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The Russian Federation-UNDP Trust Fund for Development

PROMOTING DECENT YOUTH EMPLOYMENT IN CAMBODIA

Cambodia

Annual Report 2021

The template of Project Annual Narrative and Financial Progress Report approved by the 6th meeting of the TFD Steering Committee in 2017, technical update in 2020

The Russian Federation-UNDP Trust Fund for Development (TFD)
Project Annual Narrative and Financial Progress Report

Project title:	Promoting Decent Youth Employment in Cambodia
Atlas Project ID:	00109996
Implementing partner:	Ministry of Labor and Vocational Training, the National Employment Agency
Project budget:	Total: US\$ 1,931,515.39 TFD: US\$ 800,000
Financing attracted since project start:	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 923,000 Parallel financing: USD208,515.39 In-kind financing:
Project start and end date:	4 April 2019- 30 June 2022
Reporting Period:	01 January-31 December 2021
Date of the last Project Board meeting:	21 November 2021
SDGs supported by the project:	Goals 4, 8 & 9

1. EXECUTIVE SUMMARY

The Promoting Decent Youth Employment in Cambodia Project (PDYEC) began to be implemented in the second half of 2019. This Annual Progress report covers the implementation period between 01 January and 31 December 2021. The report aims to provide updates on implementation progress, key results, risks and challenges, the plan of action for remaining period of the project, and project financial status.

At this stage, the project is well on track to achieve most of the major commitments planned at the beginning of the project and during the implementation. 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.

During the second year of project implementation, 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 new initiatives is 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. Second, the project is helping the Ministry of Labour and Vocational Training through the Directorate General of Technical and Vocational Training (DGTVET) to increase access to and promote the implementation of digital Recognition of Prior Learning in Cambodia, establishing and putting a skills certification platform into practice for Cambodia's workforce. 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. In 2021, a total of 5,252 youths and entrepreneurs 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. Combining results since 2019, the project has brought entrepreneurship training and support to at least 7,668 young people (app. 43% women), and 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 in 2021 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. 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.

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 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. The challenges brought about by COVID-19 also put more pressure on the project's national partners in delivering the project activities, as they were tasked with additional responsibility to support the government's response to the pandemic. For instance, the officials of the National Employment Agency were asked to support the rollout of social assistance and vaccination programme for factory workers for the vast majority of 2021. COVID-19 will remain a project risk, that would continue to put pressure on the project in delivering the remaining activities as per revised timelines. To prepare, the project team has already worked with partners and service providers to have an alternative plan in place and ready to use if circumstances demand.

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 will be delivered during the 6 month project extension period up to end June 2022.

With respect to project management, key staff turnover has had notable impacts on the ability to deliver remaining activities as planned. In addition, given the delayed project start, cumulative delays brought on by the Covid-19 pandemic, and time-consuming nature of designing and implementing the additional initiatives, the project needs extra implementation time for completion. It is anticipated that a 6-month project extension timeline would allow for implementation of remaining and additional activities, including an independent project evaluation. An extension will contribute to the successful completion of the project and fulfillment of all intended results. Therefore, a request for extension of the project implementation timeline and for repurposing the project's savings to develop a digital system for Recognition of Prior Learning, and for hiring a Partnership and Knowledge Management Specialist to support the latter part of the project was put forward to the Project Board and the Russian Trust Fund for Development for endorsement. The proposal was approved by the Project Board on 21 November 2021, and subsequently agreed to by the Trust Fund in late December 2021.

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 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 in 2021 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, 5,252 young people (40% 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' 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

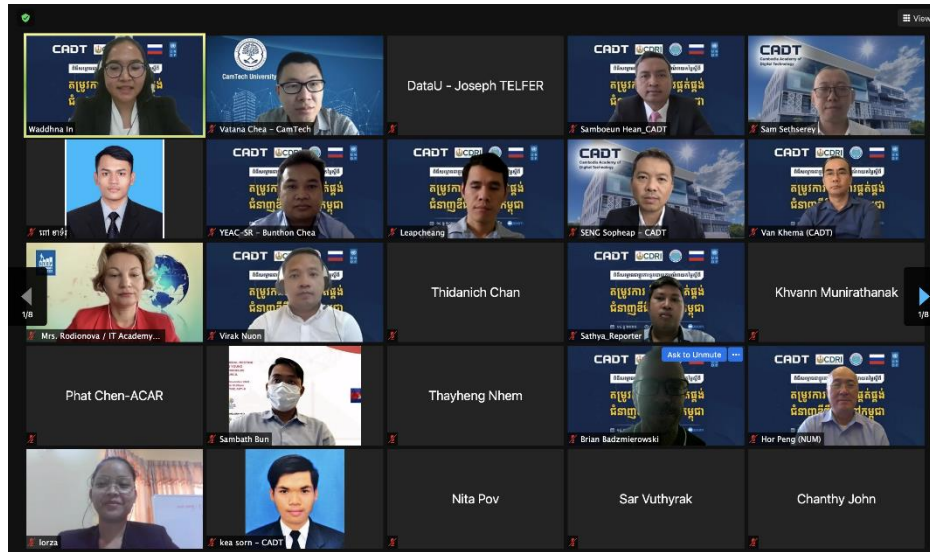
Output1: Improvement of sectoral and national policies related to youth skills development and employment through policy-oriented research and advocacy with a specific focus on Industry 4.0.

