnership with Khmer Enterprise to co-design a Youth Incubation Programme in Cambodia and explore collaboration around the SMEs support programme.	Khmer Enterprise supported (Finance and in-kind) Bluetribe Programme, Investment in SMEs skill training, Mentoring Programme
Smart Axiata	2020-2021	Smart Axiata is part of Axiata Group Berhad, one of Asia's largest telecommunications groups. This is the first partnership between the company and the UNDP. In the short term, the partnership will increase resources and startup support for implementing the Bluetribe Programme and provision of expertise in the context of digitalization. In the medium term, there is a potential partnership with the company to scale entrepreneurship training to youth across the country.	Funding and in-kind support to Bluetribe
3E-Fii	2020-2021	3E-Fii Group provides holistic Corporate Financial Solutions to small and medium enterprises (SMEs), corporates, and financial institutions in Cambodia. The partnership increased the financial resource and free financial advisory service to the startups who participated in Bluetribe and beyond. It also built a network of investors for startups.	Funding and in-kind support to Bluetribe.
Techo Startup Center	2021-2022	Development of Digital Mentoring Platform and Startup Mentor Guideline/Training	Effective Digital Mentoring Platform and Mentor Capacity Development
STEP IT Academy	2021-2022	Digital Training Programme	Youth trained with digital skills and employed via work

			placement model implemented.
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## 7. PARTNERSHIP WITH THE RUSSIAN FEDERATION

During the reporting period, the project engaged with representatives from the Embassy of Russia for their participation in various project activities. For instance, representatives (1st secretary and other embassy staff from the Embassy of Russia) were present at project events for the SHE incubation programme and BLUETRIBE Demo Day in January and February 2021 respectively. The opportunities to obtain technical support from Russian experts and Institutions around industry 4.0 as well as the business incubation program were explored mostly in 2020. Notwithstanding the Trust Fund Secretariat's excellent support in facilitating relevant technical support, this specific engagement did not happen given the fact that the project team was able to source relevant experts locally. Progress and challenges of project implementation have been reported to the focal points of the Trust Fund Secretariat and representatives based in Phnom Penh. The representative (1st secretary) from the Embassy of Russia is a project board member, and attended the 4th project board meeting to provide strategic direction and inputs to the project. In December 2021, the new incoming UNDP Resident Representative and the project team had a courtesy meeting with the Ambassador of the Russian Federation to the Kingdom of Cambodia where key results of the projects were discussed.

There is also another project funded by the Russian Federation and UNDP Cambodia to pilot a "Graduation Based Social Protection (GBSP)" model. Since the project is at its inception stage, and the GBSP's approaches as well as the project target groups (rural poor households), are not overlapping with the youth employment project, it has not been possible to create synergies between the two projects.

## 8. COMMUNICATION AND VISIBILITY

Project's page on your CO's webpage:

<https://www.kh.undp.org/content/cambodia/en/home/projects/equipping-cambodias-youth-for-the-arrival-of-industry-4-0.html>.

Social media channels where project results are regularly featured:

- <https://www.facebook.com/UNDPCambodia>

- <https://twitter.com/UNDPCambodia>

The project team ensured that the donors, the Russian Federation, and UNDP, are acknowledged in all the project activities by project grantees and contractors. Government partners, youths, and funding receipt organizations engaged in the project activities are made aware of the fact that the project is made possible by the generous financial support of the Russian Federation and UNDP

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Cambodia. The flag of the Russian Federation was shared with relevant partners and often printed on all communication materials including event backdrops, bags, posters, guidebooks, and online materials.

More links to the communication materials, case studies, videos, activity photos, news articles, and social media posts related to the project implementation are provided in the Annex.

