Aide et Action-Cambodia

Phnom Penh Employability and

Entrepreneur Potential Assessment: 2014

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Chapter 1: iLEAD Description

Since 2005, Aide et Action has been promoting livelihood education among youth from poor families and those with low educational qualifications through short term trainings. The Initiative for Livelihood Education and Development (iLEAD) - the employability and entrepreneurship enhancement program through vocational training is one of the longest-running AEA programs. The iLEAD program has established 89 training centers catering to the needs of youth to help them enter into new and emerging occupations. The program is highly sensitive to market demand and provides instruction on only those employable trades which have demand in the local market. The training curriculum is also designed in consultation with the local business establishments and enterprises. This not only ensures a match between the market or industry occupations and the skills of the trainees but forms linkages and relationships with local business to help youth transfer successfully into the job-market.

The following are the specific objectives of the iLEAD program:
* Increase the number of youth and disabled persons in employment, as well as the productivity and wage potential of informal workers by developing technical and soft-skills via market-led TVET;
* Establish employment opportunities for iLEAD graduates through developing links with local businesses and promoting self-employment;
* Strengthen the resilience and future prospects of TVET trainees and families;
* Provide local and national authorities statistical data on the market supply and demand conditions in target areas.

iLEAD's unique training program is especially designed by experts and offers in depth training on basic concepts, practical sessions, personality development, spoken English, apprenticeship, guest lectures and On the Job Training (OJT). The trainees are provided regular interface with industries and offered assistance with pre and post placement support.

iLEAD has trained over 170,000 youth, of which 40% were female. Moreover, it has placed more than 76% of graduates in meaningful jobs across South Asia including India, Sri Lanka and Nepal. Aide et Action will implement the first iLEAD center in Southeast Asia in early 2015. The program aims at economic empowerment of marginalized youth through building their skills and capacities to take up employment opportunities in the fast emerging industrial and service sectors. AEA understands that increased level of skills and secured livelihoods contribute in a major way to empower communities to access their other entitlements like education and health. Furthermore, youth become empowered to become agents of change within their own communities by participating in Self-Help Group (SHG) style "empowerment circles".

The program provides support to dropout youth between the ages of 15-35 from marginalized sections of society through employability training in various trades. AEA's approach to vocational training has been given due recognition by governmental and non-governmental agencies working in the urban and

rural areas on the issue of livelihoods for the poor and marginalized. Some of these have also collaborated with AEA to work towards improving the conditions and livelihoods of marginalized youth.
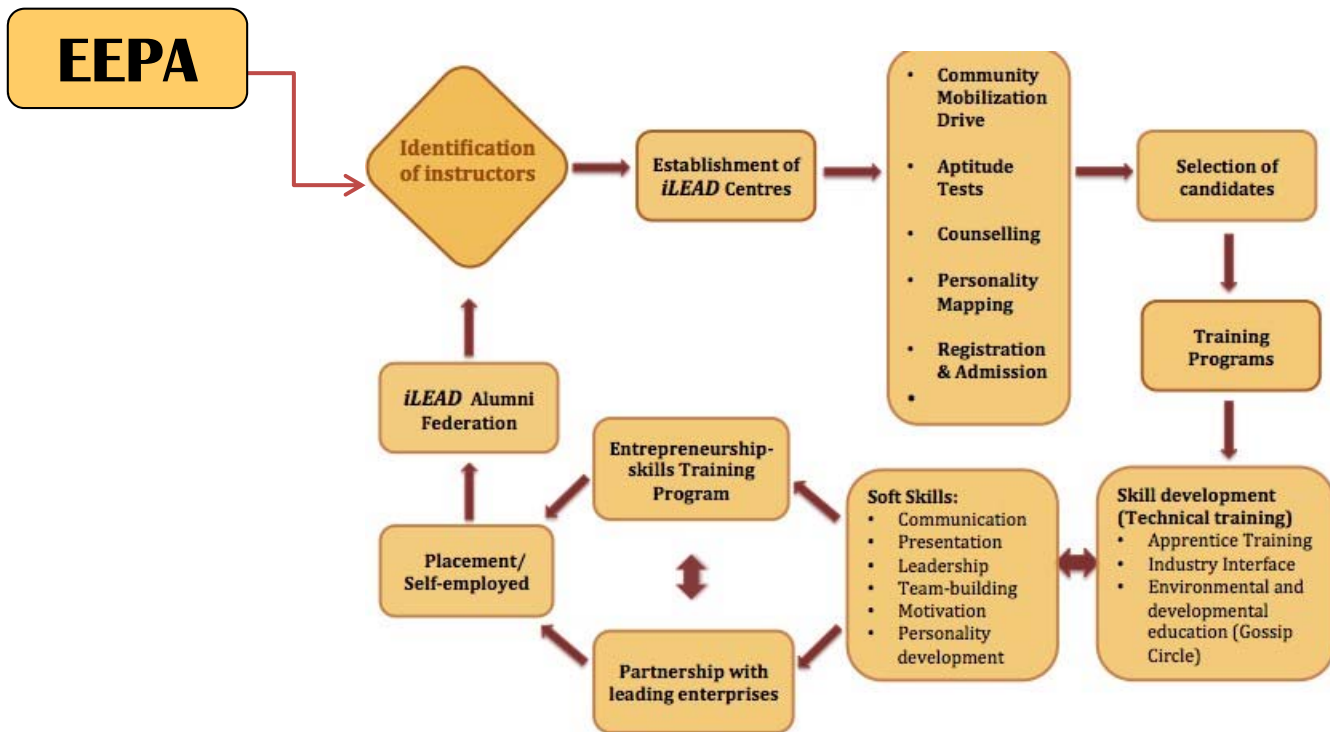
The flowchart above outlines iLEAD's structure. There are two trajectories youth can choose from. The first is the **Skill Training Program**. This path instructs youth on the specific skills that are currently in demand. The second trajectory is the **Start and Improve Your Business** (SIYB) path. In this program, youth receive expert training, coaching and mentoring to become successful entrepreneurs by starting micro-level businesses or improving their current business.

The foundation of iLEAD is the Employability and Entrepreneur Potential Assessment (EEPA). This annual assessment investigates the specific context youth in the target areas, ascertains the specific trades and skills that are in demand and begins to develop a network of businesses. Representatives from these businesses participate in the iLEAD local "Development Council". This council advices on the development of curricula, the structure of internships and On the Job Training (OJT) and ensures market-relevancy of the course modules provided.

This current report, the "Phnom Penh Employability and Entrepreneur Potential Assessment (EEPA); 2014" is the first in Southeast Asia. It begins by outlining the design and methodology and then continues to provide basic background on Cambodia, including the political and social situation, the educational context and an analysis of Technical and Vocational Training in Cambodia. The assessment then provides a market of assessment of Cambodia as a whole and then compares and contrasts it to a Phnom Penh market assessment. Following this, the EEPA provides a "Youth Profile", which describes

the educational, employment and income situation of youth and analyzes this in the context of the market as a whole. The final chapter is the crux of the assessment; The Trade Selection Matrix. This analysis tool compares specific industries to each other and provides suggestions for iLEAD

Chapter 2: Methodology

2.1 Design

This assessment used a mixed-method, cross-sectional design to assess of the Phnom Penh market, employment and educational situation of youth. This design was chosen to best collect the required data under the political, cost, time and resource constraints. The design was finalized after an extensive training with iLEAD experts and desk research and was deemed the best method to reach the following assessment objectives;

1. To identify the most prospective trades (Industries) for employment generation;
2. To identify potential employers;
3. To identify potential collaborators;
4. To profile target area;
5. To profile target groups and their aspirations.

A mixed methods approach was chosen to gain an in-depth insight into the economic situation and aspirations of youth as well as to understand the complexities of unemployment and poverty in Phnom Penh. This design was also chosen to mitigate any bias in the questions to ensure data gathered were accurate and reliable.

2.2 Sampling and Target Population

Multiple strategies and approaches were used in this assessment to collect the necessary data for analysis. The assessment began with desk-based research involving a secondary data analysis approach to gain an understanding of the general market trends and to contribute to Objective 4: "To profile target area". The research questions guiding this phase of the assessment are as follows;

- What are the leading industries in PP (% of GDP, investment)
- Is there a skill shortage in any of these industries? If so, what skills?
- What is the employment (unemployment/underemployment) situation for youth in PP disaggregated by sex and disability status?
- What are other TVET programs in PP and what are their strengths and challenges?

The findings from these basic and guiding questions informed the development of the primary data collection stage of the research. The primary phase of the assessment was conducted in two phases. The first phase of in the primary data collection timeline targeted out-of-school youth in Phnom Penh (ages 15-35). The data from this phase of the research resulted in a "Phnom Penh Youth Profile". The "youth data" were collected using the following methodologies. To begin with, a purposive sampling strategy was used to sample 4 out of the 12 city districts or Khans. Khans were chosen based on their population variability and youth population. To ensure 95% confidence with a 5% Confidence Interval, (n=384) youth were sampled. This sample was weighted in each of the districts' communes/ sangats based on the proportion of youth in the sangkat to the total sample size.

Table 1: Sample Summary		
Variable	% of Youth	# of Youth
Complete	-	385
Incomplete	-	6
Sex		
Male	61	232
Female	39	153
Education		
None	3	11
Some Primary	27.8	98
Complete Primary	11.9	42
Some Lower Secondary	28.9	102
Complete Lower Secondary	18.1	64
Some Upper Secondary	10.2	36
Employment		
Unemployed	11.4	44
Employed	88.6	342
Current Occupation		
Agriculture	2	8
Elementary	18.5	72
Construction	17.3	67
Semi-Skilled	16.8	65
Garment	12	46
Sales/ Street Vending	27	104

To sample the youth, a stratified convenience sampling strategy was used targeting youth within the target age (15-35), student-status (non-student) and monthly income (less than $240). In Cambodia, the definition of youth includes all between the ages of 15 and 30. This assessment targeted "de facto youth" (15-35) as the economic trends and challenges that impact youth, also target this group. The income cut-off point was determined based on the GNP per capita monthly average, which is $240 USD. This indicator as a cut-off point also allowed for variance in the sample and therefore, predictive statistics and analysis to be performed.

Data in this phase were collected over the course of 11 days. Youth were surveyed on their employment and education status, career goals and aspirations and personal history. Target points were determined in each sangkat and enumerators were given a daily quota of positive responses. This phase had a respondent rate of 43.5% and the average interview was between 20 to 25 minutes.

The second phase of the primary data collection portion of the assessment targeted businesses within the following industries; Retail/Wholesale, Hospitality/Restaurant, Tailoring, Cosmetology and Mechanical Engineering. Sampling these various industries allowed objectives 1-4 to be met. Industries were determined based on the findings from the youth data and from the secondary data analysis. A purely convenience sampling strategy was used to sample 10 businesses within each industry to reach a total of n=50. Enumerators reached out to various businesses in Phnom Penh via phone, set up appointments and interviewed the various businesses on the HR growth, HR policies, observed skill gaps and challenges. Each interview was approximately 45 minutes in duration. Employers were also asked as to their interest in participating in iLEAD in various capacities. Interested parties were then recorded to develop a database of potential employers and Development Council members.

2.2.1 Strategies and Procedures

To support the assessment design, tool development and data collection, 6 volunteer enumerators were hired and trained over the course of one week. The training was focused on the survey design, translation and data collection/ interviewing strategies. During this time, the survey tools were workshopped, translated from English to Khmer and thoroughly tested. Enumerators were instructed to

probe the participant to encourage the right question response format while not providing bias by leading the respondent.

All interviews were conducted and recorded in Khmer on the interview guide. Upon completion of the interview, the enumerators were responsible for translating the survey into English, code the responses and enter the data. Data were then cleaned and tested.

2.2.2 Instruments

Two distinct tools were used for the two target groups; drop-out youth and potential employers (Appendix 1 and 2. p. 50). Both tools were hybrid survey-interview guides, containing both open and closed-ended questions. This survey format was chosen to provide youth and employers the opportunity to provide their insight without any restrictions or bias from the question format or type.

The youth survey guide was intended to answer the following research questions;
- Preface: Sampling Criteria Questions
- Part 1: General/ Background Information
- Part 2: What is the familial context of youth
- Part 3: What is the employment situation among youth
- Part 4: What is the educational Context of the target population
- Part 5: What are the aspirations of the youth of Phnom Penh
- Part 6: What skills to youth already possess?
- Part 7: What skills do youth wish to develop and why?
- Part 8: What level of "buy-in" are youth willing to invest?

The employer tool followed a similar format. The survey guide was structured to provide data on the research questions below;
- Part 1: General/Background Information
- Part 2: Is the business growing?
- Part 3: What are the challenges to finding qualified talent for entry-level positions, if any?
- Part 4: What is the employee experience in the business?
- Part 5: What are the requirements to gain entry-level employment at the business?
- Part 6: What skills are required to gain entry-level employment at the business?
- Part 7: What problems do employers face among entry-level employees?
- Part 8: Is the business prepared to collaborate with iLEAD?

For experts in the field and TVET providers, an open-ended interview guide was developed. Experts were asked questions concerning the structure of TVET in Cambodia, on their insight into the field and back ground and TVET challenges (Appendix 3, p. 63). These interviews were much less structured and tools were therefore used only as guides.

2.2.3 Analysis

Multiple analysis tools were utilized to meet the 6 EEPA objectives. Many of the objectives only required basic, descriptive statistics; however several more robust tests were used to determine statistical

differences between groups and to understand causal relationships. The table below provides an overview of the analysis plan. The most used analytical approach is the Trade Selection Matrix (p.37).