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.



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 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.



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.

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 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.

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 activities, promote the development of the Skills Council for the ICT, and contribute to addressing skill mismatches. By end of December 2021, skills profiles and required templates have been completed and approved by the National Employment Agency. The project will use the extended period to consult the final products with stakeholders, launching and disseminating the skill framework with the target users.

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.



Between January and November 2021, 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

Output2: A scalable model of Skills Training and Certification that builds on existing career/job pathways in different economic sectors.

ATQ Implementation- 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 25 ATQ trainers are selected and trained on ATQ, and 20 local examiners qualified as ATQ Examiners.

Five teaching universities joined the programme and officially signed MoUs with KICPAA to teach ATQ, and two more universities are on course to sign the MoU in January 2022. The partnering universities have reopened and are now teaching at least 300 students, of whom 51% are female students. As next steps, the project is going to make the best of the extended period to complete the ATQ level 1 and support the programme marketing campaign and engagement with employers for increasing employability for ATQ graduates.

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 to a minimum of 80 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 will cover the main digital skills necessary for successful employment in any field. This program will be opened to anyone interested, specifically targeting unprivileged groups to support the online entrepreneurship opportunities.
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 will be provided to the students with 100% scholarship.

Development and Pilot of Digital Recognition of Prior Learning System (e-PRL)- There is a huge potential for RPL in Cambodia as 64% of the workforce is in informal sectors, and many of these informally skilled workers have spent years at their jobs. The project is supporting the Ministry of Labour and Vocational Training through the Directorate General of Technical and Vocational Training, to increase access to and promote the implementation of RPL in Cambodia through developing a national digital RPL system, expanding the pool of qualified skills and qualification assessors in industrial sectors with high potential for RPL, and implementing pilot RPLs with workers in key job sectors. This strategic initiative will establish and put a skill certification platform into implementation for Cambodia's workforce. The following three key results are expected in June 2022:

- 1- A functioning Digital-Recognition of Prior Learning is developed, tested and launched in Cambodia and used by authorized TVET institutions, workers, employers, returning migrants, and other potential users interested to promote and use the recognition of skills and knowledge earned outside of formal education.
- 2- At least 50 Skill and Qualification Assessors are trained and qualified for carrying out RPL in the identified industrial sectors.
- 3- 200 workers (30% women) received support and an assistance package to participate in the RPL in early 2022, and had their skills certified through a pilot scheme. Targeted workers are returnee migrant workers and skilled workers in priority sectors such as construction, hospitality, garments, hairdressing, and graphic design. Once the platform is tested and functioning, this system will continue to recognise Cambodia's skilled workers for many years to come. Therefore, a more significant impact is expected in years to come.

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

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

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

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.

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

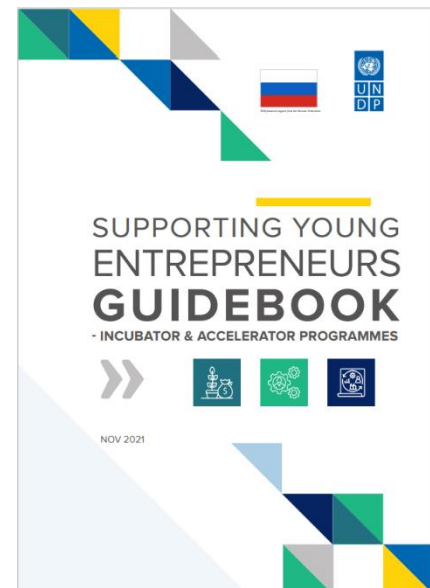
entrepreneurship ecosystem, the project identified "Startup Mentorship" as a strategic intervention to strengthen startups and small and medium enterprises' support platform. With the additional available funding support from UNDP TRAC, the project was able to help grow the number of local startup mentors, 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, 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.