## 9. FINANCIAL MANAGEMENT

**Table1: Funding Contribution Overview 2019- 30 Sept 2022**

Allocated Resources	Committed fund (Prodoc)	Committed fund (Revise, BRV-G06)	Actual Fund Receive	Fund to be Received
• TRAC1-00012:				
2019	68.000,00	136.000,00	136.000,00	-
2020	100.000,00	136.352,09	136.352,09	-
2021	132.000,00	174.886,63	174.886,63	-
2022		9.584,72	9.584,72	-
• TRAC1-00012: 2019-2021	300.000,00	456.823,43	456.823,43	-
• TRAC2-00012: 2021	-	430.000,00	430.000,00	-
• Russian-TFD-00206:				-
2019	500.000,00	500.000,00	500.000,00	-
2020-2021	300.000,00	300.000,00	300.000,00	-
• Total Russian-TFD-00206:	800.000,00	800.000,00	800.000,00	-
• KE-13586:	-	15.000,00	15.000,00	-
• 3E-Fii-13593	-	10.000,00	10.000,00	-
• Smart-13594:	-	10.000,00	10.000,00	-
<b>Total Project Resource</b>	<b>1.100.000,00</b>	<b>1.721.823,43</b>	<b>1.721.823,43</b>	<b>-</b>
Parallel fund				
SDC (UNJP project)	147.341,00	208.515,39	208.515,39	-
Worlbridge	180.000,00	-	-	-
To be mobilized	88.739,00	-	-	-

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<b>Total Parallel Fund</b>	<b>416.080,00</b>	<b>208.515,39</b>	<b>208.515,39</b>	<b>-</b>
<b>Total Project Resource incl. Parallel Fund</b>	<b>1.516.080,00</b>	<b>1.930.338,83</b>	<b>1.930.338,83</b>	<b>-</b>

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**Table 2: Funding balance up-to-date (04 April 2019- 30 Sept2022)**

Allocated Resources	Actual Fund Receive	Expenses					Fund Balance	Rate of Delivery (%)
		2019 CDR	2020 CDR	2021 CDR	2022	Total 2019-2022		
					01 Jan-30 Sept			
• TRAC1-04000/00012: 2019-2021	456,823.43	136,000.00	136,352.09	174,886.63	-	447,238.72	9,584.71	98%
• TRAC2-04010/00012: 2021	430,000.00			335,006.25	94,972.90	429,979.15	20.85	100%
• Russian-TFD-00206: 2019-2021	800,000.00	184,051.00	250,069.59	19,675.21	346,204.02	799,999.82	0.18	100%
• KE-13586: 2020	15,000.00		15,000.00	-	-	15,000.00	-	100%
• 3E-Fii-13593: 2020	10,000.00		10,000.00	-	-	10,000.00	-	100%
• Smart-13594: 2020	10,000.00		10,000.00	-	-	10,000.00	-	100%
<b>Total Project Resource</b>	<b>1,721,823.43</b>	<b>320,051.00</b>	<b>421,421.68</b>	<b>529,568.09</b>	<b>441,176.92</b>	<b>1,712,217.69</b>	<b>9,605.74</b>	<b>99%</b>
• Parallel fund (SDC)	208,515.39	208,515.39	-	-	-	208,515.39	-	100%
<b>Total Project Resource incl. Parallel Fund</b>	<b>1,930,338.83</b>	<b>528,566.39</b>	<b>421,421.68</b>	<b>529,568.09</b>	<b>441,176.92</b>	<b>1,920,733.08</b>	<b>9,605.74</b>	<b>100%</b>

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		2022 (Youth Employment Project)			2019- 30 June 2022(Youth Employment project)				
Expected Project outputs	Plan Activities	Budget (BRV-G06)	Expense	Delivery rate (%)	Budget (Original in Prodoc)	Budget (BRV-G06)	Expenses (04Apr 2019-30 Sept 2022)	Budget Balance	Delivery rate (%)
			01 Jan to 30 Sept						
<b>Output# 1:</b> Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented researches and advocacy with a specific focus around Industry 4.0 (I4.0)	Total Activity1.1: Review and gauge the impact on employment of I4.0 technologies/ automation with a focus on youth				37,000.00	35,915.00	35,915.00	-	100%
	Total Activity#1.2: Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools	20,659.78	14,958.54	72%	10,000.00	44,235.37	38,534.13	5,701.24	87%
	Total Activity#1.3: Study on skill projection in response to emerging digital economy	84,246.84	82,715.30	98%	30,000.00	193,779.28	192,247.74	1,531.54	99%
<b>Total Output #1</b>		<b>104,906.62</b>	<b>97,673.84</b>	<b>93%</b>	<b>77,000.00</b>	<b>273,929.65</b>	<b>266,696.87</b>	<b>7,232.78</b>	<b>97%</b>
<b>Output#2:</b> A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors that offer	Total Activity#2.1: <u>Develop and implement career pathway for factory workers.</u>					-	-	-	#DIV/0!
	Total Activity#2.3: Develop and roll out new training programmes.	49,522.31	49,702.31	100%		115,918.31	116,098.31	(180.00)	100%