Table 2: Analysis Plan for Objectives 1-5		
Objective	Variables	Analytical Approach
1. To Identify the most prospective trades (Industries) for employment generation	**Parameter A:** Adequate Number of Employment **Parameter B:** Salary **Parameter C**: Industry Growth **Parameter D**: Career Growth **Parameter E**: Desirability **Parameter F:** Accessibility for Women **Parameter G**: Accessible for PWD **Parameter H**: Working Conditions **Parameter I**: Self-Employment **Parameter J:** Difficulty Finding Skills	Trade Selection Matrix
2. To Identify Potential Employers	Employer Contact List	Count of Sample
3. Identify Potential Collaborators	Willingness to participate/ support in iLEAD as a… …Guest lecturer …Infrastructure Support …Financial Support …Curriculum Development …On the Job Training Provision	Count of Sample
4. To profile Target Area (Cambodia and Phnom Penh Market Analysis)	Sectorial Analysis Economic Growth Assessment Employment/ Unemployment Assessment Vulnerability/ Informal Employment Assessment Income Analysis	Secondary Data Analysis
5. To Profile Target groups and their aspirations	Educational Achievement Skill Possession Employment/ unemployment/ Sectorial Participation Income Perspectives on TVET Challenges	Descriptive statistics on educational achievement, skill possession, employment Inferential statistics using income, employment, gender and age as variables Thematic analysis of the challenges youth face accessing TVET and employment

2.3 Challenges

Several challenges were faced during the course of this assessment. First, sampling businesses during the second part of the primary data collection phase took much longer than anticipated. This was partly because the time constraints of business owners did not allow them much time to devote to a long

interview. Secondly, a lack of awareness and trust made many business owners reticent to share their HR policies and business plans. Once iLEAD is more established, this second challenge may dissipate.

A second area of challenge was the time and capacity constraints of the research team. These constraints did not allow for the two primary data collection phases (interviewing youth and businesses) to be conducted simultaneously. As a result, important industries may have been overlooked and youth aspirations may have had a disproportional impact on the Trade Selection Matrix. Furthermore, the small research team only allowed for 5 industries to be targeted.

Chapter 3: General Context / Background

3.1 General Context of Cambodia

Despite the fact that the Cambodian economy is steadily growing, the country is still one of the poorest in South East Asia with a tied HDI ranking of 138 with Lao PDR (UNESCO). With a population of just over 15 million and an economic growth rate of 1.54%, the government and social sector struggle to meet the needs of the quickly growing, urbanizing and young population.

Youth from marginalized communities have also experienced economic hardship in recent years and school dropouts are high highlighting the need for effective skills training. The 2008 financial crisis led to a substantial loss of employment in the formal garment industry, which disproportionally impacted young women. The loss of earning potential for these women also results in increased risks of domestic violence, as well as potential trafficking and subsequent exploitation. This issue is particularly prevalent in Siem Reap in northwest Cambodia, a popular tourist destination.

3.2 Political and Social Situation in Cambodia

3.2.1 ASEAN Integration

The Association of Southeast Asian Nations, founded in 1967 has the stated purpose of accelerating economic growth; promote regional peace and general cooperation and collaboration. In 2015, the ASEAN economies will integrate to further the ASEAN objectives and reduce the economic gap between nations. The integration will strengthen political, social and economic cooperation and will develop a single market-base. This base will encourage a free flow of goods, services, investments, capital and skilled labor. It will also support the development of priority sectors including tourism, agriculture, and garment production. The integration of the markets into one will reduce trade restrictions, including tariffs with the goal of encouraging economic growth the region as a whole. For the purposes of this assessment, it is important to note that one of the main pillars of the integration education to support the new market-economy (ASEAN, 2014).

3.2.2 Migration

In Cambodia, 20% of the population lives in urban centers. Though this figure is not large, Cambodia is urbanizing very quickly (3.2% annual growth) (UNICEF, 2013). Urbanization is a result of several structural and economic forces. The primary urbanization forces are the construction and garment industries, which offer higher wages than many could get in the provinces. This, coupled with shrinking agricultural industry, is causing a shift in the demographic makeup of Cambodia.

The migration rate is of some to concern to human rights workers and other providers of social services as migrants are more likely to participate in high risk behavior. Furthermore, migrants are frequently placed in vulnerable positions where they are at higher risk of exploitation.

3.2.3 Persons with Disabilities

It is estimated that over half of the PWD population in Cambodia are disabled or physically impaired through land-mine accidents. This has a disproportionally large impact on the young, rural population with over half the PWD population under the age of 20. Disability in Cambodia comes with a further set of challenges such as discrimination and other social stigma that inhibit many PWD from finding gainful employment and therefore they become a financial burden on their families, often forcing them further into poverty. Furthermore, both the ILO and the joint Australian Red Cross and Aide et Action report on intellectual disability in Cambodia note that women and PWD face further challenges when seeking employment and fair wages. Women with disabilities are even further marginalized as they are often faced with wage-discrimination and street harassment on their way to and from work, which limits their economic growth. Additionally, PWD are frequently overlooked during the hiring process due to misconceptions and prejudices of business owners (Australian Red Cross and AEAI-SEA, 2013).

3.3 Educational Context

The ASEAN secretariat describes the Cambodian education system as following a 6-3-3 model with 6 years of primary education, and 3 years of both lower secondary and upper secondary. Children are obligated to attend school to the age of 15, though how extensively this is enforced is up for discussion. According to the ASEAN State of Education Report Score Card (2013), Cambodia literacy rates and among adults are well below regional averages. Enrolment rates in primary school are comparable, however with a 97% net enrolment rate in 2011.

Table 3: School Enrolment Information	UNICEF, 2014
Mean Years of Schooling (UNDP, 2012)	5.8
% With Secondary Education: Male	20.6
% With Secondary Education: Female	11.6
Gross Enrolment, Primary: Total	104
Gross Enrolment Primary: Female	113.8
Net Enrolment Rate, Primary: Total	92.4
Net Enrolment Rate, Primary: Female	95.1
Survival to the Last Grade, Primary	89.3
Lower Secondary Gross Enrolment	113.4
Upper Secondary Gross Enrolment	67.3
Literacy Rate	77.6

Though initial enrolment rates in school are high (UNICEF, 2012) among both boys and girls in both Cambodia, attrition continues to be a serious problem. It is estimated that 63% of the population of Cambodia either has never attended school or has dropped out before completing school. However, clear trends are difficult to find as consistent and reliable data on education indicators like literacy rates, survival rates and attainment are sporadic and frequently contested. Furthermore, attendance also poses a consistent challenge for the education sector, especially in rural areas where children are expected to help their families' farm.

3.4 Technical and Vocational Education and Training

The inclusion Technical and Vocational Education and Training is a comparatively recent addition to the education sector and is criticized as being unable to meet the market demands. This is partly due to the ad-hoc and supply-driven structure of TVET. However, any trends are difficult to determine as information concerning TVET is inadequate.

3.4.1 National TVET Policy/ Qualifications Framework

To mitigate the effect of the 2008 world economic crisis, the Ministry of Labor and Vocational Training (MOLVT) established regional TVET and job centers to train recently laid off workers in new skills, but

data on TVET are notoriously unreliable. Furthermore, the lack of standards and qualifications in TVET allows for a wide range of informal educational activities to be included under the umbrella of TVET. Despite this, the MoLVT is taking steps to codify and nationalize the TVET sector by developing clear, skill-based qualifications that will be recognized across ASEAN (personal interview, October, 2014). . Furthermore, frequently the TVET courses are too short or lack soft-skill training and have limited forward linkages with industries to support job-placements for graduates.

To improve TVET in Cambodia, UNESCO has provided the following policy recommendations. Firstly, it is important that there be strong national coordination. Thought this is in happening now, it is still in its infancy and the impact of national coordination of TVET itself. Secondly, strong Public Private Partnerships need to be cultivated to ensure the market-relevancy of the training. Improvements need to be implemented in the training itself, particularly in the quality of training and provision of work place learning. TVET also needs to be accessible to all, including the poorest youth in urban and rural areas, and the working poor, by providing flexible training options.

3.4.2 Skill Gap

A key challenge for employers in Cambodia is the prevalence of the "skill gap" or "mismatch." Employers frequently find it very difficult to find qualified applicants to fill any available positions, as applicants often do not have the required technical and soft skills necessary to successfully perform the job (ILO, 2013). In a survey of Phnom Penh businesses, the ILO found that critical thinking skills are short supply. Specifically, analytical and decision making skills are difficult for the employers to find.

The goal of TVET is to reduce this gap, however to date this has been somewhat less than successful. This results in most TVET being "supply-focused" rather than "demand focused", meaning that the needs of the employers and industries are not considered in the program designs (UNESCO), which does nothing to reduce the skill gap.

3.4.3 TVET and Private Training in Phnom Penh

In Phnom Penh, there are numerous private and NGO sponsored TVET centers. Prominent examples are Pour un Sourire d'Enfant's (PSE) training center and don Bosco Training Center. In addition to these more established centers, there are numerous small craft-oriented training centers targeting vulnerable populations. These organizations provide instruction in craft work and sell the products in social enterprises to international tourists. However, there is little information on the long-term impact of these kinds of institutions.

To ensure that their employees possess the necessary skills, private enterprises in Cambodia have begun to offer training courses. A prominent example is Naga World's, Naga Academy. Naga Academy, a large hotel and casino, trains several classes a year on various aspects of the hospitality industry. This program has partnerships with all prominent universities and TVET centers in Phnom Penh, offering different courses for trainees with different levels of education. Naga World then hires the top 70% of the graduates and supports job-placement for the remaining 30%.

Chapter 4: Cambodia Market Profile

4.1 Overview

This section of the assessment will provide a country-wide market profile of Cambodia. Opening with a broad sectorial analysis of the Cambodian economy, it then follows with a Cambodia Market Profile that focuses on the economic growth of Cambodia, which explains the specific sectors and industries that are experiencing the most growth. This chapter will continue by analyzing the economic growth of Cambodia vis-à-vis employment; and more specifically, youth employment. The Cambodia Market Profile then concludes with an analysis

4.2 Sector Analysis

The three major economic sectors are the primary (agriculture), secondary (manufacturing and construction) and tertiary (service). A countries' Gross Domestic Product (GDP) is the sum of the gross incomes from each of these sectors. In Cambodia, economic trends and rapid economic growth have altered this once agriculture-based economy to an economy more equally distributed between the three sectors (ILO, 2010).

Despite these shifts in economic trends, agriculture is still a driving economic force in the Cambodian economy making up 35.6% of the GDP. However, as this assessment will discuss in future sections, it is becoming increasingly challenging to support a family on income from farming alone, which means that the sector is shrinking as individuals look for more profitable employment activities (ILO, 2010).

The secondary sector is growing rapidly and accounts for 24.3% of the Cambodian GDP. This sector is largely made up of the construction and garment factory industries. The garment factory provides Cambodia's largest export, and has altered many facets of the Cambodian Society as it is a driving force in urbanization, especially for women as young women come to urban centers from the surrounding provinces to work in the factors, frequently during the agricultural off seasons. Construction is also powerful force for urbanization. By providing higher wages, this industry attracts young men and women into the urban centers to expand infrastructure. There is still a question if these can keep employees for long-term employment as they are quite labor-intensive (ILO, 2010).

The tertiary is the largest sector in terms of GDP (41.1%). Two industries in particular within this sector are particularly worthy of investigation. The first is tourism, which is expanding every year with millions of tourists from all around the world coming to Cambodia. The increase in tourism not only supports the hotel and hospitality industries, but also the restaurant, tour industry and other small businesses targeting and marketing toward tourists. However, the service sector as a whole a whole is also growing to meet the consumption needs of a growing middle class, especially in urban areas. A larger proportion of the Cambodian society has disposable income and as a result, consumption has been on a steady increase for the past decade (ILO, 2010).

4.3 Economic Growth

As is repeatedly stated throughout this assessment, the Cambodian economy is steadily growing. Overall, the GDP and productivity are increasing, the labor demand is higher and both international and national investments into the Cambodian markets are strong. In 2010, the average annual growth of the Cambodian GDP was 6.7% (ILO, 2010, p.610). This growth is not equal across all sectors, however. As the table below indicates, the service sector, including the hospitality industry is far surpassing the primary and industrial sectors. The growth of the hospitality industry is likely due to the growing number of tourists coming to Cambodia. According to the Ministry of Tourism (2014), the 4,210,165 international tourists visited Cambodia in 2013. This is a 17.5% increase from the previous year and has injected over 2.5 billion dollars into the Cambodian economy in one year.

The growth in the service industry as a whole (9%) may be accounted by the growing middle in class with disposable income. This group is able to support a robust service sector. Additionally, industries like motorbike care and sales are rapidly expanding as a larger portion of the population are able to afford commodities such as these.

Table 4: Sectorial Growth	(ILO, 2010)
Sector	Growth (%)
Primary/ Agriculture	5.7
Secondary/ Industry Total	4.0
Construction	5.8
Services	9.0
Hotel	9.8
Trade	9.4

4.4. Poverty Reduction

Large-scale investment and economic gain has had a remarkable impact on the poverty rate in Cambodia in the last 10 years. The poverty rate in Cambodia halved in the last 10 years from 50.1% of Cambodians living in poverty to 23.9%. Depending on the figures, the reduction in poverty has either been 68% (RGC, 2010) or 61% (World Bank, 2010). Poverty reduction is a messy process, however and the consequences of the economic development in the last several years are contested. Some sources believe that economic inequality is on a steady decline with the reduction in poverty while others (World Bank, 2010) say that large-scale investment has resulted in growing inequality (ILO, 2012). Despite this contention, the World Bank highlights that the well-being, judged by multiple indicators (access to health, maternal mortality rates, lifespan, etc.) of the very poor has improved (2010).

Chart 1

New Poverty Estimates From World Bank and Royal Government Of Cambodia

photo credit: World Bank
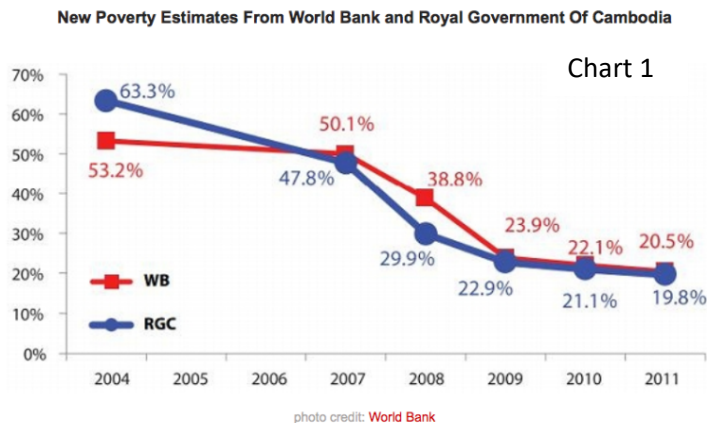
4.5 Employment/ Unemployment

In addition to economic growth, the last decade has observed a decrease in the unemployment with 1.5% of Cambodian's currently unemployed. However, employment and livelihood are complicated

concepts and the definitions used to discuss these issues are varied. It is important to understand the various definitions and terms of employment and unemployment as different agencies and organizations use different classifications when discussing employment. Furthermore, different definitions and estimates result in vastly different figures, painting wildly different pictures of the realities of unemployment in Cambodia. The definitions below provide a framework;

- *Labor Force Participation Rate:* proportion of the working age population of a country that is actively participating in the labor market;
- *"Strict" Unemployment*: The proportion of a population that is without work, not participating in educational activities and actively seeking employment;
- *"Relaxed" Unemployment*: The proportion of the working-age population that is without work
- *Inactivity Rate*: Synonymous with Relaxed Unemployment;
- *Time-Related Underemployment*: the proportion of a working age population working less than 40 hours a week and would like to work more if possible;
- *Vulnerable employment*: own-account workers, self-employed and unpaid family workers.