Building an Entrepreneurship Ecosystem- 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. Furthermore, the project also managed to localize a series of online entrepreneurship materials made available by the Youth Co:lab-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 number of direct beneficiaries in 2021 is bigger than the previous year as the project also reported the number of youth and employers who accessed and received job information through online career platforms, media content, and professional conference on the emerging job market and skills made available by the project (687,780 people). 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.

Mid-Term Evaluation

The first project board meeting on 04 September 2020 approved the proposal to merge the midterm evaluation and final evaluation due to the project's short duration. The unspent financial resources due to the change was re-allocated accordingly to other project activities that need additional funding. The final project evaluation was planned for November 2021; however, given the project extension, the terminal evaluation is postponed to March 2022 which is considered the best timeline to allow main project activities to be completed and for capturing results from the remaining activities.

As a part of project monitoring, five Project Board meetings were organised to present the progress and challenges faced by the project implementation. Advice and inputs from board members were used to decide major decisions. **In addition, the project also informed the board about the progresses and sought the board's approval on ad hoc basis.** The project conducted visits to where project partners delivered the activities and collected periodic reports from partners and relevant consultants. Meetings were held with implementing partners, especially with partners outside of the country to revisit workplan and project approach. The quality of entrepreneurship trainings has been measured using baseline data and after programme survey data.

3. PROJECT RISKS AND ISSUES

Project Issue 1: 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) has 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 2: 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 3: As COVID-19 continues, there will be some disruptions in the delivery of digital training programmes and physical training activities. This could present 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 will be organised for students to ensure that they can access additional online learning resources and continue learning despite the uncertainties around covid19.

4. LESSONS LEARNT (1-2 pages)

Lesson Learnt 1: 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 programme will aim to reach a minimum 20% of youth with disabilities, who could be supported to successfully complete the course within the timeframe. However, we did don't 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 Learnt 2: 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 Learnt 3: 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. FUTURE PLANS *(1 page)*

The additional implementation period will be crucial for a successful completion of remaining activities and official project closure. The project team will prioritize concluding the below activities:

- Provision of the Customized Digital Skills Training and Work Placement Model for Youth (PowerUp Cambodia)- this training programme has started, and the training schedule will end in Mid May 2022, including the time to implement work placement models;
- Develop a digital startup mentor platform and relevant guidelines, and upgrade mentors’ capacity to support youth entrepreneurs- the training and mentoring guideline and toolkit will be completed within the first quarter of 2022. However, the platform and matching process will continue despite the official project end date.

- Development of Skills Framework for the ICT Sector- By end of December 2021, most of the skills profiles and required templates were completed and approved. The project will use the extended period to consult the final products with stakeholders, launching and disseminating the skill framework with the target users. The launching of the frame is expected in February or March 2022.
- Building on the recent national Digital Skills Assessment Report, the project will work with the Ministry of Posts and Telecommunication and the Cambodia Academy of Digital Technology to collect additional data on emerging/new digital technologies, and jointly develop a policy brief with a focus on interventions to cultivate digital talent while promoting equity and quality of digital skills development among disadvantaged youth;
- An independent project evaluation will be conducted and finalized by the end of April 2022; and
- Official project closure and final project report will be done in June and 31 July 2022 respectively.

Activities	2022					
	Jan	Feb	Mar	Apr	May	Jun
Power Up Cambodia (Digital Training)	x	x	x	x	x	
Development Digital Recognition of Prior Learning System (e-PRL) & Pilot assessment	x	x	x	x	x	
Develop a digital startup mentor platform and training	x	x				
Completion and launching of Skills Framework for the ICT Sector	x	x	x			
Policy brief on Cultivating Digital Talents in Cambodia	x	x				
Project Final evaluation			x	x		
Project Closure						x

6. PARTNERSHIPS FROM PROJECT START

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	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 currently is exploring 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-Present	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)	Ongoing	Has 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-Present	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-Present	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
Entrepreneurship Development Fund of the Ministry of Economy and Finance	2019-Present	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-Present	An initial discussion around the research on digital literacy and the national framework for digital literacy. The project will consult closely with the Department on work related to digital literacy. The discussion on the ICT skills assessment is developing and the project is exploring synergies and areas of collaboration on the initiative.	Digital Skill Gaps Assessment and Digital Literacy Framework
Impact Hub Phnom Penh	2020-Present	Impact Hub has 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
Khmer Enterprise	2020-Present	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 builds a network of investors for startups.	Funding and in-kind support to Bluetribe.
Techo Startup Center	2021-Present	Development of Digital Mentoring Platform and Startup Mentor Guideline/Training	Effective Digital Mentoring Platform and Mentor Capacity Development
TVET General Department	Sept 2019	Exploring the possibilities of expanding Recognition of Prior Learning (RPL) for Cambodia Workers.	A digital PRL and pilot PRL programme. A digital platform and technical aspects set up for long term RPL in Cambodia
STEP IT Academy	2021-Present	Digital Training Programme	Youth trained with digital skills and employed via work placement model implemented.