higher value-added employment in the areas of anticipated growth and comparative advantage for the Cambodia youth	Total Activity#2.4: Develop and roll out "Accountancy" Technical Qualification	104,342.17	88,188.50	85%	293,743.00	298,647.85	282,494.18	16,153.67	95%
<b>Total Output #2</b>		<b>153,864.48</b>	<b>137,890.81</b>	<b>90%</b>	<b>293,743.00</b>	<b>414,566.16</b>	<b>398,592.49</b>	<b>15,973.67</b>	<b>96%</b>
<b>Output#3:</b> Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training	Total Activity3.1: Develop tailored entrepreneurship training package.	26,672.50	26,090.64	98%	50,000.00	210,027.75	209,445.89	581.86	100%
	Total Activity#3.3: Enrol and train young (and young aspired) entrepreneurs	(1,450.46)	(1,450.46)	100%	154,590.26	248,913.91	248,913.91	-	100%
<b>Total Output #3</b>		<b>25,222.04</b>	<b>24,640.18</b>	<b>98%</b>	<b>204,590.26</b>	<b>458,941.66</b>	<b>458,359.80</b>	<b>581.86</b>	<b>100%</b>
<b>Total Activity#4:</b> Project management and technical support		141,144.78	155,327.35	110%	465,407.48	512,930.94	527,113.52	(14,182.58)	103%
<b>Total Budget(Net)</b>		<b>425,137.92</b>	<b>415,532.18</b>	<b>98%</b>	<b>1,040,740.74</b>	<b>1,660,368.41</b>	<b>1,650,762.68</b>	<b>9,605.73</b>	<b>99%</b>
<b>Total General Management Support Cost(GMS-8%)</b>		25,644.76	25,644.74	100%	59,259.26	61,455.02	61,455.01	0.01	100%
<b>Total Budget</b>		<b>450,782.67</b>	<b>441,176.92</b>	<b>98%</b>	<b>1,100,000.00</b>	<b>1,721,823.44</b>	<b>1,712,217.69</b>	<b>9,605.74</b>	<b>99%</b>

**Table3: Cumulative Expenditure (01 Apr 2019- 30 Sept 2022)**

Total Parallel Fund (cont')

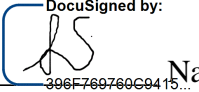
Expected Project outputs	Plan Activities	2019-2021(Parallel fund)		
		Budget (Original in Prodoc)	Expenses (Apr 2019- 30 Sept 2022)	Delivery rate (%)
<b>Output# 1:</b> Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented researches and advocacy with a specific focus around Industry 4.0 (I4.0)	<b>Total Activity#1.1:</b> Review and gauge the impact on employment of I4.0 technologies/ automation with a focus on youth	-	-	0%
	<b>Total Activity#1.2:</b> Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools	-	-	0%
	<b>Total Activity#1.3:</b> Study on skill projection in response to emerging digital economy	-	-	0%
<b>Total Output #1</b>		-	-	<b>0%</b>
<b>Output#2:</b> A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors that offer higher value-added employment in the areas of anticipated growth and comparative advantage for the Cambodia youth	<b>Total Activity#2.1:</b> Develop and implement career pathway for factory workers.	25.925,93	-	0%
	<b>Total Activity#2.3:</b> Develop and roll out new training programmes.	140.740,74	-	0%
	<b>Total Activity#2.4:</b> Develop and roll out “Accountancy” Technical Qualification	-	100.442,50	-
<b>Total Output #2</b>		<b>166.666,67</b>	<b>100.442,50</b>	<b>60%</b>
<b>Output#3:</b> Youth (and young aspired)	<b>Total Activity#3.1:</b> Develop tailored entrepreneurship training package.	-	-	0%