According to the 2013 Cambodia Socio-Economic Survey (CSES), there are currently over nine million working-aged Cambodians. "Working age" in this context is between 15 and 64 years of age. Of this group, approximately 1.5 million are not currently in the labor force. Of the 7.7 million people in the labor force, only 12,000 are "unemployed". However, when coupled with the 1.5 million people not in the labor force, the proportion of unemployed people (relaxed) becomes much larger. Furthermore, it is important to consider that unemployment is just one measure of livelihood and employment.

Chart 2: Unemployed Population

Working age population

	Women	Men	Both Sexes
	4,756,000	4,411,000	**9,167,000**

In the labour force

	Women	Men	Both Sexes
	3,789,000	3,929,000	**7,718,000**

Not in the labour force

	Women	Men	Both Sexes
	967,000	482,000	**1,449,000**

Employed

	Women	Men	Both Sexes
	3,782,000	3,924,000	**7,706,000**

Unemployed

	Women	Men	Both Sexes
	7,000	5,000	**12,000**

CSES, 2013
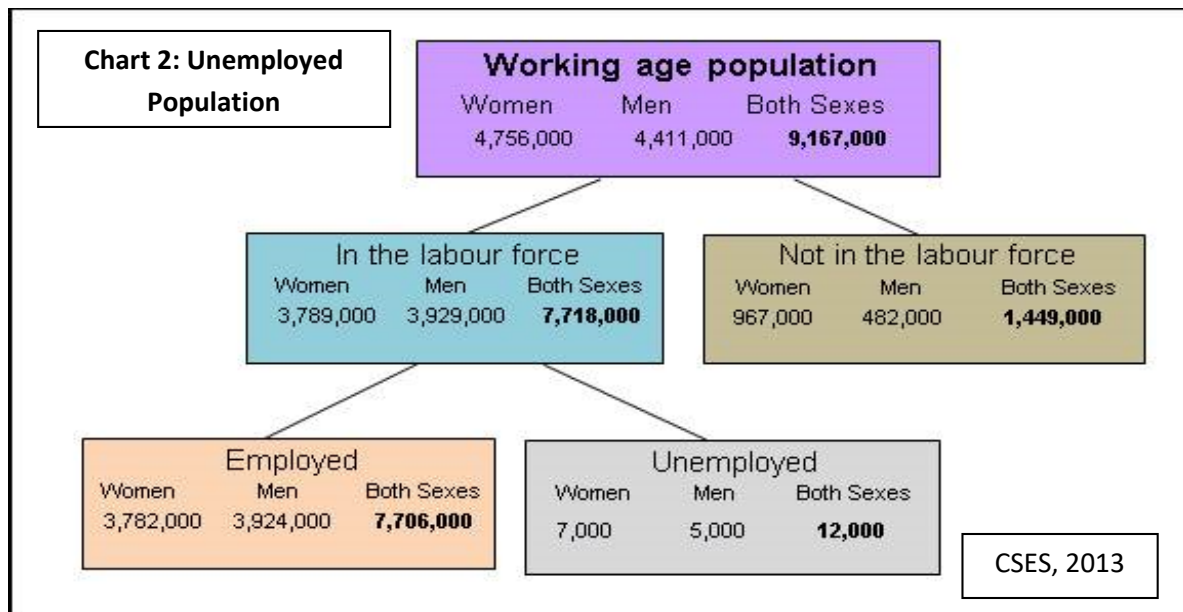
To understand employment with a bit more nuance, a description of the types of employment that are the most common is provided in this assessment. Overall, the majority of the employment opportunities in Cambodia are frequently labor-intensive, requiring little or no skill and paying a low wages. As a whole, "Skilled Agricultural worker" is by far the most common profession. This sector employs approximately 40% of the Cambodian Workforce. Despite the reduced presence of agriculture in the

GDP, it is still an important part of the Cambodian economy. It is common for individuals to work on a farm (either their family's farm or as a laborer) during the harvesting and planting seasons while engaging in other forms of employment during the off season.

Working service sector is the second most common occupation in Cambodia. This sector employs 16.8% of Cambodians. However, as clearly shown in Chart 3, there are definite occupational differences between Cambodia as a whole and Phnom Penh specifically. These differences will be discussed in more detail in the Phnom Penh Market Assessment (Chapter 5).

Chart 3: Main Occupation by Geographical Domain (%) (CSES, 2013)
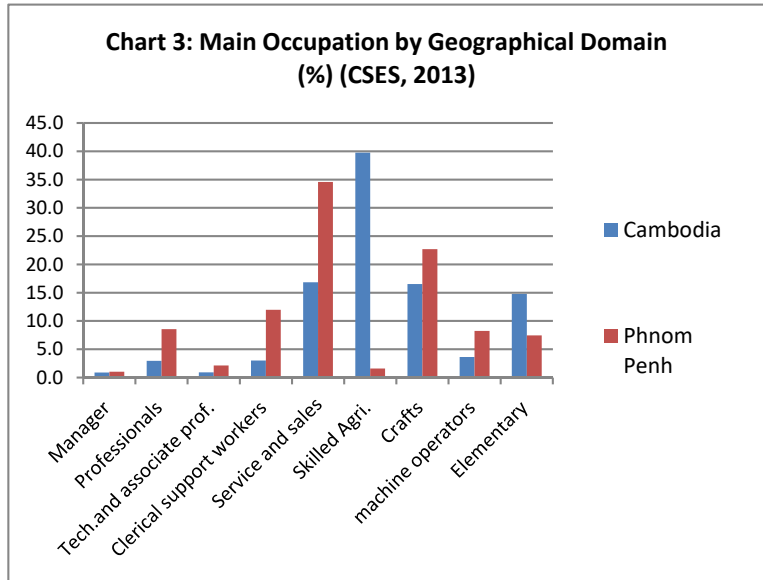
The figures above illustrate a very positive working environment for Cambodia. In 2013, the inactivity rate in Cambodia was 17.5% (ILO, 2013), which correlates with the 2008 Labor Force Participation rate of 81.7%. These high participation rates in many ways are an encouraging sign as few in Cambodia are living without an income. However, the ILO notes that the low level of unemployment is not necessarily a positive sign as it does not necessarily indicate productivity. In other words, a large portion of the Cambodian population is participating in the workforce because they do not have a choice.

Additionally, the "employment participation is *lower* for women, young adults, mature workers, and people with more education (WB, 2012, p. 27)." These groups are also far more likely to participate in vulnerable and self-employment activities, compounding their vulnerability and placing them at risky situations. Vulnerable employment will be discussed in more detail later in this chapter.
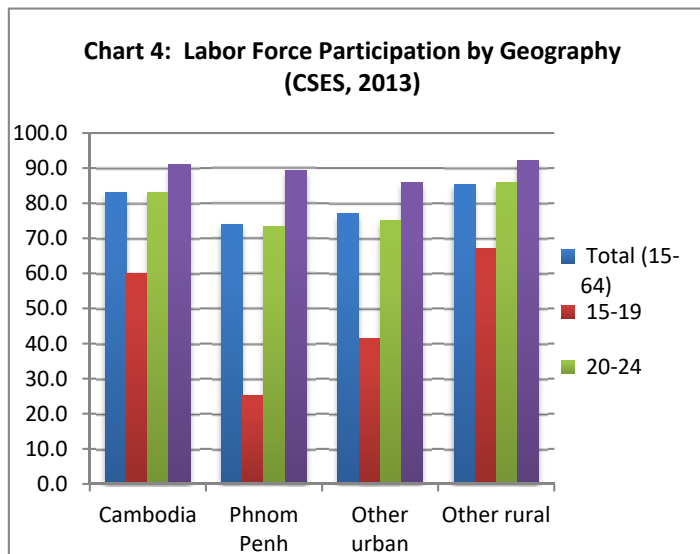
Chart 4: Labor Force Participation by Geography (CSES, 2013)

As revealed in chart 4, the labor force participation is hugely dependent on age and geography. In total, the labor force participation rate is quite high; however, in urban centers like Phnom Penh, a smaller proportion of the population is actively working an income generating activities. This should be understood with the knowledge that urban centers, like Phnom Penh tend to have more, higher paying

jobs. However, the cost of living and other expense are higher than in rural areas of Cambodia.

Despite these positive trends, there are some pitfalls that are important to be aware of. The first is time-related underemployment. Time related unemployment, defined as working less than 40 hours per week and actively seeking more hours or another job, has a disproportional impact on poor and rural women (WHO SAID THIS?). On the other hand, "exploitative" employment is also of concern. The ILO defines this form of employment as working more than 50 hours per week, which is the reality for a large portion of the workforce. In general, it is very difficult to work for "full time" (40 hours a week) and earn enough to survive and therefore, many result to working many more hours. As discussed in a subsequent chapter "Phnom Penh Youth Profile", this is very typical.

Lastly, while bearing in mind the fact that employment is high, numerous sources (WB, ILO and CAMFEBA) stress the "skill mismatch" (World Bank, 2012). The skills that are present in the workforce are not the skills that are required by employers who are now requiring their employees have a mix of trade and soft skills. This skills gap has long-reaching consequences on both the livelihoods of the Cambodian workforce and on the economic health of the Cambodian economy as a whole. The Asian Development Bank states that with the with the market unification of the ASEAN countries, the demand for some skills will increase while decreasing for others. In Cambodia, low and medium-skill employment will increase. Therefore, the unification of the ASEAN countries may result in an even wider skill-gap than currently exist.

4.6 Youth Employment / Unemployment

The economic participation of youth is a vital engine for economic growth. This is particularly true in Cambodia where youth make up more than half of the labor force (63.1%) and therefore, any disparities or shocks that impact youth employment have a ripple effect across the whole population. Across the world, the economic participation of youth supports the greater economy and is therefore an important indicator

Chart 5: Labor Force Participation of Youth in 2013 (CSES, 2013)
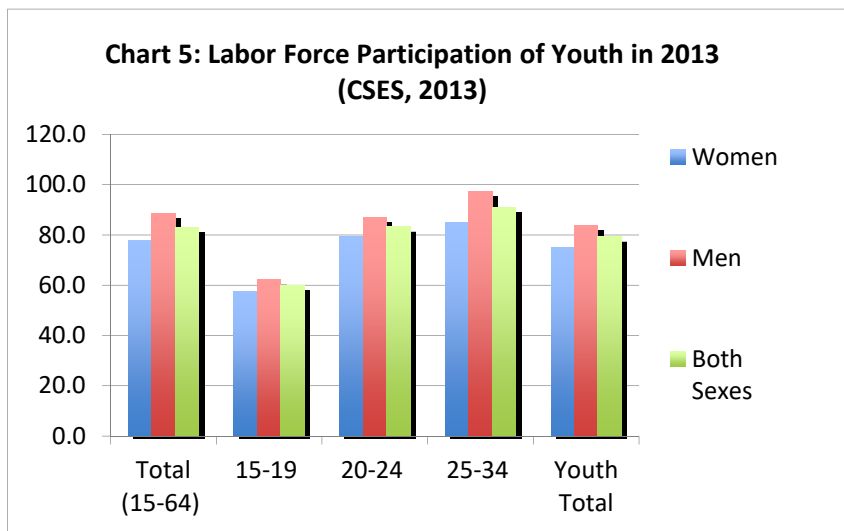
for the economic health of a nation. Low participation rates of youth in the labor force have far-reaching consequences across all strata and sectors of a society.

As seen in chart 5, the participation of youth as a whole (15-35) is slightly lower than the total labor force participation rate. The labor force participation rate is substantially lower for younger youth (15-

19), however, this reflects a positive trend of youth staying longer in the educational system (ILO, 2013). This trend is especially acute in Phnom Penh, where the labor force participation of youth in this age group is 25.3%. This is drastically lower than the Cambodian average of 59.8%. However, once youth reach the age of 20 the employment rate drastically increases to 83.2%.

The statistics of youth employment paint an interesting picture. Using the strict definition of unemployment, the unemployment rate of youth is only 3.8%. However, the inactivity rate of youth in Phnom Penh is 27.2 (ILO, 2013). This means that for whatever reason, many youth are not participating in the labor market and not seeking work.

Furthermore, as discussed above, geography plays a large role in employment rates. Youth in urban centers like Phnom Penh are much less likely to be employed than rural areas with youth making up nearly half (48.1) of the unemployed in urban areas. However, there are some encouraging trends in regards to youth employment. Firstly, the unemployment rate among graduates of Technical and Vocational Training centers is 2.5% in Cambodia as a whole and less than one percent (.7%) in urban centers. This indicates that TVET has a drastic and positive impact on employment.

Table 5: Cambodia Economic Indicators:			ILO, 2013
Youth (15-24) Unemployment Rate (%)	3.8	Youth proportion of labor force Rural	66.3
Youth unemployment rate Urban (%)	6.6**	Proportion of employed youth in total employment Cambodia	28.8
Youth unemployment rate Rural (%)	3.1	Proportion of employed youth in total employment Urban	21.4
Adult (25+) Unemployment Rate (%)	1.5	Proportion of employed youth in total employment Rural	31.2
Youth Labor Force Participation Rate (%)	72.8	Proportion of unemployed youth in total unemployment Cambodia	40
Adult Labor Force Participation Rate (%)	82.5	Proportion of unemployed youth in total unemployment Urban	48.1
Inactivity Rate Youth (%)	27.2	Proportion of unemployed youth in total unemployment Rural	36.9
Inactivity Rate Adults (%)	17.5	Youth unemployment rate by TVET graduation Cambodia	2.5
Youth Share in total working-age population (%)	25.7	Youth unemployment rate by TVET graduation Urban*	.7*
Youth proportion of labor force Cambodia	63.1	Youth unemployment rate by TVET graduation Rural	3.4
Youth proportion of labor force Urban	52.2		

4.7 Informal Employment/ Vulnerable Employment

The ILO (2010), though lauding the growth of the Cambodian economy, notes that with rapid growth comes great concern about the large proportion of the labor market participating in vulnerable employment activities (p. xi). Informal or Vulnerable employment is frequently defined as the sum of own-account or self-employment workers and unpaid family workers. In 2008, the ILO estimated that

73.4% of the entire Cambodian labor force participated in vulnerable employment activities. If unpaid family workers are included in this estimate, 82.5% of the labor force is considered vulnerable (ILO, 2013).