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 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 up to 30 June 2021 are provided.

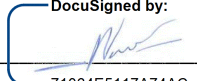
9. FINANCIAL MANAGEMENT

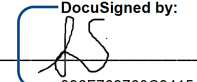
Table1: Funding Contribution Overview 2019- 31 December 2021

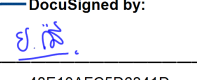
Allocated Resources	Committed fund (Project document)	Committed fund (Revised, BRV-Go5)	Actual Fund Receive
• UNDP TRAC1-00012:			
2019	68,000.00	136,000.00	136,000.00
2020	100,000.00	136,352.09	136,352.09
2021	132,000.00	185,647.91	185,647.91
• UNDP TRAC1-00012: 2019-2021	300,000.00	458,000.00	458,000.00
• UNDP 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
Total Project Resource	1,100,000.00	1,723,000.00	1,723,000.00
• Parallel fund			
SDC (UNJP project)	147,341.00	208,515.39	208,515.39
Worldbridge	180,000.00	-	-
To be mobilized	88,739.00	-	-
Total Parallel Fund	416,080.00	208,515.39	208,515.39
Total Project Resource incl. Parallel Fund	1,516,080.00	1,931,515.39	1,931,515.39


Table 2: Funding balance up-to-date (04 April 2019- 31 December 2021)

Allocated Resources	Actual Fund Receive	Expense/commitment				Balance (Actual fund received)	Rate of Delivery (%)
		2019 CDR	2020 CDR	2021 CDR	Total		
• TRAC1-04000/00012: 2019-2021	458,000.00	136,000.00	136,352.09	174,886.63	447,238.72	10,761.28	98%
• TRAC2-04010/00012: 2021	430,000.00			335,006.25	335,006.25	94,993.75	78%
• Russian-TFD-00206: 2019-2021	800,000.00	184,051.00	250,069.59	19,675.21	453,795.80	346,204.20	57%
• 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%
Total Project Resource	1,723,000.00	320,051.00	421,421.68	529,568.09	1,271,040.77	451,959.23	74%
• Parallel fund (SDC)	208,515.39	208,515.39	-	-	208,515.39	-	100%
Total Project Resource incl. Parallel Fund	1,931,515.39	528,566.39	421,421.68	529,568.09	1,479,556.16	451,959.23	77%

Submitted by  DocuSigned by: Name: Nac Mi, Title: Project Coordinator
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Cleared by  DocuSigned by: Name: Amara Bou, Title: Programme Analyst
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Approved by  DocuSigned by: Name: Sonali Dayaratne, Title: Officer-in-Charge
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Date 01-Apr-2022

10. ANNEXES

10.1 Project performance data

Expected outputs	Output indicators	Data source	Baseline		Value for the previous year if different from baseline	Target for the reported year	Actual value for the reported year
			Value	Year			
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)	1.1.I4.0 Survey to gauge the employment impact of automation (focusing on youth) finalized and published	Survey report	0	2018	1	1	2
	1.2.No. of model/tools options identified and piloted for enabling youth entrepreneurs to access I4.0 technologies	Project Report	0	2018	2	1	1
	1.3. The study on skills projection in response to the emerging digital economy finalized and published	Assessment report	0	2018	1	1	1
Activities		Results					
Activity 1.1. Review and gauge the impact on employment of I4.0 technologies/ automation with a focus on youth		1. An assessment of Cambodia's garment and footwear adaptation capacity towards industry 4.0 and its impact on employment is completed. The findings and data were presented to industry stakeholders and government counterparts.					
Activity 1.2. Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools.		2. The Centre of Excellence at the Institute of Technology of Cambodia supported to upgrade the facility and developed a I4.0 techs incubation model to promote youth interest and awareness on I4.0 techs/tech prototyping and how it's relayed to their career.					