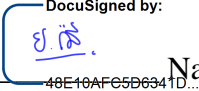
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entrepreneurs) are ready to start their business through entrepreneurship training	<b>Total Activity#3.3:</b> Enrol and train young (and young aspired) entrepreneurs	207.409,74	58.794,37	28%
<b>Total Output #3</b>		<b>207.409,74</b>	<b>58.794,37</b>	<b>28%</b>
<b>Total Activity#4:</b> Project management and technical support		12.457,87	35.637,33	286%
<b>Total Budget(Net)</b>		<b>386.534,28</b>	<b>194.874,20</b>	<b>50%</b>
<b>Total General Management Support Cost(GMS-8%)</b>		29.545,72	13.641,19	46%
<b>Total Budget</b>		<b>416.080,00</b>	<b>208.515,39</b>	<b>50%</b>

Submitted by  DocuSigned by: 71064E5117A74AC... Name: Nac Mi, Title: Project Technical Coordinator

Cleared by  DocuSigned by: 306F789769C9415... Name: Amara Bou, Title: Programme Analyst

Cleared by  DocuSigned by: 48E10AFC5D6341D... Name: Rany Pen, Title: ARR – Head of Programme and Results

Approved by  DocuSigned by: 28E9179E84A24FF... Name: Alissar Chaker, Title: Resident Representative

Date 05-Apr-2023

## 10. ANNEXES

### 10.1 Project performance data

Indicator data disaggregated by gender when applicable can be organized in a table form following the results framework format:

Expected outputs	Output indicators	Data source	Baseline		Target for the project per ProDoc	Actual value achieved for the project
			Value	Year		
<b>Output 1: Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented researches and advocacy with a specific focus around Industry 4.0 (I4.0)</b>	1.1.I4.0 Survey to gauge the employment impact of automation (focusing on youth) finalized and published	Survey report	0	2018	1	1
	1.2.No. of model/tools options identified and piloted for enabling youth entrepreneurs to access I4.0 technologies	Project Report	0	2018	1	2
	1.3. The study on skills projection in response to the emerging digital economy finalized and published	Assessment report	0	2018	2	2
<b>Activities</b>		<b>Results</b>				
Activity 1.1. Review and gage the impact on employment of I4.0 technologies/ automation with a focus on youth		An assessment on Cambodia's garment and footwear adaptation capacity towards industry 4.0 and its impact of employment is conducted. 63 factories took part in the survey. 657 participants attended used by experts from University of Cambridge to serve I4.0 scoping analyses for Cambodia. Immediately benefits ongoing work of UN Agencies (UNIDO, ILO), development partnership, Ministry of Economy and Finance in shaping relevant policies including interventions to address skills gap in the workforce. This report will help inform relevant stakeholder when shaping policies that are relevant to help build capacity for garment workers on future of skills needed based on the changes of technological innovations (I4.0).				

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<p>Activity 1.2. Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools.</p>	<ol style="list-style-type: none"> <li>1. The Centre of Excellence at the Institute of Technology of Cambodia gets equipment support on I4.0 technologies and supported in 2021 to promote youth interest and awareness on I4.0 tech and how this relevant to their career. Through the Centre of Excellence at TIC, Youth are made aware and given information about new technologies on I4.0 (250 youth) - 30% women, which broadens understanding of how the job market is changing. Students that attend ITC are given opportunities to learn about and use I4.0 hardware machinery in the Centre of Excellence. By giving these students a way to practice and learn how to use this machinery, they gain skills in which employers may be in demand of.</li> <li>2. UNDP and National University of Management organized a conference on Youth and Technology in Cambodia to engage policymakers and students.</li> <li>3. With regional team, Youth Co: Lab, the project brought the 1st National Dialogue to Cambodia and engaged youth in the future jobs, emerging digital skills, I4.0 technologies, and entrepreneurship. The dialogues directly benefited 1993 young men and women (56%). Its social media reached a total of 518,705 audiences and saw a total of 18,275 video views.</li> </ol>
<p>• Activity 1.3. Study on skills projection in response to the emerging digital economy</p>	<ol style="list-style-type: none"> <li>1. Assessment of digital literacy among young Cambodians was completed and published in September 2020.</li> <li>2. The National digital Skill assessment is completed and launched in December 2021 in partnership with the Cambodia Academy of Digital Technology and CDRI. 300 relevant stakeholders were invited to the launching event.  Through both the Digital Literacy Assessment Report and Demand for &amp; supply of digital skills Report, key government stakeholders, including MPTC, MEF, MoEYS will take these findings and apply them to the development of the national digital literacy framework. A policy brief was also created to inform improvement for policy assessment on the digital skills framework</li> <li>3. 75 ICT Occupational Profiles were developed and career pathways developed for NEA. Through the development of 75 ICT Occupational Profiles (including skills bank), career pathways in ICT Sector, this information will be used by career counselors to inform students on various skills needed to be developed for their employment in their desired ICT career pathway. These occupational profiles will help young men and women who are in vulnerable populations to understand what skills are needed, and career pathways there are for decent employment opportunities in the ICT Sector.</li> </ol>