Informal employment disproportionately impacts groups who are already considered to be vulnerable including women, who are disproportionally represented of the informal economy, the very poor and migrants. These groups largely make up the informal sector industry. Furthermore, upward economic and social mobility in the informal sector is severely limited as the informal sector is especially vulnerable to economic shocks and downturns. Furthermore, those who work in the informal sector are frequently less educated and possess fewer skills than the employed, especially in urban areas (World Bank, 2012).

Working in informal employment not only limits access to formal safety nets like insurance and pension plans, but it makes it even more challenging to find decent working opportunities (ILO, xi). Furthermore, frequently those who work in the informal market are either under the poverty line or resting just above it. This precarious state means that any economic shocks or emergencies can pull them down below the poverty line once more (World Bank, 2012)

Chart 6: Employment Status by Main Occupation and Sex (CSES, 2013)
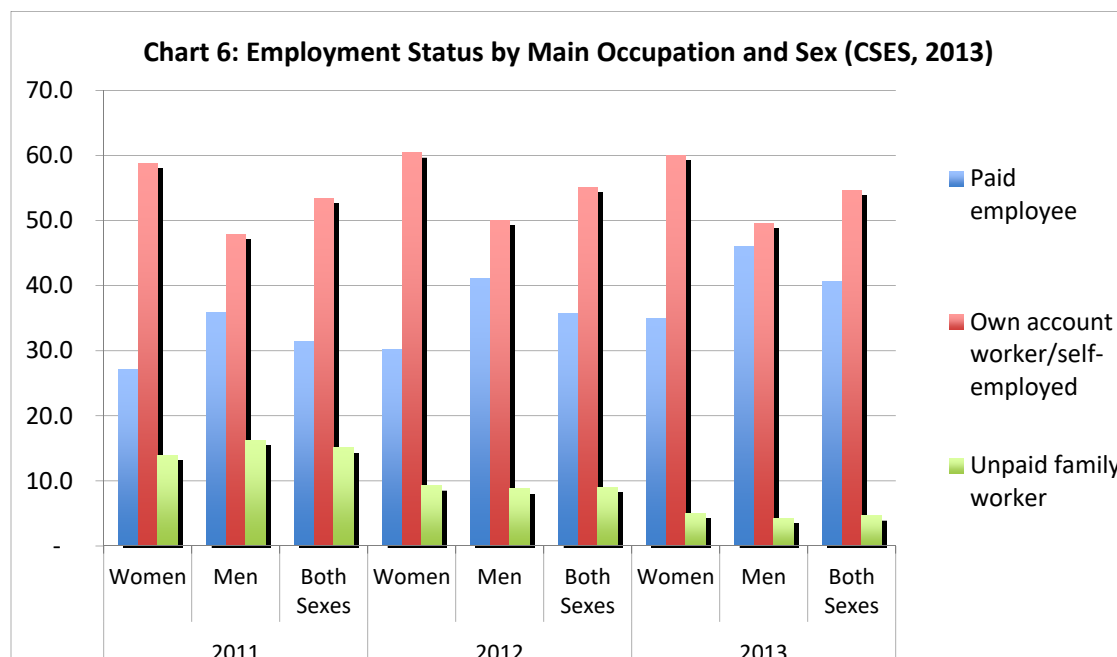
Despite the large presence of informal employment in the labor market, there are noticeable shifts to formal employment. The "Employment/ Unemployment" section in this chapter discussed the diminishing role of agriculture in employment. This finding is reflected in the table above, which clearly shows a reduction in the number of women and men participating in unpaid family work. This reduction is especially present among female workers, however. Without further data, the implications of this finding are unclear. Are women, who were previously barred from employment due to socio-cultural

restrictions now able to enter into the workforce or are families unable to manage without the added income? Further research on employment is required to fully interpret this statistic.

Simultaneous to the diminishing presence of unpaid family labor, the participation in waged labor or "paid employee" occupations grew substantially between 2011 and 2013, by almost 10%. This finding is encouraging as employees benefit from more economic security and safety nets than self-employed entrepreneurs. Furthermore, the growth in the number of employees indicates that businesses are robust enough to hire more workers into the workforce. Own-Account/ informal labor is in flux, reflecting the instability of this industry.

Despite the risk associated with the informal economy, it is still a major contributor to the livelihoods and economic growth of the nation and as a result must be accounted for in the development of the iLEAD model.

4.8 Income

When investigating livelihood, income is an important indicator as it serves a clear and objective tracker. However, it is important to remember that livelihood is more than income. Many aspects of employment including employee-friendly Human Resource policies like annual leave, reasonable working hours, free time, etc. all play a role in livelihood. Unfortunately, the data on these sorts of indicators are limited.

The Cambodia Socio-economic Survey (CSES) has reasonable data on income, however. These data are disaggregated by gender, youth status and geography allowing for inferences to be made concerning income disparities between groups. Table 6 provides some insight into income disparities in Cambodia. A further analysis is provided in the "Phnom Penh Market Profile".

Table 6:	CSES, 2013
Income Information: Dollars per Month	
Average youth monthly income from employment Cambodia	118
Average youth monthly income from employment Urban	146
Average youth monthly income from employment Rural	109
Average adult (25+) monthly income from employment Cambodia	123
Average adult (25+) monthly income from employment Urban	153
Average adult (25+) monthly income from employment Rural	107

The most notable income disparity is geographically based. Urban youth and adults earn an average of 25% and 30% more than their urban counterparts, respectively. The higher income is one of the driving forces for urbanization in Cambodia. However, migration from rural areas to urban centers places youth in physically vulnerable positions where risk of exploitation is much higher. Further income disparities are between adults (25+) and youth. This is not surprising, however as with age comes further skill and experience, which frequently translates into higher incomes.

Chapter 5: Phnom Penh Market Profile

5.1 Overview

This section of the assessment provides an in-depth focus of the Phnom Penh market place. Specifically, this chapter provides a sector-wise analysis of the Phnom Penh market followed with a discussion of the labor force participation. The chapter continues to provide an overview of youth in the labor force including an analysis of the factors that impact youth employment (gender, education, age, etc.). The Phnom Penh Market Profile Concludes with an examination of income in Phnom Penh.

5.2 Sector-Wise Analysis

Size in the Phnom Penh economy

- Primary: 3.8%
- Secondary: 19.6%
- Tertiary: 76.6%

The general composition of the Phnom Penh market economy is different than Cambodia as a whole. Namely, the Phnom Penh economy is much less dependent on the primary sector and has a much larger presence of the secondary and tertiary sectors. Overall, Phnom Penh is much closer to a service-based economy than the country as a whole. With a population of over 1.5 million people, a robust service sector is able to persist.

5.3 Labor Force Participation

Table 7:			(ILO, 2012)
General Employment Information in Phnom Penh			
Population	Unemployment Rate (strict) (%)	Total Labor Force Participation (%)	Adult Labor Force Participation Rate (%)
1,501,725	1.5	74.0	82.5

The remarkably high employment rates of Cambodia as a whole does not echo in the Phnom Penh economy to the same degree. As many service-based economics, the labor force participation rate is much lower than the agricultural based economy of the Cambodian economy. The variant definitions of unemployment provide some nuance into study of unemployment in Phnom Penh. As Table 7 highlights, using the strict definition of unemployment, 1.5% of the population of Phnom Penh is unemployed. However, the labor force participation rate is 74.0%, painting a drastically different picture of employment in Phnom Penh.

Chart 7: Labor Force Participation in Phnom Penh (2013)

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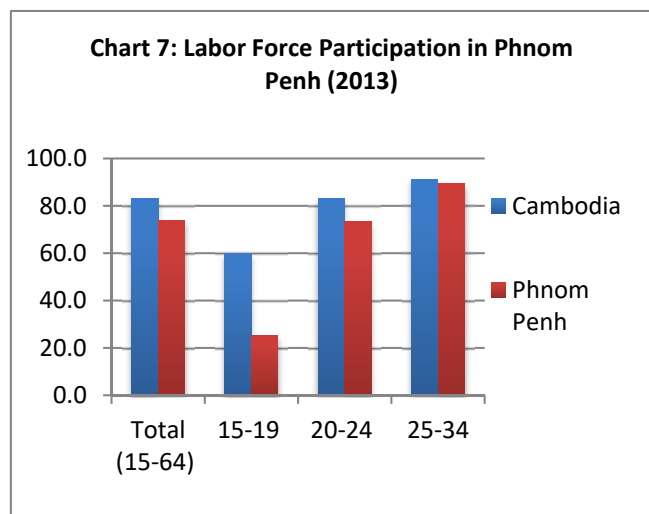
The discrepancy between these two indicators poses some interesting questions. The "strict" unemployment indicator only measures those who are out of work and actively seeking work, where labor force participation measures all those who are out of work. Though a large portion of this group may be young women who are unable to enter the labor force due to responsibilities at home, the high inactivity rate indicates that this group also includes those who are not participating in the market for other reasons. This suggests that there is a large group of working-aged Cambodians not participating in the Cambodian economy and not seeking employment. This inactivity provides an opportunity for iLEAD to access a group that is without work and potentially able to devote time to TVET without losing an income. This trend stays true across all age groups (Charts 7), though to varying degrees. Youth participation in the labor force will be discussed in more detail in the following section of this chapter.

With such a stark difference between the Phnom Penh market economy and the Cambodian national economy, it is worthwhile to understand the main occupations that Phnom Penh residents. Considering the size of the tertiary sector in Phnom Penh, it is not surprising that 34.5% of the workforce participate in industries in this sector, making this sector by far the largest in Phnom Penh.

Chart 8: Phnom Penh Main Occupations (CSES, 2013)

Categories: Manager, Professionals, Tech. and assoc. prof., Clerical support, Service and sales, Skilled Agri., Crafts, Machine operators, Elementary
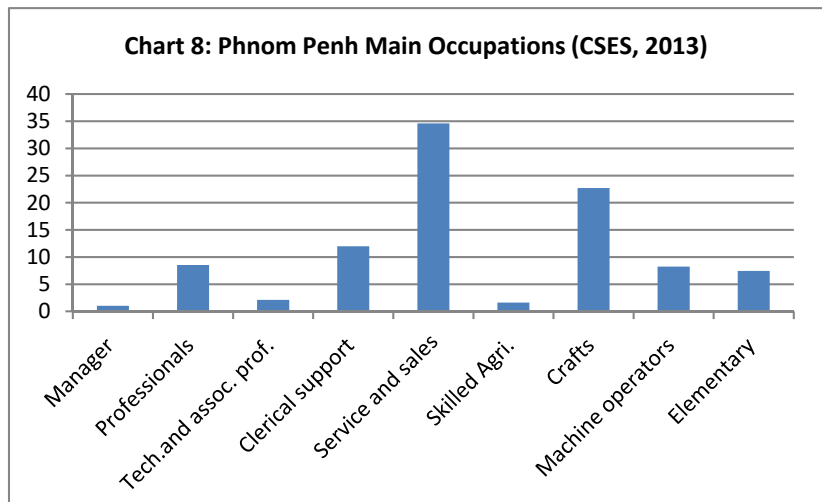
The level of professional and mid-level employment is much higher in Phnom Penh. The proportion of the labor force with "white collar" jobs is approximately 21%. This portion of the population has more disposable income and supports the service sector.

The proportion of mid-skill level technical jobs like technicians and associated professions, craft workers and machine operators is also high in Phnom Penh. This is encouraging as there is an infrastructure for iLEAD graduates to enter into and ample opportunity to garner support from the business community to support iLEAD by joining its Development Council.

The number of mid-skill level jobs and the large service sector is encouraging for iLEAD in Phnom Penh. These jobs are generally higher-paying, have more employee-friendly Human Resources policies and provide opportunities for better livelihoods. Furthermore, the lackluster level of labor force participation makes Phnom Penh an ideal "feeder" location.

5.4 Youth in the Labor Force

The low participation rate in Phnom Penh is even further pronounced among Phnom Penh youth. The implications are simultaneous encouraging and some cause for concern. Youth in Phnom Penh make up

52.2% of the work force (ILO, 2012) and are far more likely to being unemployed than adults, resulting into youth unemployment having residual consequences on the unemployment rate in Phnom Penh as a whole. Using a relaxed form of unemployment, youth unemployment is 20% with a labor force participation rate of 79.3. Even the strict definition of unemployment of 6.6% demonstrates an employment disparity between urban and rural youth and between youth and adults in Phnom Penh.

Table 8:				(ILO, 2012)
Youth Employment Information in Phnom Penh				
Population	Youth Population *(est)	Youth Unemployment (Strict)	Youth Unemployment (relaxed)	Youth Labor Force Participation Rate
1,501,725	31,536*	6.6	21.4	74.3

Youth unemployment is gendered in Phnom Penh in an interesting way. Male youth are more likely to be unemployed using the strict definition of unemployment, meaning they are without work and actively seeking work. However, male youth make up a smaller proportion of the "inactive" youth. This suggests that there is a group of young female youth that are not actively engaged in the market economy, not in school and not seeking employment. The large presence of young women in the unpaid family worker population may account for this.

There is also a disparity in youth employment between age groups. The ILO (2012) noted that the proportion of youth in the employment is different for younger youth (15-19) and older youth (20-24). The proportion of young youth in total workforce is 8.4 but is the proportion of older youth is 13.0. Assuming that the population sizes of these two groups is roughly the same, older youth are far more present in the workforce. The World Bank (2012) believes that this is an encouraging finding as it reflects increased school-survival. Though graduation rates are still low, the trend suggests that youth will continue to stay in school longer in the future. Furthermore, employed youth are generally better educated (ILO, 2012).