		<ol style="list-style-type: none"> 3. UNDP and the National University of Management organized a conference on Youth and Technology in Cambodia to engage policymakers and students. 4. With the regional team, Youth Co: Lab, the project brought the 1st National Dialogue to Cambodia and engaged youth in 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. 					
<ul style="list-style-type: none"> • Activity 1.3. Study on skills projection in response to the emerging digital economy 		<ol style="list-style-type: none"> 1. Assessment of digital literacy among young Cambodians was completed and published in September 2020. 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. 					
1.4. ICT Skills Framework/Profiles developed to support employment service and address ICT skill gaps.		-					
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	2.1.No. of SME Clusters of Industry Park adopted career pathways for workers		0	2018	0	0	0
	2.2.SME Clusters skills requirement fulfillment rate		n/a	2018	0	0	0
	2.3.No. of Vocational Skills Certification scheme established		0	2018	1	1	1
	2.4: No. of Industry Park workers enrolled in the vocational skills certification programme.		0	2018	0	0	0
	2.5: No. of students enrolled in Accountancy Technical Training programme		0	2018	350	200	300
Activities		Results					

Activity 2.1. Develop and implement career pathway for Industrial Park workers		<ol style="list-style-type: none"> 1. The cost-sharing agreement UNDP and World Bridge signed in 2019 to firm up the establishment of the SME cluster within Industrial Park. 2. The investment proposal and stakeholder report were completed and submitted for review. The Principal Framework for anchor tenant selection criteria is being developed. 					
Activity 2.3. Develop new training programme with an innovative delivery mechanism		Dropped.					
Activity 2.4. Develop "Accountancy" Technician Qualifications		<ol style="list-style-type: none"> 1. The Accountancy Technician Qualification programme is fully developed and is in implementation by KICPAA and partnering universities 2. ATQ Learning materials consisting of 8 modules are completed and translated into the local language. 3. 350 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 = 650, 51% women). 4. Five teaching institutions agreed to teach the ATQ in 2021. 2 more universities are about to sign MoU. 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		<ol style="list-style-type: none"> 1. The accounting Programme provides a great entry point to attract investment from employment and the government-owned skill development fund. The project team and KICPAA discussed partnership opportunities through this channel while also establishing connections with Employer Associations in the country during 2021. 					
Output 3: Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training	3.1: Entrepreneurship training package reviewed, revised, and finalized	Project Report	0	2018	1	1	1
	3.2: Business Incubation for young entrepreneur established	Project Report	0	2018	3	0	0
	3.3: No. of young (and young aspiring) entrepreneurs who received entrepreneurship training	Project Report	0	2018	131	200	7,668
Activities		Results					

<p>Activity 3.1. Review and advance the entrepreneurship training package to enable reaching out to Industry 4.0 level.</p>	<ol style="list-style-type: none"> 1. A rapid assessment of the existing training curriculum and support for start-ups conducted in December 2019. 2. Three curriculums for Youth Start-ups (JEP&) and SMEs Incubation Programme (SHE Incubation) were designed and successfully tested in early 2021 in partnership with the government and the private sector. 3. An incubation guidebook has been completed in 2021 and is being disseminated to ecosystem stakeholders.
<p>Activity 3.2. Establish partnerships with training service providers (public and/or private) for business incubation.</p>	<ol style="list-style-type: none"> 1. A Bluetribe Startup Incubation was established in partnership with the government and private sector for 7 tech start-ups (consisting of 20 entrepreneurs). The model was reviewed and revised for future implementation and scale-up. There were 300 applicants who applied for the programme. 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. 3. A Junior Entrepreneurs Programme was established in 2020 and scaled up in 2021. JEP is hosted under the Young Entrepreneurs Association of Cambodia (YEAC). YEAC has now adopted JEP and will be running JEP by its resources and members' contribution.
<p>Activity 3.3. Enroll 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"> 1. 50 (76% women) Youth Entrepreneurs receiving intensive business training, mentoring, and startup up supports including pre-seed funding (Data 2020). 2. 81 (37% women) young people from Phnom Penh and provinces received business training and coaching support from project partners: IPHPP, Youth co: lab, and YEAC (Data 2020). 3. 2,285 (40% women) young people accessed entrepreneurship information, network, and events via National Dialogue and GEWs. A total of 47000 + online views and engagement (Data 2020). 4. 54 (65% women) youths, major from provinces, completed 4 months Junior Entrepreneurship Programme.

	<p>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).</p> <p>6. 3,198 (43.77% women) youths accessed entrepreneurship, digital skills, and SDG-related topics through Mover Programme/Youth Co:Lab (data 2021).</p>
Activity 3.4: Develop and strengthen mentoring platform (platform) developed and support youth entrepreneurs	- A digital platform for startup mentors is built and strengthened with the support of the project. At least 46 mentors (40% women & 70% speak Khmer) have been onboarded onto the TSC's digital platform. Onboarding is still on.
Activity 3: Mentoring Guidelines/methods developed	- A set of start-up mentoring guidelines, toolkits and training modules are developed and being tested by Impact Hub Phnom Penh and Techno Startup Center.
Activity 3.4: Build mentors' mentoring capacity and methods	- 50 local startup/business mentors are already in mentoring certification training, then they will be matched with startup and SMEs.
Activity 3.4: Match of youth start-ups/SMEs mentoring and coaching services	Data is not yet available.