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<b>Output 2: A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors that offer higher value-added employment in the areas of anticipated growth and comparative advantage for the Cambodia youth</b>	2.1.No. of SME Clusters of Industry Park adopted career pathways for workers		0	2018	0	0
	2.2.SME Clusters skills requirement fulfilment rate		n/a	2018	0	0
	2.3.No. of Vocational Skills Certification scheme established		0	2018	1	1
	2.4: No. of Industry Park workers enrolled in the vocational skills certification programme.		0	2018	0	0
	2.5: No. of students enrolled in Accountancy Technical Training programme		0	2018	200	350
<b>Activities</b>		<b>Results</b>				
Activity 2.1. Develop and implement career pathway for Industrial Park workers		<ol style="list-style-type: none"> <li>1. The cost-sharing agreement UNDP and World Bridge signed in 2019 to firm up the establishment of the SME cluster within Industrial Park.</li> <li>2. The investment proposal and stakeholder report were completed and submitted for review. The Principal Framework for anchor tenant selection criteria is being developed.</li> </ol>				
Activity 2.3. Develop new training programme with innovative delivery mechanism		87 students were trained in the PowerUp Cambodia training on basic & advanced digital skills, along with a work placement model where students are trained and matched with employers.				
Activity 2.4. Develop “Accountancy” Technician Qualifications		<ol style="list-style-type: none"> <li>1. The Accountancy Technician Qualification program is launched by KICPAA and National Accounting Council.</li> <li>2. ATQ Learning materials consists of 14 modules, and they will be translated into local language. The other two modules are being drafted and revised.</li> <li>3. 453 students enrolled in the programme and more students are expected to participate once all participating teaching institutions are ready to offer the courses. (Accumulated number = 836, 51% women).</li> <li>4. Seven teaching institutions used the ATQ teach ATQ programme.</li> </ol>				




		5. ATQ governance, online learning materials, examination governing system were completed and ATQ examiners and trainers have been trained.				
Activity 2.5 Explore financial and other incentives to encourage employers to invest in training		1. Accounting Programme provides a great entry point to attract investment from employment and the government owned skill development fund. The project team and KICPAA continue to explore partnership opportunities through this channel while also establishing connections with Employer Associations in the country.				
<b>Output 3: Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training</b>	3.1: Entrepreneurship training package reviewed, revised, and finalized	Project Report	0	2018	1	1
	3.2: Business Incubation for young entrepreneur established	Project Report	0	2018	2	3
	3.3: No. of young (and young aspiring) entrepreneurs who received entrepreneurship training	Project Report	0	2018	200	7,668
<b>Activities</b>		<b>Results</b>				
Activity 3.1. Review and advance the entrepreneurship training package to enable reaching out to Industry 4.0 level		<ol style="list-style-type: none"> <li>1. A rapid assessment of the existing training curriculum and support for startups conducted in December 2019.</li> <li>2. A Startups Incubation Programme (Bluetribe) has been designed and rolled out with partners (Khmer Enterprise) to young entrepreneurs. Together with lessons from other programme, the curriculum and designs are documented for the future design of the entrepreneurship training in Cambodia’s context is being documented.</li> <li>3. “Supporting Young Entrepreneurs - Incubator and Accelerator Programmes in Cambodia” guidebook has been written and received inputs from over 50 stakeholders in the startup ecosystem to provide details on entrepreneurship support programmes available for young entrepreneurs. This publication gives access to information for young entrepreneurs on what support is available, and helps build the capacity for ESOs to better support young entrepreneurs from the learnings aggregated in the book.</li> </ol> <p>All these resources will be disseminated to the ecosystem which will heighten the quality of mentorship for entrepreneurs in the ecosystem</p>				
		1. A Bluetribe Startup Incubation was established in partnership with Khmer Enterprise, Smart Axiata, and 3E-Fii for 7 tech start-ups. The model is being				