5.5 Informal/ Vulnerable Employment

The informal economy, though unstable and difficult to track, plays a huge role in the Phnom Penh economy. Vulnerable employment is defined as the sum of own-account/ self-employed workers and unpaid family workers. As Chart 9 shows the vulnerable/ informal economy is an important source of income for nearly half of residence in Phnom Penh.

However, there is movement within this sector. Between 2012 and 2013, the proportion of the workforce participating in

Chart 9: Employment Status by Occupation in Phnom Penh (CSES, 2013)
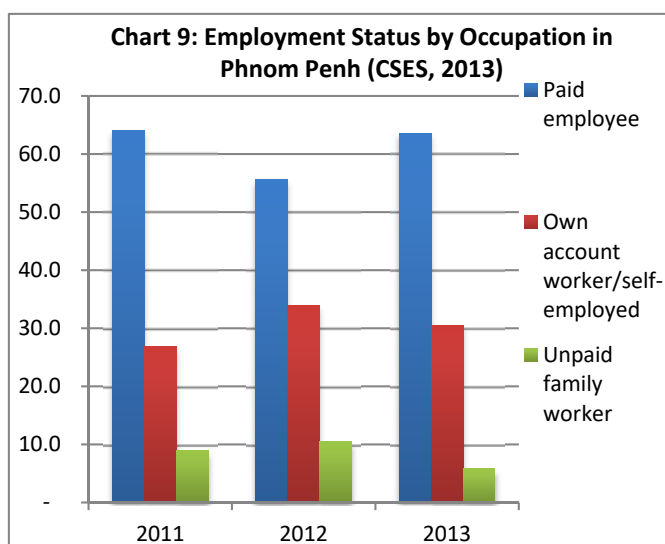
vulnerable employment decreased from 44.4% to 36.4%, which resulted in an increase in the proportion working as paid-employees.

Importantly, the number of unpaid family workers is on a steady decline with a 4.7% reduction between 2012 and 2013. There are many possible reasons for this movement. The first could be the cost of living in Phnom Penh is increasing so those who previously were able to attend to the responsibilities outside earning an income are unable to afford to no longer have an additional income. Another possibility is the increased opportunities of waged-employment as a result of the growing service industry allow access to different forms of employment that were previously barred. Despite the market fluidity, it is important to note that over 30% of the Phnom Penh workforce is still participating in vulnerable activity. The reduction in vulnerable employment is a positive sign, but any programming should account for this group.

Chart 10: Female Employment Status by Occupation in Phnom Penh (CSES, 2013)
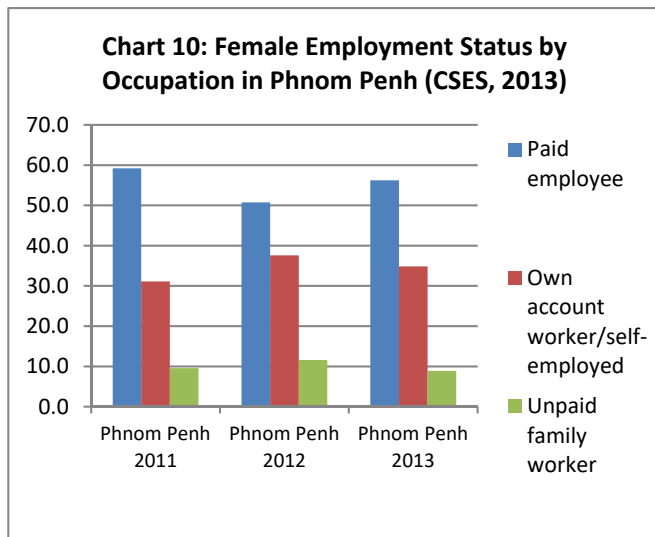
Young women participate in the market-economy in different ways than youth a as a whole. Female youth are more likely to participate in the informal economy or in vulnerable employment and are less likely to be paid employees. This means young women are disproportionally impacted by economic shocks and other emergencies. Female participation in the workforce is also more fluid than the means presented in Chart 10. The trends in Chart 10 demonstrate female occupations do not follow a clear trend from one year to the next. Each type of employment (paid employee, own account worker and unpaid family worker) is fluid.

5.6 Poverty

As has already been noted, Cambodia has seen a drastic reduction in number of people living under the poverty line. Though the percentage of individuals living under the poverty line has been much lower in Phnom Penh than in rural areas, the trend stays true. Phnom Penh saw 90% reduction in poverty rate between 2004 and 2011 (World Bank, 2012) with 1.5 % of Phnom Penh residence living under the poverty line. This statistic seems incredible but as the World Bank notes that in 2004, many people were living just under the poverty line and now many are living just above the line, suggesting that the quality of life may not have drastically improved. Furthermore, any economic downturn or shocks could easily disrupt these individuals and cause them to fall below the poverty line once more. They are still in insecure situations.

5.7 Income

The income disparity between Phnom Penh wages and income and that of Cambodia is striking. As shown in Table # incomes in Phnom Penh are frequently double that of incomes of the Cambodian mean. For those who have waged and salaried jobs, the average monthly income is 284 dollars. This is more than twice the national average. Strikingly the average income for self-employed individuals is $331 USD per month. This could be a key decision point for youth when considering job choices. However, the CSES (2013) does not provide any data demonstrating the variance on self-employment income so though the mean may be quite high, the modal or median incomes are not present, limiting any understanding of self-employment and income. Regardless, it is clear that self-employment activities present an attractive option for youth, especially youth with limited skills.

Chapter 6: Youth Profile

6.1 Overview

This section of the EEPA discusses relevant indicators and data in regards to youth vis a vis education, employment, income and interest toward participating in a TVET program. This section also provides analysis of the data and highlights relevant findings for the design and implementation of the iLEAD program in Phnom Penh. One of the EEPA challenges is highlighted in the table above; only 39% of the sample is female. This may have had an impact on the outcomes of the following analysis. Secondly, the definition up until now in the assessment included all of those ages 15-24. This is the international standard definition of youth. However, the iLEAD's definition of youth includes all from the age of 15 to 35 to include "de facto" youth who face similar economic hardships. This may account for any variation between the data below and those presented earlier in the assessment.

Table 9: Sample Summary by Sangat				
Sangat	Sample Size	Mean Age	Proportion Female	Migrant
Chbar Ampov	106	25.9	41	61
Mean Chey	119	25.8	32	84
Dangkao	66	25	37	45
Seansokh	91	25.3	53	86
Phnom Penh	**384**	**25.6**	**39**	**72**

6.2 Education

As is common across Southeast Asia, attrition is one of the largest challenges in the education sector. This trend extends into Phnom Penh and is well documented in this assessment. Out of the youth surveyed in the Phnom Penh Employability and Entrepreneur Potential Assessment, the mean last year achieved in school is 7.1. This mean includes both male and female youth. However, the female youth tend to dropout earlier than their male peers with the mean dropout year of 6.6. This trend has long-term consequences on the livelihood and quality of life of youth as lack of education and skill limits youth from accessing higher paying and more productive forms of employment

Table 10: Attrition Indicators (Primary)			
Khan	Last Grade Achieved: Mean	Average Last Grade Achieved: Female Mean	Years Since Leaving School
Chbar Ampov	7.3	6.9	9.9
Mean Chey	6.8	6.4	9.8
Dangkao	7.0	6.8	8.8
Seansokh	6.8	6.4	9.7
Phnom Penh	**7.1**	**6.6**	**9.5**

USAID notes (2014) there are "peak" dropout periods at "key entry points" in the education system. For example, 20% of all dropouts occur during the transition from primary to lower secondary school (7-9 grades). These data highlight the challenges faced by the Cambodian education sector. In fact, only 6% (ILO, 2013) of Phnom Penh youth complete secondary school. These indicators are echoed in the findings from the Phnom Penh EEPA as presented in table 10. The majority of the sample dropped out of school between the 6th and 8th grade. However, it is encouraging that nearly 30% of the sample continued their education till higher secondary school. Furthermore, despite the high enrollment rate (98%), official data can be misleading as many children enroll but do not attend.

The decision to continue school or leave is generally a financial one rather than a result of personal preference or inadequate performance. When asked why they dropped out, a large proportion of youth (47%) left school to either work to support their families, work as an unpaid family worker or they could no longer afford the costs associated with continuing school. This trend stays true for both genders.

Though girls leave earlier than boys, the driving force behind dropping out is the same for both genders. Outside of economic constraints, youth dropped out of school as a result of low academic performance (11.5%) or they no longer wanted to attend (7.8). This may be important to consider in the design phase of iLEAD to ensure that the material is accessible to those that struggled in school and those that were apathetic about continuing further in their education or did not see the value of continuing their education.

Chart 11: Last Grade Achieved Distribution
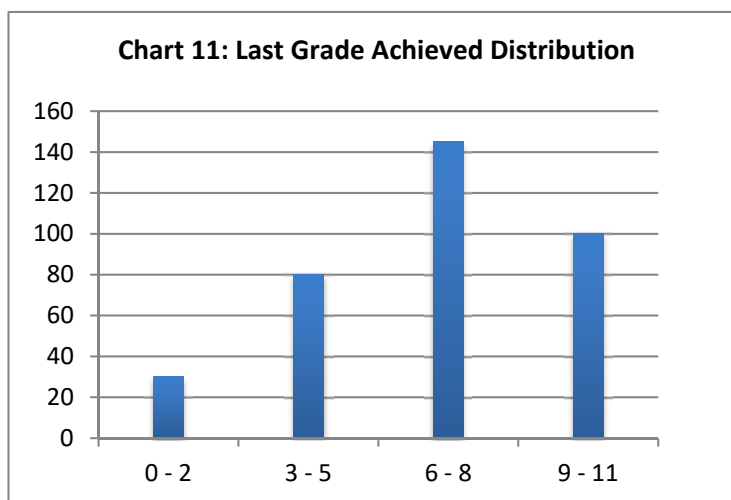
6.3 Skills

It is well documented that the education system in Cambodia does not adequately prepare youth to enter into the workforce (ILO, 2010). This is true across all educational levels, including tertiary education. In general, businesses find it difficult to find talent that possesses the skills required in the market economy (ILO, 2010). These missing skills include more than the trade/ hard skills industries are seeking, but also vital soft skills like team work and communication. These soft-skills are especially important in the service industries.

The data on school survival (chart 11) highlight the attrition problem in Cambodia, do not shed any light on the quality of education provided or inform on the skills and capabilities of the students. Inferences can be surmised, supported by secondary data to gleam some insight into the abilities of youth, but any conclusions are limited. Therefore, to gain a complete understanding of this problem among dropout youth, data were collected on various skills that are in demand by the market economy. Youth were asked to rate their ability level for the following skills;
- Literacy and Numeracy skills: Reading, Writing and Arithmetic
- Computer Skills: Ability to use a computer, use Microsoft Word and the Internet
- English Skills

These skills were included in the survey as they represent a wide array of the skills required to actively and productively participate in the Phnom Penh market economy. Basic Literacy and Numeracy skills are an important basic skill set and are the foundation upon which other skills are built. Without these basic

skills, youth are limited to basic and elementary employment with little opportunity to improve their livelihoods.

Computer skills including the use of Microsoft Word and the Internet were measured to gain an understanding of the "digital divide". The ability to operate a computer and use the internet not only opens up more high-paying employment opportunities, but the ability to navigate the internet also improves livelihoods by facilitating access to important information and communication. It is well documented (van Deursen and van Dijk, 2010) that the digital divide is going to a substantial challenge in the coming decade as the ability to navigate through a sea of information is becoming an imperative skill and was therefore included in this assessment.

English was included in the survey as it is a skill that is in-demand, particularly in the hospitality and retail/wholesale industries. As discussed in both the Cambodia Market Profile and Phnom Penh Market Profile sections of this assessment, these industries are thriving and also demand unique skills that are in short supply in Cambodia.

Chart 12 clearly demonstrates the skills that youth in Phnom Penh currently possess and which skills they lack. Approximately 10% of the youth surveyed reported that they could not read, write or do basic arithmetic and only 15-20% were fully literate and numerate. The majority of youth had "some" level of reading, writing and arithmetic ability.

Chart 12: Reported Skill Levels Among Phnom Penh Youth, 2014
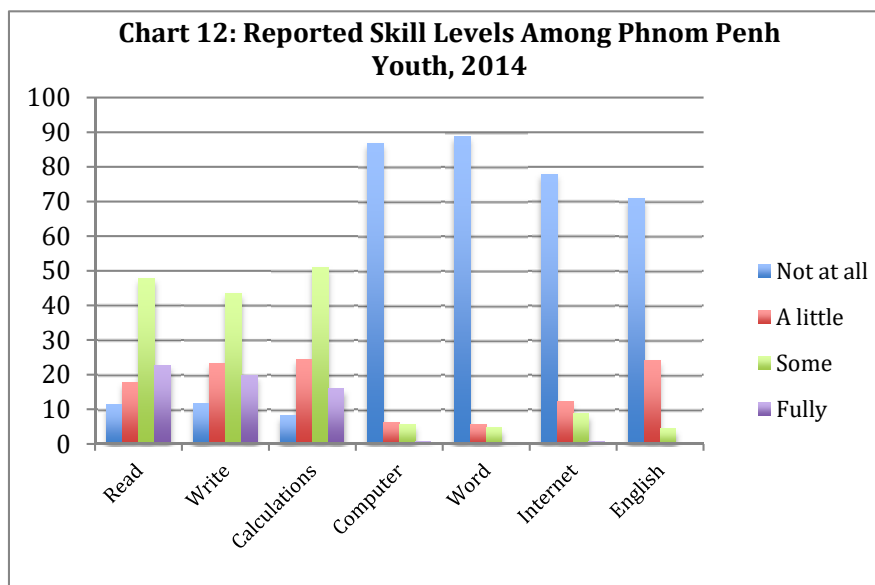
Perhaps more striking are data on computer and internet skills. The vast majority indicated that they had none of these skills. The digital divide theory states that poverty is exacerbated by limited physical access and capacity to use computers and the internet and that ownership of these skills is vital for upward mobility. The inability to use these tools results in limited or restricted access to quality employment and information that could improve their quality of life.

Few of the youth could speak English fully, which is an important hurdle to overcome for the hospitality industry and Retail/Wholesale industries that have international clientele.