10.2 Updated Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Last Update	Status
1	The implementation of ATQ programme suffers from COVID-19 pandemic and KICPAA's election for new general committee.	March 2020	Other	P =4 I =1	<p>Delayed teaching and exam dates for ATQ students.</p> <p>Limited enrolments of interested students and employer engagement.</p> <p>Discussion with partner, ICAEW, to delay the activities and visits of ICAEW team to Cambodia to the end of quarter 1, 2021.</p>	Project Manager	Dec 2021	Reducing, schools can reopen, and project team has held talks the newly elected general committee of KICPAA.

					<p>ICAEW will submit a revised delivery plan for review and approval from UNDP.</p> <p>Hold ongoing discussions 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.</p> <p>A UNDP-KICPAA partnership review was performed to assess the progress and agree on the direction of ATQ.</p>			
2	The attempt to establish an SME cluster park becomes unrealistic, posing risk of not being able to establish another skill certification programme to	September	Other/ Resources	P=4 I=3	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	Programme Analyst and Private Sector manager	Oct 2020	Increasing, the output is put off for current project cycle. However, new opportunities for certification emerged.

	support the SME cluster.				drop this output at least during this project cycle.			
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.	April 2020	Other	P=3 I=3	The project seeks 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.	Project Manager and Consulting Firm	Dec 2021	The risk is no longer relevant given the study exercise was completed.
	The prolonged Covid19 pandemic could still be an obstacle to teaching, learning, and examinations of ATQ students.				The project team make sure the training strategies consists of both physical and virtual means of delivery. Service providers must present their alternative ways of delivery if covid-19 does not permit delivery through usual mode. By adopting the blended approach, the switch to virtual approach will not do much to the training. On	Project Manager and STEP IT Academy	Oct 2021	Reduced, due to success of government vaccination and reopening of the economic activities.

					ATQ, the project will work with KICPAA to expedite the online learning materials and learning hub ready for students by the end of December 2021. Orientation sessions will be organised for students to ensure that they can access additional learning resources and continue learning despite the uncertainties brought about by the covid19			
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10.3 Combined Delivery Report

Expected Project outputs	Plan Activities	2021(Youth Employment project)			2019-2021(Youth Employment project)				2019-2021(Parallel fund)		
		Budget (BRV-Go5)	Expense (Jan-De 2021)	Delive ry rate (%)	Budget (Original in Prodoc)	Budget (BRV-Go5)	Expenses (Apr 2019- Dec 2021)	Delive ry rate (%)	Budget (Original in Project document)	Expenses (Apr 2019- Dec 2021)	Delive ry rate (%)
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)	Total Activity#1.1: Review and gauge the impact on employment of I4.0 technologies/ automation with a focus on youth			0%	37,000.00	35,915.00	35,915.00	100%	-	-	0%
	Total Activity#1.2: Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools	23,575.59	23,575.59	100%	10,000.00	32,610.59	23,575.59	72%	-	-	0%
	Total Activity#1.3: Study on skill projection in response to emerging digital economy	38,872.73	43,372.73	112%	30,000.00	176,302.44	109,532.44	62%	-	-	0%
Total Output #1		62,448.32	66,948.32	107%	77,000.00	244,828.03	169,023.03	69%	-	-	0%
Output#2: A scalable model of Skills Training and Certification that builds on existing career/job	Total Activity#2.1: Develop and implement career pathway for factory workers.	-		0%		-	-	0%	25,925.93	-	0%

pathways in different economic sectors that offer higher value-added employment in the areas of anticipated growth and comparative advantage for the Cambodia youth	Total Activity#2.3: Develop and roll out new training programmes.	66,396.00	66,396.00	100%								
	Total Activity#2.4: Develop and roll out "Accountancy" Technical Qualification	51,686.50	51,686.50	100%	293,743.00	267,228.26	194,305.68	73%	-	100,442.50		
Total Output #2		118,082.50	118,082.50	100%	293,743.00	475,486.76	260,701.68	55%	166,666.67	100,442.50	60%	
Output#3: Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training	Total Activity3.1: Develop tailored entrepreneurship training package.	52,270.93	52,270.93	100%	50,000.00	207,067.75	183,355.25	89%	-	-	0%	
	Total Activity#3.3: Enrol and train young (and young aspired) entrepreneurs	136,658.06	136,658.06	100%	154,590.26	248,833.41	250,364.37	101%	207,409.74	58,794.37	28%	
Total Output #3		188,928.99	188,928.99	100%	204,590.26	455,901.16	433,719.62	95%	207,409.74	58,794.37	28%	
Total Activity#4: Project management and technical support		159,827.42	154,150.87	96%	465,407.48	485,329.02	371,786.17	77%	12,457.87	35,637.33	286%	
Total Budget(Net)		529,287.23	528,110.68	100%	1,040,740.74	1,661,544.97	1,235,230.50	74%	386,534.28	194,874.20	50%	
Total General Management Support Cost(GMS-8%)		1,509.22	1,457.41	97%	59,259.26	61,455.03	35,810.27	58%	29,545.72	13,641.19	46%	
Total Budget		530,796.45	529,568.09	100%	1,100,000.00	1,723,000.00	1,271,040.77	74%	416,080.00	208,515.39	50%	