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<p>Activity 3.2. Establish partnerships with training service providers (public and/or private) for business incubation.</p>	<p>reviewed and revised for future implantation and scale up. There were 300 applicants applied for the programme.</p> <ol style="list-style-type: none"> <li>2. SHE Incubator and Accelerator implemented with a local social enterprise (SHE INVESTMENT) to provide business skills to 30 young women entrepreneurs owning small and micro enterprises.</li> <li>3. A Junior Entrepreneurs Programme has been established and hosted under the Young Entrepreneurs Association of Cambodia (YEAC). The 30 youth completed the first cohort and the model is rolled out in other 2 provinces with expectation to be resourced and run by this employer association.</li> </ol>
<p>Activity 3.3. Enrol and train young (and young aspiring) entrepreneurs.</p>	<p>A total of 7,668 Youth (43% women) received entrepreneurship training, entrepreneurship support, and career support skills training throughout the project cycle:</p> <ol style="list-style-type: none"> <li>1. 50 (76% women) Youth Entrepreneurs receiving intensive business training, mentoring and startup up supports including pre-seed fundng.</li> <li>2. 81 (37% women) young people from Phnom Penh and provinces received business training and coaching support from project partners: IPHPP, Youth co: lab, YEAC.</li> <li>3. 2285 (40% women) young people accessed entrepreneurship information, network, and events via National Dialogue and GEWs. A total of 47000 + online views and engagement.</li> <li>4. 54 (65% women) youths, major from provinces, completed 4 months Junior Entrepreneurship Programme.</li> <li>5. 2,000 (43% women) young people accessed entrepreneurship information, network, and GEWs in 2021, and 11,053 people viewed recorded videos from the GEW events (Data 2021).</li> <li>6. 3,198 (43.77% women) youths accessed entrepreneurship, digital skills, and SDG-related topics through Mover Programme/Youth Co:Lab (data 2021).</li> </ol>

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<p>Activity 3.4: Develop and strengthen mentoring platform (platform) developed and support youth entrepreneurs</p> <p>Build mentors' mentoring capacity and methods</p>	<p>46 mentors were onboarded to a digital platform called Startup Cambodia platform, under the Ministry of Economy and Finance to remove the barrier in accessing mentorship for all entrepreneurs who may not have the network or access to mentors.</p> <p>A set of start-up mentoring guidelines, toolkits and training modules were developed and tested by Impact Hub Phnom Penh and Techno Startup Center. 50 local startup/business mentors were also trained and certified to help better support entrepreneurs.</p>
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## 10.2 Media coverage report with links to main publications

Link to Photos of [Youth Employment Project](#)

Link to the project on CO's website:

<https://www.kh.undp.org/content/cambodia/en/home/projects/equipping-cambodias-youth-for-the-arrival-of-industry-4-0.html>

### 2022 Activities

IT Academy STEP Cambodia Programme Graduation

<https://www.facebook.com/UNDPCambodia/photos/pcb.5453203534746723/5453162111417532/>

ICT Occupational Profiles Dissemination Workshop

<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/5422279131172497/>

### 2021 Activities

Entrepreneurship Training

<https://www.kh.undp.org/content/cambodia/en/home/presscenter/speeches/2021/global-entrepreneurship-week-cambodia-2021.html>

Launching of Digital Skills Report:

Press Release: <https://bit.ly/3m7oAjs>

Full Report: <https://bit.ly/3JHdxaG>



Promotional Video: <https://www.facebook.com/UNDPCambodia/posts/4928883157178766>  
<https://www.facebook.com/UNDPCambodia/posts/4822593471141069>

Mentoring Platform/Training:

<https://www.facebook.com/UNDPCambodia/posts/4444677155599371?>  
<https://www.facebook.com/UNDPCambodia/posts/4444681565598930?>  
<https://www.facebook.com/UNDPCambodia/posts/4829498493783900?>  
<https://startupcambodia.gov.kh/ecosystem/discover/category/mentor>