As varied and vital this list of skills may be, it does not form an exhaustive catalog of necessary skills for employment. With this in mind, youth were also asked if they possessed any other skills to account for skills that were neglected in the question format. In total, 16.4% of youth indicated that more skills than

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Chart 13: Skill Score Distribution of Phnom Penh Youth, 2014
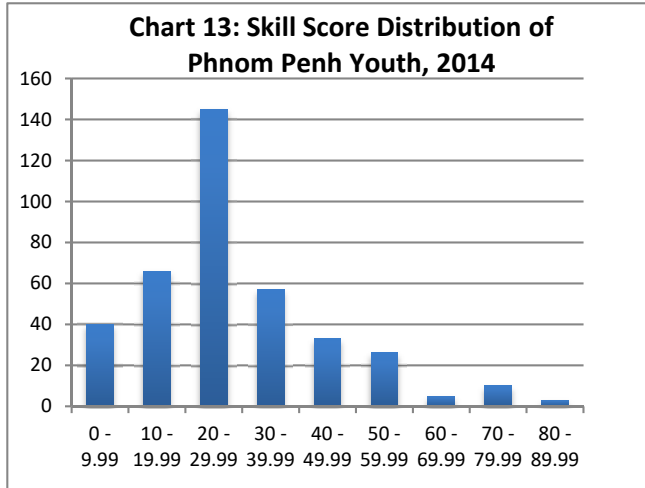
were offered in the survey. Conspicuously, there is a clear divide between male and female youth with nearly 20% of male youth having an additional trade skill and 11.1% of female youth. This 9% divide in "additional skills" is evidence of a further skill divide between the genders.

To summarize and compare skill levels, a combined "skill score" was calculated. This score is the mean of each observation and presented as a percentile. Chart 13 demonstrates that despite the fact that youth are not entirely without skills; their proficiency in marketable skills is limited with an average skill score of 28.48%. As with the "possession of another skill" indicator, there is a clear gender-based divide with a 5.33 point skill score gap between male and female youth. Male youth have an average skill score of **30.6** where average skill score for female youth is **25.27**. This is indicative of the wider gaps that impact the livelihoods of young women, namely education, employment and income gaps. While interpreting these data, it is also important to keep in mind that these are self-reported data and therefore are entirely subject to the respondents' perception of their own abilities. As different groups may view their own abilities differently than others, these data should be understood with that in mind. Additionally, some youth may not wish to be forthcoming about their abilities to the enumerators in a public setting.

6.4 Youth Employment

Measuring employment in dynamic environment like Phnom Penh poses many challenges, partly due to large presence of informal employment in the Phnom Penh market. Additionally, it is common for individuals to have multiple jobs or to participate in seasonal employment activities. To incorporate all of these types of employment into the analysis, employment as defined in this survey as all forms of employment where the youth earned a wage or salary. This is a "relaxed" definition of employment, which results more people considered to be "unemployed" than "strict" definitions of unemployment. The table below summarizes the findings

The vast majority (88.6%) of the youth interviewed were employed in some capacity. A correlational (p: <.05) analysis of employment and age indicated that age has a positive impact on employment; the older youth are, the more likely they are to have a job. This is not a ground-breaking finding as with age people grow in experience and skill.

Table 11: Economic Indicators in Phnom Penh:							
Khan/ District	% of youth with Jobs	% of Female youth with jobs	Monthly Income Total	Female Monthly Income	Hours/ Day	Days/Week	Average No. jobs
Chbar Ampov	91	86	135	114	8.8	6.5	1.2
Mean Chey	89	85	134	127	9.5	6.5	1.1
Dangkao	87	77	133	112	9.1	6.6	1.2
Seansokh	85	79	120	115	9.8	6.6	1.2
Phnom Penh	**88.6**	**82.4**	**131**	**122**	**9.3**	**6.6**	**1.1**

The unemployment rate is higher for women; however as 82.4% of young women in the sample had a paying job at the time of the survey. The rate of employment for women is 6.4% lower than the mean. However, this statistic does not mean that these individuals are not economically active as this model does not include unpaid family worker in "employment". This indicator also does not mean that women will have time to dedicate to iLEAD as women generally have more obligations in the home. These obligations and responsibilities frequently limit access to employment, narrows the options for types of employment and frequently results in lower salaries as demonstrated in table 11.

In general, the data do not indicate that unemployment is of great concern in Phnom Penh as there is little room for improvement in this area. The data on productivity, however, highlight that livelihoods and income are of concern and need to be improved. Youth in Phnom Penh are working long hours, generally work between 6 and 7 days a week and have an average of 1.1 jobs. As a good livelihood is more than just income, but also includes quality of life, these data highlight a problem for Cambodian youth. As unemployment is less of concern and productivity is more of an issue, iLEAD should train youth to reach their full potential and become more productive as well as participate in industries that support better quality of life.

6.5 Sector-wise Participation

The jobs that youth are participating are varied (Table 12). The definitions of each sector are as follows; "Elementary" is all unskilled labor that is not agriculture and includes daily laborers, cleaners and tuk-tuk drivers. Semi-skilled labor includes all employment that requires some level of skill to perform. In this study, semi-skilled includes mobile/air-con repair, tailors, cosmetology, security guard and mechanics. The "Garment" industry includes line-factory workers and sales/ street-vending includes those who sell at a market or out of a cart or mobile unit.

Table 12: Sectorial Participation			
Sector	Total Youth Participation (%)	Male Youth Participation (%)	Female Youth Participation (%)
Agriculture	2	2.7	0
Elementary	18.5	27	0
Construction	17.3	24.2	0
Semi-Skilled	16.8	19.5	12
Garment	12	4.7	25
Sales/ Street Vending	27	15.3	48
Leading Industry	**Sales/Street Vending**	**Elementary**	**Sales/Street Vending**

Considering Phnom Penh is an industrial and economic center, it is not surprising that agriculture is not a dominant industry. However, residents of Dangkao and Mean Chey do participate in this sector, at least seasonally and therefore; youth from these districts may not be available to take courses at iLEAD at certain points throughout the year. "Elementary labor" in this assessment is all unskilled labor including general laborer, cleaning, etc. Like "Construction", "Elementary" labor is a male-dominated sector with few young women working as elementary laborers.

Semi-skilled labor seems less accessible to youth as a smaller proportion of the sample participates in these industries. However, an analysis of the "employer data" has found that these industries are rapidly growing (see Trade Selection Matrix, p.35). The expansion of the semi-skilled labor market provides iLEAD with an opportunity to support the transition of youth working in the elementary sector into the semi-skilled sector. Furthermore, the limited participation in these industries may indicate a limited amount of competition for jobs, and therefore finding employment upon graduation from iLEAD may not be a terrible concern.

The garment industry is one of the largest employers and contributors to the Cambodian GDP. This industry almost exclusively employs young women from the surrounding provinces around Phnom Penh and is therefore a major migration force. Factory workers do not tend to stay in the industry long as they have to work long hours in harsh working environments. As USAID (2010) explains, there is a need for mid-level management in these factories as managers find it difficult to find qualified talent to fill these positions. However, factories do not hire from within the factory for these positions.

The leading sector in Phnom Penh is non-formal street vending. This sector is made up of everyone participating in self-employed entrepreneurial activities. Frequently, these street vendors sell vegetables, gasoline, sugar cane or other small food items and commodities. The large presence of the informal sector in the Phnom Penh market is a vital economic engine and should be taken into account during the design of the program and curriculum. However, self-employment in this capacity is frequently labeled as "vulnerable" employment as youth in this industry do not have any form of a formal safety net, insurance, and pension or guaranteed income. Furthermore, as discussed in the Cambodian and Phnom Penh Market Profiles, the informal sector is shrinking as the tertiary or formal service sector are increasing.

The three most common jobs for youth in Phnom Penh are sales/ street vending (27%), Elementary Labor (18.5) and Construction (17.3). These are not surprising findings considering these jobs align with the larger market trends. However, youth are keenly aware that there is a limited future in construction as this industry require long-hours and does not provide much in terms in long-term employment, job security and safety and upward mobility. Youth felt similarly about the garment industry and therefore these industries do much to draw youth into Phnom Penh from the surrounding provinces; however they do not offer long-term opportunities as they are wearing and require physical strength.

The types of jobs that draw young men and women are quite different, however. Firstly, jobs available to young men are much more varied than those women have access to. This finding could possibly be a result of the skewed data that over-represents men but it is more likely due to the societal and economic constraints on the employment avenues available to women. As table 12 demonstrates, male youth have nearly double the options for employment that young women do.

6.6 Income

In comparison to the rest of Cambodia, wages among youth in Phnom Penh are quite high. It is for this reason that migration rates to Phnom Penh (75%). However, income data without an understanding of the cost of living should be analyzed with caution.

Table 13: Income Summary						
Group	Count	Average Income	Median Income	Modal Income	Variance	Standard Deviation (USD)
Total	337	130.53	140	150	2229.22	47.21
Male	211	136.11	140	150	2164.06	46.52
Female	126	121.18	140	130	2216.00	47.07

As shown above, there is an income disparity between the male and female youth sampled. The mean income difference between the two groups is not drastic (approx. 7%), however the modal analysis provides a different perspective as there is a 13% gap between the modal incomes of male and female youth. Furthermore, there is a statistical difference between the 3 groups ($p<.5$).

A sector-wise breakdown of income [table 14] provides some insight into what these sectors can potentially provide to iLEAD graduates in terms of income. The findings are somewhat surprising. Taken as a whole, semi-skilled labor pays *less* than elementary or unskilled labor. This is especially true for male youth with a 6% income gap between the two sectors. This is the opposite of what one would expect (human capital theory). However, this trend is the opposite

Table 14: Sectorial Income Breakdown (USD/ month)			
Sector	Total	Male	Female
Primary	112.8	116	100
Elementary	128.82	131	93
Construction	148	151	131
Semi-Skilled	117	120	108
Garment	128.51	126	129
Sales	132.88	150	124

for female youth with semi-skilled labor paying 14% *more* than elementary labor. Furthermore, female youth participating in elementary labor receive the lowest wages out of all groups in all of the industries with an average of 93 USD per month.

As the table above highlights, the construction industry pays the most with the average construction worker receiving $148 per month. The Phnom Penh Market Analysis discusses the growth of this industry in detail. This industry may be an option for younger youth (20-30), however as the work requires physical strength and endurance, it is not the best industry for long-term employment as demonstrated in (table 15) with 62% of those participating in this industry wishing to leave.

Table 15: Proportion of youth that wish to **leave** each sector/ Sector Popularity			
Sector	Total	Male	Female
Primary/ Agriculture	71	66	-
Elementary	60.6	59	80
Construction	62	64	42
Semi-Skilled	36.7	38.9	30.8
Garment	82	87.5	80.6
Sales/ Street Vending	50	56.7	46.3
Most Popular Industry	Sales/ Street Vending	Semi-Skilled Labor	Semi-Skilled Labor
Least Popular Industry	Garment	Garment	Garment

6.7 Unemployed Youth Profile

Using a "relaxed definition" of unemployment, this assessment surveyed youth ages 15-35 who were not working in a position that pays a wage and who were not currently in school to gain insight into the needs and challenges of this group. Stricter definitions of employment include the caveat that the individual must also be actively seeking work. Furthermore, though unpaid family workers do participate in economic activity, this survey includes them in the unemployment figure.

In Phnom Penh, the proportion of youth sampled that did not have a job was 11.4%. This is substantially higher than the 6.6% unemployment rate of urban youth provided by ILO (2013). However, according to the ILO, in 2012, the unemployment rate among youth using the "relaxed" definition is closer to 20%. The figure presented in this assessment could be lower than the ILO "relaxed" figure due to the expanded definition of "youth". The ILO only counted individuals between the ages of 15-24 as youth,

where this survey included all between the ages of 15-35. As demonstrated in the Cambodian and Phnom Penh Market Assessment, as age increases, unemployment decreases.

Different groups are more likely to be unemployed than others. For example, female youth are more likely to be unemployed than male youth. This assessment found that 17.6% the female youth surveyed did not have wage-paying jobs and that young women account for 57% of the total unemployed population in Phnom Penh. One of the main challenges to accessing employment for young women is lack of childcare with a third of the female sample noting it as a key obstacle. This is especially challenging for young *unemployed* women with 44% of unemployed in this group unable to enter the workforce due to lack of childcare.

Interestingly, unemployed youth in Phnom Penh do **not** have statistically significant more education than employed youth. In Phnom Penh, among non-student youth, education does not seem to be a predictor for employment. This may be a result of the low unemployment rate and resulting limited competition among applicants for jobs. With limited competition for employment, factors like education play less of a role in predicting unemployment. Furthermore, many youth are working in the elementary, construction are garment industries. These sectors and industries do not require employees have an education or specific skillset.

Table 16: Age and Unemployment	
Group	Average Age
Unemployed Youth Total	22.77
Employed Youth Total	25.98
Unemployed Male Youth	*20.7
Employed Male Youth	25.7
Unemployed Female Youth	24.07
Employed Female Youth	26.45

As discussed above, age plays an important role in employment. Therefore, it is not surprising that the average age of an unemployed person is 3.21 years younger than the average employed person. However, age and gender interact in an interesting way. There is a 3.37 year age difference between unemployed male and female youth; the average unemployed male youth is 20.7 and the average age of an unemployed female youth is 24.07. This indicates that young men make up a larger proportion of youth in the workforce.

Additionally, unemployed male youth are substantially younger than employed male youth *and* unemployed female youth. Table 16 suggests that young women in their early 20s and late teens are more likely to be unemployed than male youth of the same age. Young women either do not enter the workforce till later, or leave during this period and return when they are older. Considering the rate at which young women leave school and the average age for a first child is 22.8 (CIA, 2010), the second scenario is more likely. Understanding more the factors that cause unemployment for young women (childcare, homemaking, sick relative, etc.) is of upmost importance when designing and implementing iLEAD and therefore should be investigated more thoroughly.

Table 17: Skill and Unemployment	
Group	Skill Score
Unemployed Youth Total	30.11
Employed Youth Total	28.27
Unemployed Male Youth	*39.7
Employed Male Youth	*29.88
Unemployed Female Youth	24.07
Employed Female Youth	25.53

One would expect skills to be a distinct predictor of employment with the more skilled to be more likely to be employed. However, skill is a very complicated indicator and interacts with many variables with surprising results. For example, the mean skill score for unemployed male youth is 75% *higher* than that of employed youth. This suggests that there isn't a clear relationship between skill and employment for male youth. However, for female youth, the average unemployment skill score is just under that of employed female youth.