Expected Project outputs	Plan Activities	2019-2021 Total project budget			
		Budget (Original in Prodoc)	Budget (BRV-G05)	Expenses (Apr 2019- Dec 2021)	Delivery rate (%)
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)	Total Activity#1.1: 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	10,000.00	32,610.59	23,575.59	72%
	Total Activity#1.3: Study on skill projection in response to emerging digital economy	30,000.00	176,302.44	109,532.44	62%
Total Output #1		77,000.00	244,828.03	169,023.03	69%
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	Total Activity#2.1: Develop and implement career pathway for factory workers.	25,925.93	-	-	0%
	Total Activity#2.3: Develop and roll out new training programmes.	140,740.74	208,258.50	66,396.00	32%

areas of anticipated growth and comparative advantage for the Cambodia youth	Total Activity#2.4: Develop and roll out "Accountancy" Technical Qualification	293,743.00	367,670.76	294,748.18	80%
Total Output #2		460,409.67	575,929.26	361,144.18	63%
Output#3: Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training	Total Activity#3.1: Develop tailored entrepreneurship training package.	50,000.00	207,067.75	183,355.25	89%
	Total Activity#3.3: Enrol and train young (and young aspired) entrepreneurs	362,000.00	307,627.78	309,158.74	100%
Total Output #3		412,000.00	514,695.53	492,513.99	96%
Total Activity#4: Project management and technical support		477,865.35	520,966.35	407,423.50	78%
Total Budget(Net)		1,427,275.02	1,856,419.17	1,430,104.70	77%
Total General Management Support Cost(GMS-8%)		88,804.98	75,096.22	49,451.46	66%
Total Budget		1,516,080.00	1,931,515.39	1,479,556.16	77%

Financial Expenditure by Donor Funding

Expected Project outputs	Plan Activities	Original Budget (Prodoc)			Expense 2021			Total Expense 2019-2021		
		Total Budget	Russian TFD	Co-Funding (TRAC1)	Total	Russian TFD	Co-Funding (TRAC 1, TRAC 2)	Total	Russian TFD	Co-Funding (TRAC 1, TRAC 2, KE, 3E-Fii, Smart)
<u>Output# 1:</u> 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 Activity#1.1: Review and gauge the impact on employment of I4.0 technologies/ automation with a focus on youth.	37,000.00	37,000.00	-	-	-	-	35,915.00	7,183.00	28,732.00
	Total Activity#1.2: Outreach and sensitization to examine methods to connect youth entrepreneurs to I4.0 technologies, and pilot some of these tools	10,000.00	10,000.00	-	23,575.59	-	23,575.59	23,575.59	-	23,575.59
	Total Activity#1.3: Study on skill projection in response to emerging digital economy	30,000.00	-	30,000.00	43,372.73	4,500.00	38,872.73	109,532.44	37,009.71	72,522.73
Total Output #1		77,000.00	47,000.00	30,000.00	66,948.32	4,500.00	62,448.32	169,023.03	44,192.71	124,830.32
<u>Output#2:</u> A scalable model of Skills Training and Certification that builds on existing	Total Activity#2.3: Develop and roll out new training programmes.				66,396.00	-	66,396.00	66,396.00	-	66,396.00