Digital Training for Youth Employment (Power Up Cambodia):

<https://www.facebook.com/events/617352492877267/?ref=newsfeed>  
<https://www.facebook.com/powerupcambo>  
<https://www.facebook.com/powerupcambo/photos/pcb.118074754068472/118950760647538>

Movers Programme:

<https://www.facebook.com/UNDPCambodia/posts/4062489857151438>  
<https://www.facebook.com/UNDPCambodia/posts/4382831005117320>  
<https://www.facebook.com/UNDPCambodia/posts/4417809184952835>  
<https://www.facebook.com/UNDPCambodia/posts/4555884274478658>  
<https://www.facebook.com/UNDPCambodia/videos/535047901255213/>

## 2020 Activities

SHE Incubator and Accelerator:

Case study video:

<https://drive.google.com/drive/folders/1iXHZ4gpcWSxPDVf8U9ghR2IspteHwd3V?usp=sharing>

Remarks:

<https://www.kh.undp.org/content/cambodia/en/home/presscenter/speeches/2019/remarks--by-dr--rany-pen--assistant-resident-representative--und.html>

Social media: <https://m.facebook.com/UNDPCambodia/posts/2963320010401767>

<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/3848496855217407>

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<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/3848566118543814>

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<https://fb.watch/3JF2N8Y3vd/>

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Youth Colab Campaign [Crossposting from Impact Hub Phnom Penh]

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/2980004288733339>

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/2980632945337140>

[Reached 2,997]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/2991532470913854>

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Bluetribe:

Website: <https://www.bluetribecambodia.com/>

Press Releases: <https://www.phnompenhpost.com/business/undp-inks-deal-ke-train-kingdoms-young-entrepreneurs>

Press release: <https://bit.ly/3oQGzcc> | Khmer Time

Press release: <https://bit.ly/3jf8wtf> | CO's website

Bluetribe Campaign on CO's social media:

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3119585408108559>

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3136522693081497>

[Reached 7, 830]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3138817296185370>

[Reached 3,776]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3141274029273030>

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3170085226391910>

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[https://fb.watch/3JJVH\\_ys\\_5/](https://fb.watch/3JJVH_ys_5/)

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<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/3537546596312436/>

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**ចាប់ផ្តើមអាជីវកម្ម  
របស់អ្នកឥឡូវនេះ**



សូមធ្វើការចុះឈ្មោះចូលរួមឥឡូវនេះ  
[www.bluetribecambodia.com](http://www.bluetribecambodia.com)

ការងារដ៏ទៃសំបាប់ទុកឱ្យ ការ ឧបត្ថម្ភ គាំទ្រ



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ថ្ងៃសុក្រ 28/08/2020 ម៉ោង ២:៣០



CHERYN NG  
Incubation Manager,  
UNEP Cambodia

VIRAK NUON  
Youth Employment Coordinator,  
UNEP Cambodia

PAGNA UTHAIRUN  
Head of Incubation,  
UNEP Accelerator Lab Cambodia



សូមធ្វើការចុះឈ្មោះចូលរួមឥឡូវនេះ  
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អន្តរជាតិដំបូងបំផុត**




**វគ្គចុងក្រោយ**

**នៃការជ្រើសរើសសេចក្តីជនសម្រាប់  
កម្មវិធីផ្តល់បណ្តុះបណ្តាលអាជីវកម្ម**

**National Selection Weekend  
for Bluetribe Incubation Programme**





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YEAC:

Junior Entrepreneurship program (JEP): Find more materials: <https://drive.google.com/drive/folders/1eYG5ixaXiuHHVkJEvjbTqXW70QAXUAjcs>

Tax guide: <https://drive.google.com/file/d/1L-fX1vnFxtA5pmHid4Ud8JzQBvSzi1GL/view?usp=sharing>