6.8 Perspective on Technical and Vocational Training

Technical and Vocational Training in Cambodia in Cambodia is still its only stages. Critics of TVET believe that the field is inadequate in both quantity and quality, with few TVET centers and low-quality training that is not market-relevant or successful in effectively training those who subscribe. Therefore, it is not surprising that only 2% of the sample had attended a TVET program. Despite this, there is wide-spread interest in taking a TVET course. The reputation of TVET centers does not seem to impede any enthusiasm for joining a TVET program. Interest is fairly constant across different groups including male and female youth and employed and unemployed youth.

Surprisingly, unemployed male youth are less interested than the other groups to joining a TVET program. However, this is the opposite for female youth, who are more interested than the mean. This trend extends to entrepreneurship training. This finding is of interest as unemployed men general have more skills than employed young men, but are less interested in improving their skills. Perhaps unemployed male youth feel they have enough skill and are therefore unemployed for reasons other than their lack of skills. Female youth, on the other hand, are eager to participate in both TVET training and Entrepreneurship training.

Table 18: Interest in TVET/ Entrepreneurship Training				
Group	Interest in TVET (%)	Interest in Entrepreneurship Training (%)	Proportion willing to Pay (%)	Amount (USD) Willing to Pay
Total	93.3	89.4	70.6	58.34
Total Male	93.3	89	72.2	72.96
Total Female	93.3	90	68.3	35.41
Unemployed Total	93	86.3	67.5	62.89
Unemployed Male	88	76.5	60	135
Unemployed Female	96.2	92.6	72	20.83

Overall, interest in entrepreneurship training is *lower* than that of TVET, however interest is still substantial. This could partly be due to a limited understanding about what this training entails. Participants were asked if they would like to learn how to start their own small business, which is a bit more ambiguous than learning a specific trade-skill.

The survey participants were also asked if they would be willing to pay for their training. On average, 70.6 of the participants were willing to pay to join a TVET program. Perhaps because they have an income but employed men were more willing to pay to attend a TVET course than other groups. However, unemployed men were the least willing to pay for a TVET course. Unemployed young women, on the other hand are 12% more willing to pay to join a TVET course.

To understand the level of "buy-in" youth were willing to invest and to make long-term sustainability decisions, youth were asked to provide an amount in USD as to the maximum they would be willing to pay for a 3-month TVET/Entrepreneur course. In total, youth were willing to pay an average of $58.34. And as a whole, male youth are willing to pay substantially more than female youth.

6.9 Challenges faced by Youth to Access TVET

In the Phnom Penh context, it is important to understand the challenges youth face in regards to TVET. One of the primary challenges is limited free time to joining a TVET program. The majority of youth will have to reduce their hours or leave their current job entirely to join the iLEAD program. Furthermore, most have obligations outside of their employment situation. Therefore, a flexible model and curriculum should be considered. Providing youth with a stipend or a paid internship opportunity should also be considered for maximizing the impact of iLEAD in South East Asia.

Chapter 7: Trade Selection Matrix

7.1 Trade Selection Matrix Description

The Trade Selection Matrix (TSM) is a model designed to gain a general understanding of the various industries included in the EEPA (Cosmetology, Hospitality, Tailoring, Mechanics and Retail/Wholesale), compare them to each other and to identify the industries that are most suitable for iLEAD.

Each of the 10 parameters is weighted as to their level of importance in the model. For example, The Salary Parameter is weighted with 15 possible points with a total of 100 points.

The parameters are built up of indicators and each indicator is an observation, variable or combination of variables. The indicators are assigned a specific weight and the sum of the weighted indicators results in the parameter score.

The parameters are diverse to understand the different components of the industries and where they vary from each other

If data were not available, the parameter score was left blank.

The secondary data analysis outlined Chapter 3 is intended to inform this matrix.

TRADE SELECTION MATRIX											
Industry	A: 10	B: 15	C: 10	D: 10	E: 15	F: 5	G: 5	H: 10	I: 10	J: 10	TOTAL:
Cosmetology	5.5	12.0	5.4	3.8	4.9	4.0	0.9	7.7	5.3	3.6	**53**
Hospitality	5.0	9.0	5.8	9.0		3.6	0.3	8.7	1.0	4.7	**47**
Tailoring	3.5	12.0	5.0	2.9	4.2	4.1	2.0	6.0	4.6	4.1	**48**
Mechanics	1.0	9.0	4.6	2.3	5.3	0.4	1.0	6.8	3.0	4.8	**38**
Retail/Wholesale	4.3	12.0	4.6	5.3		3.7	1.2	7.0	2.0	3.8	**44**

Parameter A: Adequate Number of Employment
Parameter B: Salary
Parameter C: Industry Growth
Parameter D: Career Growth
Parameter E: Desirability
Parameter F: Accessibility for Women
Parameter G: Accessible for PWD
Parameter H: Working Conditions
Parameter I: Self-Employment
Parameter J: Difficulty Finding Skills

7.2 Parameter A: Adequate Number of Employment

A: Adequate Number of Employment (10)				
Industry	Prop Hire at least 1 person last year	Prop hire more than 1 person last year	Hire score= sum 1 and 1+	ADD Score (HS *5)
Cosmetology	0.54	0.55	1.09	**5.45**
Hospitality	0.5	0.5	1	**5**
Tailoring	0.4	0.3	0.7	**3.5**
Mechanics	0.1	0.1	0.2	**1**
Retail/Wholesale	0.4	0.43	0.86	**4.3**

The first parameter in the trade selection matrix ascertains if specific industries are able to absorb the trainees from iLEAD upon graduation. Two indicators were chosen to determine this; the proportion of businesses within each industry that have hired at least one person in the last year and the proportion of businesses within each industry that have hired more than one person in the last year. Each of these indicators was assigned a total of 5 points, reaching a total of 10 possible points for the parameter as a whole.

These simple indicators were chosen to mitigate any validity or reliability issues with the data. Furthermore, the small sample size and drastic variance between the sample and responses skewed the data. The indicators included in this parameter allow for comparison between industries and businesses of different sizes without concern of problematic data.

As shown above, the cosmetology industry is the fastest growing industry in terms of hiring out of all the industries included in the EEPA. The majority of businesses within this industry have hired multiple people in the last year. Cosmetology leading in this parameter may be accounted for by investigating the year each business has opened. Many of the businesses in this industry have opened in the last several years, requiring substantial HR growth.

Hospitality is an industry which is also growing its HR capacity quickly. It is well documented that the tourism industry in Cambodia is quickly becoming one of the largest contributors to the GDP, which is reflected in the TSM. Though small and medium size establishments seem to maintain their HR capacity, larger businesses are continually increasing their number of employees.

The parameters and constraints of the TSM are as such where the field of mechanical engineering seems to be unable to absorb talent into the workforce. Only one business in the sample of 10 mechanics formally hired anyone between 2013 and 2014. However, this field is very complicated. The business which did hire anyone grew by 20% and hired over 40 people suggesting the larger mechanics are growing very rapidly. However, the medium to small mechanics do not formally "hire". The training model (as discussed in industry descriptions) allows for shop-owners to train and benefit from the labor of trainees, while simultaneously earning an additional income. It is unclear where these trainees find employment upon completion of the training but they do not seem to be in direct competition with

their previous "employer". Perhaps they return to the province and open a small enterprise in their home town.

7.3 Parameter B: Salary

Parameter B: Salary (15)			
Industry	**Mean Monthly Salary**	**B: Salary Score (Quintile)**	**B: Salary Score**
Cosmetology	127.5	4	**12**
Hospitality	116.1	3	**9**
Tailoring	142	4	**12**
Mechanics	110	3	**9**
Retail/Wholesale	142	4	**12**

This parameter is quite simple and yet vital for the TSM. As salary is a key indicator in livelihood, it is important to understand the salary potential for entry-level employees within each industry. To compare the salary potential between industries, the quintiles for the "salary" variable for the entire sample were determined. The mean salary for each industry was also calculated. The mean salary was then placed on the quintile scale and assigned a salary score. This score was then multiplied by 3 to assign it an appropriate weight.

It is important to note that the means indicated above are for *employees* in businesses or shops, not for small enterprises or self-employed individuals.

Tailoring, Cosmetology and Sales lead this parameter with equal scores of 12 indicating that the salary potential within these industries is quite high. However, as per other parameters, this score compares salaries to those included in the EEPA. The salary score does not compare the potential salaries to an outside or gold standard.

7.4 Parameter C: Industry Growth

Parameter C: Future Growth (10)						
Industry	**New Branch**	**New Service**	**Merger**	**New Players**	**Prop Hire at least 1 person last year**	**Sum**	**IND GROWTH SCORE**
Cosmetology	0.42	0.5	0.33	0.9	0.54	2.69	**5.38**
Hospitality	0.5	0.56	0.55	0.8	0.5	2.91	**5.82**
Tailoring	0.55	0.5	0.5	0.55	0.4	2.5	**5.00**
Mechanics	0.43	0.38	0.38	1	0.1	2.29	**4.58**
Retail/Wholesale	0.5	0.38	0.38	0.62	0.43	2.31	**4.62**

This parameter gains an insight into the trajectory of these industries as a whole. Specifically it investigates into the behavior of the industry by measuring movements within it. This parameter determines the proportion of businesses within each industry that is planning to open a new branch, provide a new service, merge with another businesses and the proportion of businesses that indicated

there are new players in their respective fields in the last year. The last indicator is the proportion of businesses in each respective industry that have hired at least one person in the last year.

Each indicator is allotted 2 out of the 10 points assigned to this parameter. The industry growth score is determined by finding the proportion of each indicator, summing the values and then multiplying by two to assign the appropriate weight.

The "New Branch" is especially enlightening for the parameter. It is a sign of health and the popularity of a business. It also indicates that there will be a future demand for talent in this industry. Though this indicator is high across all industries, the proportion of businesses in the Hospitality, Cosmetology and Retail/Wholesale industries is more than .5.

The "New Service" and "Merger" indicators are included to ascertain if new skills or talent will be required within the industry. Though somewhat subjective, the business owners and HR managers were asked if there were any new players in the field that they knew of in the last year. This indicator is dependent on the respondents'' knowledge of the industry. However, the majority of respondents noted that there has been at least one new player in the respective industries in the last year. This signifies competition and industry competitiveness. It also suggests that each of these industries is growing with the only variation being the rate of growth.

The "Proportion of businesses hiring at least 1 person between 2013 and 2014" indicator is also indicative of industry health. Keeping with the trend, hospitality and cosmetology both score well. As discussed in the "Parameter A: Adequate Number of Employment" section of this report, the nature of the mechanical engineering industry doesn't allow for a high score in this parameter.

As indicated in the table above, each of the industries included in the EEPA all receive similar industry growth scores. Hospitality, however, stands out as growing more than the other industries as across the majority of the indicators, hospitality is more active than the other industries. This is expected as the hospitality industry is in flux and quickly expanding.

7.5 Parameter D: Career Growth

Parameter D: Career Growth (10)					
Industry	Mid from Entry	Mid from Entry x 5	Free OJT	Free OJT X 5	D: Career Score
Cosmetology	0	0	0.75	3.75	**3.75**
Hospitality	0.8	4	1.00	5.00	**9.00**
Tailoring	0.2	1	0.38	1.88	**2.88**
Mechanics	0.26	1.3	0.20	1.00	**2.30**
Retail/Wholesale	0.5	2.5	0.56	2.78	**5.28**

As "Parameter C: Industry Growth" investigated health and growth of the industries as a whole, this parameter determines the long-term employment opportunities for iLEAD graduates for each industry.

Long-term employment is beneficial to both employees and employers as it offers employment security and helps ensure high productivity and should therefore be encouraged.

This parameter was determined by analyzing two indicators. The first indicator is the proportion of businesses that had promoted an entry-level employee to a mid-level position. The majority of the industries in Phnom Penh does not promote from within and instead, hires outside talent for mid-level positions. To support quality of life in addition to livelihood, iLEAD values career growth and therefore, assigns 5 out of the 10 parameter points to this indicator.

The hospitality industry surpasses all other industries in this indicator, with 80% of businesses indicating that they promote entry-level employees to mid-level positions. This is 30% higher than the second-leading industry; Retail/Wholesale. Hospitality could lead in this indicator as a result of their size and capacity. Generally, hotels have larger staffs than the other industries in this study, resulting in a larger pool of potential hires. It is important to note that though many businesses in the tailoring, cosmetology and mechanical engineering industries did not offer promotions for entry-level positions, the majority did offer raises.

The second indicator for this parameter is the provision of free on the job training (OJT). As discussed later in this chapter, much of OJT in Phnom Penh is only being provided at a high cost to the trainee. Therefore, the EEPA: Phnom Penh investigated what proportion of businesses provides OJT free of charge as charging for OJT limits access to training for the very poor and marginalized. It is important to note that this indicator does not discuss the "quality" of the training, only its existence of OJT.

The hospitality industry, again far out scores each of the other industries in this indicator with 100% of businesses providing free OJT. Keeping with the trend, the second industry, with a score of .56 is the wholesale/retail industry.

This parameter clearly indicates that the Hospitality industry is by far the best in terms of long-term employment and career opportunities. The field of mechanics, however, scores quite poorly in this parameter.

7.6 Parameter E: Desirability

Parameter E: Desirability (10)					
Industry	Proportion wanting to Stay	Job Satisfaction Score	Proportion Skills	Skill Desire Score	E: Desire Score
Cosmetology	0.8	4	0.17	0.85	**4.85**
Hospitality	-	-	-	-	**-**
Tailoring	0.72	3.6	0.11	0.55	**4.15**
Mechanics	0.87	4.35	0.1-8	0.9	**5.25**
Retail/Wholesale	-	-	-	-	**-**

To measure desirability, the EEPA included two basic indicators. The first indicator is the proportion of youth interviewed in the EEPA in each of the industries that wished to continue working in this industry. This indicator measures the job-satisfaction of those already participating in the industry. The proportion for each industry was then multiplied by 5 to weight it properly.