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	Total Activity#2.4: Develop and roll out "Accountancy" Technical Qualification	293,743.00	186,335.67	107,407.33	51,686.50	-	51,686.50	194,305.68	27,061.68	167,244.00
Total Output #2		293,743.00	186,335.67	107,407.33	118,082.50	-	118,082.50	260,701.68	27,061.68	233,640.00
Output#3: Youth (and young aspired entrepreneurs) are ready to start their business through entrepreneurship training.	Total Activity#3.1: Develop tailored entrepreneurship training package.	50,000.00		50,000.00	52,270.93	473.80	51,797.13	203,797.75	62,050.81	141,746.94
	Total Activity#3.3: Enroll and train young (and young aspired) entrepreneurs.	154,590.26	136,756.00	17,834.26	136,658.06	6,658.06	130,000.00	229,921.87	63,096.86	166,825.01
Total Output #3		204,590.26	136,756.00	67,834.26	188,928.99	7,131.86	181,797.13	433,719.62	125,147.67	308,571.95
	Total Activity#4: Project management and technical support	465,407.48	370,649.07	94,758.41	154,150.87	6,585.94	147,564.93	371,786.17	223,779.24	148,006.93
Total Budget Output		465,407.48	370,649.07	94,758.41	154,150.87	6,585.94	147,564.93	371,786.17	223,779.24	148,006.93
Total General Management (GMS)		59,259.26	59,259.26	-	1,457.41	1,457.41	-	35,810.27	33,614.50	2,195.77
Total Budget		1,100,000.00	800,000.00	300,000.00	529,568.09	19,675.21	509,892.88	1,271,040.77	453,795.80	817,244.97

10.4 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>

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>

[Reached 8.3K]

<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/3848580031875756>

[Reached 6.1K]

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

[Reached 3K]

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

[Reached 8K]



Youth Colab Campaign [Crossposting from Impact Hub Phnom Penh]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/2978863032180798>

[Reached 4,848]

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

[Reached 2,768]

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

[Reached 2,997]

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

[Reached 4755]



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>

[Reached 31,472]

<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>

[Reached 12,755]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3150455338354899>

[Reached 9,337]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3159907767409656>

[Reached 15,108]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3163011573765942>

[Reached 1,861]

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

[Reached 7,225]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3174643632602736>

[Reached 5,150]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3181216588612107>

[Reached 18,398]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3191344214266011>

[Reached 14,446]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3193567234043709>

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3196085807125185>

[Reached 7,311]

<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3200443523356080>

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<https://web.facebook.com/UNDPCambodia/photos/a.144313525635777/3251098911623874>

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<https://www.facebook.com/UNDPCambodia/photos/a.144313525635777/3327066464027118/>

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<https://fb.watch/3JNJgRdf1/>

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<https://fb.watch/3JQ5A0aX-/>

[Reached 5K]

<https://fb.watch/3JRF5m4MI/>

[Reached 2K]

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

[Reached 4.4K]

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

[Reached 3.9K]

https://fb.watch/3JVVH_vs_5/

[Reached 11.8k]

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

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<https://fb.watch/3JFotEpTM2/>

[Reached 11.9K]

<https://fb.watch/3JAEwRmBP0/>

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**ចាប់ផ្តើមអាជីវកម្ម
របស់អ្នកឥឡូវនេះ**



សូមធ្វើការចុះឈ្មោះចូលរួមឥឡូវនេះ!
www.bluetribecambodia.com

ការងារដ៏ល្អសម្រាប់អ្នកកម្ពុជា ជាមួយ ប្រពន្ធ



f LIVE
FACEBOOK LIVE

ជុំវិញកម្មវិធីផ្តល់បណ្តុះបណ្តាលអាជីវកម្មរបស់យូណៃស៊ីស៊ី

ថ្ងៃសុក្រ 28/08/2020 / ម៉ោង ២:៣០



Cheryll Ng
Virak Nuon
Pagna Uthairun



សូមធ្វើការចុះឈ្មោះចូលរួមឥឡូវនេះ!
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ការងារ ការចូលរួមក្នុងកម្មវិធីនេះ មានដូចខាងក្រោម




វគ្គចុងក្រោយ

**នៃការជ្រើសរើសសេចក្តីជនសម្រាប់
កម្មវិធីផ្តល់បណ្តុះបណ្តាលអាជីវកម្ម**

**National Selection Weekend
for Bluetribe Incubation Programme**






YEAC:

Junior Entrepreneurship program (JEP): Find more materials:

<https://drive.google.com/drive/folders/1eYG5ixaXjuHHVkJEvjBTqXW70QAXUAjcs>

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

10.5 **Statistical annex** on main results since the project start (attached separately in Excel)

10.6 **Minutes of the last project board**



Minutes_4rh Board
Meeting-Final.pdf



3. Minutes of 5th
Project Board Meeting

10.7 **Annual Work Plan** for 2021 (draft version)



4.Workplan_Budget
2022.pdf

10.8 **Evaluation reports** if available

The evaluation report is not yet available at reporting period. The final project evaluation will be conducted at end of the project implementation which is now pushed back to March 2022.

10.9 **Case Studies (2021)**



Ms Yiv
Lychheng-Restaurant.



Ms. Asy Lep-Green
Garden Mart.pdf



Case study report.pdf



UNDP-ACC- Mech
Pagna (Case Study).f