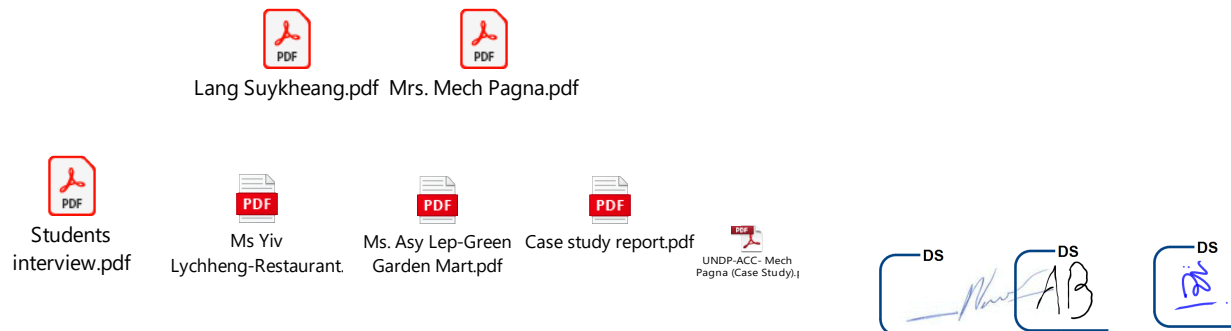
**10.3 Statistical annex** on main results since the project start (will be attached separately in Excel).

Annex includes data on estimate number of direct beneficiaries, estimate number of indirect beneficiaries, cofinancing by national and local partners, cofinancing by UNDP and international partners, number of national, province and local partners engaged in implementation, number of Russian organizations engaged in implementation, number of Russian experts engaged individually, estimate number of news and other media pieces where project was featured

**10.4 Evaluation reports** if available

10.9 - ... **Any other annexes** can be added if deemed necessary by the project team. Examples may include photos in high resolution, personal stories of project beneficiaries, outline of main projects supported under the area-based programmes, etc.

### 10.5 Case Studies



Dear Colleagues, please provide information <b><i>since the project start</i></b> , not just for 2020. If you have no estimates, leave the cell empty. Please include information on actually engaged partners, reached beneficiaries, etc, not the future estimates.								
Name of the project	Estimate number of direct beneficiaries	Estimate number of indirect beneficiaries	Cofinancing by national and local partners, including communities, already received	Cofinancing by UNDP and international partners already received	Number of national, province and local partners engaged in implementation	Number of Russian organizations engaged in implementation (contracted, engaged without a contract, not the affiliation of individual expets)	Number of Russian experts engaged <b><i>individually</i></b>	An estimate number of news and other media pieces where project was featured
Promoting Decent Youth Employment in Cambodia (PDYEC)	828,180	1,568,381	\$ 243,515	\$ 888,000	30			50

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Document Pages: 53	Signatures: 4
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Time Zone: (UTC+07:00) Bangkok, Hanoi, Jakarta	One United Nations Plaza
	New York, NY 10017
	amara.bou@undp.org
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Amara Bou  
amara.bou@undp.org  
Programme Analyst  
UNDP Cambodia  
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rany.pen@undp.org  
ARR - Head of Programme Unit  
UNDP Cambodia  
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Signed using mobile

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Alissar Chaker  
alissar.chaker@undp.org  
Resident Representative  
UNDP  
Security Level: Email, Account Authentication (None)

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28E9179E84A24FF...  
Signature Adoption: Uploaded Signature Image  
Using IP Address: 120.136.28.90  
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<b>Agent Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Intermediary Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Certified Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
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Completed	Security Checked	4/5/2023 7:23:03 PM
<b>Payment Events</b>	<b>Status</b>	<b>Timestamps</b>

Dear Colleagues, please provide information ***since the project start***, not just for 2020. If you have no estimates, leave the cell empty. Please include information on actually engaged partners, reached beneficiaries, etc, not the future estimates.

Name of the project	Estimate number of direct beneficiaries	Estimate number of indirect beneficiaries	Cofinancing by national and local partners, including communities, already received	Cofinancing by UNDP and international partners already received	Number of national, province and local partners engaged in implementation	Number of Russian organizations engaged in implementation (contracted, engaged without a contract, not the affiliation of individual expets)	Number of Russian experts engaged <b><u>individually</u></b>	An estimate number of news and other media pieces where project was featured
Promoting Decent Youth Employment in Cambodia (PDYEC)	828,180	1,568,381	\$ 243,515	\$ 888,000	30			50

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