The second indicator is the proportion of youth that indicated that they would like to learn skills associated with a specific trade. The proportion was then multiplied by 5 to weight it. For example, "how to fix a motor" was coded as "mechanics". It was determined early on that bias would not be introduced into this question by providing the youth with a list of industries or skills. As a result, the answers are based on the previous experience of the youth interviewed which excluded the hospitality industry which indicates that youth may have a limited understanding of the job-market. The wholesale/retail industry is also not counted in this parameter. Though youth from the non-formal sales/ street vending industry were sampled, the non-formal sector is too different from the formal wholesale/retail industry to stand in as proxy data for the formal industry.

The sample of youth was also skewed towards men and therefore industries that are traditionally dominated by men score higher on the TSM. Specifically, Mechanics scored very well in this parameter. When asked to indicate why this industry was appealing, youth responded that it was "easy to get a job" as a mechanic and it pays well. Though these may not be accurate, there is a definite impression that working as a mechanic will improve one's livelihood.

Despite the skewed data, cosmetology also scored well on this parameter. Those who chose this industry did so for more personal reasons than financial. Primarily, this industry is seen to lend itself to self-employment. Therefore, young women are able to work from home and attend to other responsibilities. Though less popular, the reasons youth wish to enter into the tailoring industry are similar to those that motivate those who wish to pursue cosmetology.

7.7 Parameter F: Accessibility for Women

Parameter F: Accessible for Women (5)			
Industry	**Female Staff**	**"Appropriate for women"**	**Score**
Cosmetology	1.925	2.08	**4.0**
Hospitality	1.625	1.94	**3.6**
Tailoring	1.85	2.25	**4.1**
Mechanics	0.075	0.28	**0.35**
Retail/Wholesale	1.55	2.19	**3.74**

Women are more likely to be unemployed, earn less than men and have limited access to a wide array of employment opportunities. Women are also generally confined to several industries including street vending, garment factory work, cleaning, and cosmetology and tailoring. Therefore, the EEPA investigates what industries are most accessible for women.

The accessibility for women parameter has two indicators. The first is the proportion of employees in each industry that are female. This proportion is then multiplied by 2.5 to account for half of the parameter. The second indicator is the proportion of the most common entry-level jobs that are either most appropriate for women or accessible to both men and women.

The majority of the industries are fairly accessible to women with mechanics being the notable exception. Mechanical engineering is still a male-dominated industry. The women who do participate in this industry work in reception and administration assistance.

7.8 Parameter G: Accessible for PWD

Parameter G: Accessibility for PWD (5)			
Industry	PWD in Staff	PWD would hire	PWD Access Score
Cosmetology	0.08	0.825	**0.905**
Hospitality	0	0.275	**0.275**
Tailoring	0.2	1.75	**1.95**
Mechanics	0.125	0.825	**0.95**
Retail/Wholesale	0.22	1	**1.22**

This parameter investigates how accessible each industry is to PwD. Using the same model as "Parameter F: Accessibility for Women", the indicators for this model include the proportion of business within each industry that have a PwD on staff. These proportions are then by 2.5 to weight them. The second indicator is the proportion of most-common entry-level jobs where the owner or HR manager would consider hiring a PwD.

In general, the field of employment is grim for PwD with few businesses hiring a PwD. It is encouraging, however, that the majority of businesses are somewhat willing to hire a PwD in the future. Though the inclusion of disability into the workforce will be a challenge, there is already some willingness on the part of the business community to do their part and hire a PwD.

In this context, the tailoring industry stands out as the most accessible for PwD. Though many tailors do not currently have any PwD on staff, the vast majority are open to hiring PwD in the future.

Conversely, the hospitality industry, which has been leading in the TSM thus far, is the least accessible to PwD. Considering pervasive perceptions about disability, most notably the concern about the ability of PwD, this is not a surprising finding. This finding also highlights the need to train business on how to best support and absorb PwD into the workforce.

7.9 Parameter H: Working Conditions

Parameter H: Working Conditions (10)						
Industry	**OJT Provision (x2)**	**FREE OJT (Yes=0, No=1) (x2)**	**Stipend Provided/PAID (x2)**	**Refreshers (x2)**	**Positive Working Environment (x2)**	**Working Conditions Score**
Cosmetology	1.76	1.5	1.1	1.7	1.62	**7.94**
Hospitality	1.8	2	1.32	1.76	1.8	**8.68**
Tailoring	1.6	0.75	0	1.6	2	**6.2**
Mechanics	2	0.40	1.1	1.76	1.54	**7.52**
Retail/Wholesale	1.26	1.11	0.86	2	1.72	**7.84**

iLEAD is not just concerned about increasing the economic mobility of trainees, but improving their overall quality of life. Therefore, one of the key parameters for the EEPA is Working Conditions. To gain an understanding about the working environment for each industry, the EEPA uses 5 indicators. Each of these indicators is a proportion and is therefore doubled to weight them, reaching a total of 10 possible points.

The first indicator is the provision of on the job training (OJT). The vast majority of all businesses in all industries provide OJT. OJT is an important consideration as it allows employees to learn new skills and become more productive and increase their income in the future. Training also opens other opportunities for employees to find more productive and better paying work elsewhere.

The mechanics industry stands out in this indicator with a 100% OJT provision rate. However, as we know the provision of training is a business model for the majority of mechanics, this is not an encouraging finding. The Hospitality and Cosmetology industries also frequently provide OJT.

To measure "employee-friendly" policies, this model also includes *free* OJT. As demonstrated in "Parameter D: Career Growth", not every hotel/ restaurant provides training, however the training that is provided is free of charge to the trainees. On the other hand, despite the fact that 100% of mechanics provided OJT, only 20% of the businesses sampled provided free OJT. These businesses were either western-owned or large-scale enterprises.

The third indicator in this parameter is the provision of a stipend or paid OJT. This is an important consideration as often training lasts for multiple months, and the lack of payment during this time can be burdensome for the trainees. When considering the iLEAD model and facilitating OJT, understanding what industries will provide the trainees with some livelihood while they are training will be helpful. Hospitality leads in this indicator with more than half of businesses in this industry providing either full payment or a stipend during the training. Notably, the tailoring industry scored a 0 in this indicator. However, this might be a result of the short duration of the training (generally 2 weeks).

Refreshers, or continued training and support are an important factor for long-term career growth, which accounts for its presence in this parameter. Employees often require more than the initial training to become proficient at their job and will require more training to continue to grow. Fortunately, all of the industries included in the EEPA scored well on this indicator.

Measuring a positive working environment is a difficult task, considering the constraints and limitations of this study. To gain some insight into the working atmosphere, HR managers and business owners were asked to describe their working environments in an open-ended question. Responses were then coded 0 for non-positive working environments and 1 for a positive working environments. With the understanding that this question invites bias, it was included to gain some insight into what it is like to work in these industries. Perhaps unsurprisingly, the majority of the businesses in each industry indicated a positive working environment.

Taken as a whole, the Hospitality industry supports the most positive working environment out of the industries included in the EEPA. Without any data concerning the working hours, insurance or pension plans, the TSM is unable to gain a full understanding of the quality of life for employees in each particular industry. However, the employee-friendly HR policies included in this parameter, suggests that the hospitality industry will also have positive HR policies in other areas.

7.10 Parameter I: Self-Employment

Parameter I: Self-Employment (10)			
Industry	Ease of Self-Employment	Proportion Business lose talent to entrepreneurship x5	Self-Employment Score
Cosmetology	4	1.25	5.25
Hospitality	1	0.00	1.00
Tailoring	3	1.56	4.56
Mechanics	2	0*	2.00
Retail/Wholesale	2	0.00	2.00

As discussed previously in this report, much of the Phnom Penh economy is informal and therefore, self-employment is included in the TSM. Two indicators were chosen to highlight this parameter; ease of self-employment within the industry and the proportion of businesses that indicated they lost talent to entrepreneurship. Each of these indicators was given a weight of 5. The first indicator was placed on a likert scale (1-5) and the second indicator was multiplied by 5 to reach a total sum of 10.

The first indicator is a score based on observing the market in Phnom Penh throughout the EEPA. Though it is subjective, there is some correlation with the second indicator. Cosmetology was assigned a 4 on account of the limited buy-in and start-up costs. It is fairly easy for someone to open a small business out of his/her house. The same reasoning assigned tailoring a 3, though the start-up costs may be higher as more resources (electricity, sewing machine, and materials) are required. On the other hand, it would be much more difficult to open a restaurant/hotel as the start-up costs are much higher.

To balance the subjectivity of the first indicator, the second indicator received an equal weight. To calculate this indicator, the proportion of businesses that indicated that talent frequently leaves to start their own businesses was compared to the number of businesses that found it difficult to keep talent in general. Unsurprisingly, the Retail/Wholesale and Hospitality industries each received a score of 0 as none of the businesses in these sectors lost talent to entrepreneurship.

Mechanics also scored a 0 for this indicator but for different reason. As the industry is structured in an apprenticeship model, the businesses did not indicate that keeping talent was a challenge or that former trainees were competitors. Therefore, as demonstrated before, the TSM model may not accurately measure the appropriateness of self-employment for mechanics.

Overall, Cosmetology scored highest in this parameter with a 5.25/10.

7.11 Parameter J: Difficulty Finding Skilled Talent

Parameter K: Difficulty Finding Skills (10)			
Industry	**Soft Skills**	**Hard Skills**	**Difficult Skill Score**
Cosmetology	1.45	2.1	**3.55**
Hospitality	1.7	3.01	**4.71**
Tailoring	1.95	2.1	**4.05**
Mechanics	2.5	2.34	**4.84**
Retail/Wholesale	1.25	2.56	**3.81**

This last parameter is included to learn what industries have the most difficulty finding qualified talent in their field. Employers were asked to rate how difficult certain skills were to find in potential employees. This information is useful to help make strategic decisions in regards to picking industries that have the most difficulty finding employees with appropriate skills. This will garner support from the business community and ensure iLEAD fills a demonstrated gap.

Two skill groups are included in this parameter; soft and hard skills. Soft skills include communication, stress management, organization, etc. Hard skills are synonymous with trade skills for the purpose of this study. The soft skill difficulty score was determined by finding the proportion of soft skills that were "difficult to find" in each industry and weighting them out of 5. The "hard-skill" indicator was already in a likert scale (1-5) so the mean difficultly level was used for the analysis. Employers were asked to list the skills that are the most difficult to find and then rate how difficult on a scale of 1 to 5. The mean of all the skills is used for this model.

Generally, businesses find it more challenging to find hard-skills, or trade skills than soft-skills. The Hospitality industry finds it especially difficult to find qualified talent with the appropriate hard-skills. Interestingly, the Mechanics industry finds it more difficult than other industries to find talent, indicating that the structure of this industry is different than the others.

As a result of the problematic lack of soft-skills in the Mechanics industry, the "difficult skill score" for this parameter is highest in this industry than in the others. The hospitality industry also finds it challenging to acquire qualified talent, though this is a result of the limited relevant hard skills. These final points on this parameter will be important to bear in mind during the curriculum design phase of iLEAD.

7.12 Industry Descriptions/ Analysis

7.12.1 Hospitality

In the current version of the Trade Selection Matrix, Hospitality comes in third. However, this industry "wins" the majority of the parameters; meaning it scores the highest in 6 out of the 10 parameters. The parameters in which this industry leads include; industry growth, career growth, access for women (hire women and will hire women), good working conditions/ HR policies and HR managers in this industry have the most difficulty finding qualified talent.

The parameters were hospitality is weak in the TSM are desirability and self-employment. The desirability indicator in this case is problematic. First, the sample was skewed toward men and the desirable industries are gendered. The result being industries that are predominantly dominated by men score higher in this parameter. It is also important to note that the hospitality industry does not have a score for the desirability parameter. It was decided early on in the EEPA that bias was not to be introduced into the survey when inquiring into youth aspirations by providing possible responses. This means that responses that were provided only include those that the EEPA participants had heard of before or see regularly. It does not mean that posed with the opportunity they would not wish to pursue this industry.

Hospitality is also the only industry that is entirely formal. The majority of restaurants sampled had medium to large staff and large premises meaning that hospitality is an industry that does not lend itself to self-employment. However, it is an industry that scored very well in terms of career growth, salary and industry growth. Considering the Phnom Penh is formalizing, this industry should not be overlooked.

7.12.2 Cosmetology

This industry scored highest on the TSM and leads in the following parameters; adequate number of employment opportunities, salary, self-employment opportunities and access for women. This industry is quickly growing in Phnom Penh as the service sector as a whole is also continues to thrive. This industry is especially appealing to young women who wish to work from home. Working from home in small enterprises is very appealing to young women as it will allow them to attend to their other obligations and take care of their children.

The salary potential from this industry is quite high in comparison to the other industries scoring a 12/15. However, it is important to note that the analysis of the salary only compared the average salaries in each industry to the industries included in the TSM. Therefore we cannot say that the salary potential for this industry is any more/less than industries outside the scope of the EEPA.

Where cosmetology is limited is long-term career growth. Within the formal sector of this industry, long-term career opportunities are limited. Entry-level employees frequently receive raises in recognition of good performance, however promotions are very rare. This is most likely attributed to the small sizes of most salons. However, if working from home is what motivates most women, then limited career growth may be less of a consideration.

7.12.3 Tailoring

Tailoring also scored highly in the TSM. This industry in Phnom Penh seems especially relevant as the Garment Manufacturing industry in Phnom Penh is one of the largest in the country. Those who choose to leave this industry do so with some level of skill and it is a natural transition from working in a factory to a small tailoring shop or to begin a small enterprise. Furthermore, this industry is accessible to both men and women.
This industry stands out as being open to hiring PwDs. This is an important consideration. Though few tailors currently employ PwD, the majority of tailors indicated that they would be open to hiring PwD in the future. Therefore, it is essential to explore how shop owners can best support PwD in their employ.

Tailoring also scored well on the self-employment parameter. Like cosmetology, it is possible to open small tailoring enterprises out of a home or small work space. However, the start-up costs are a bit higher than cosmetology. Entrepreneurs would require a certain amount of resources to open a tailoring shop including a sewing machine and enough space to expand if necessary. However, the salary potential in tailoring is quite high providing potential for economic upward mobility.

7.12.4 Mechanics

This industry is considered the most desirable out of the industries included in the EEPA. However, as noted above, the sample of youth was skewed towards men, which may account for the high desirability of this industry. This score was determined by analyzing job-satisfaction levels and also includes the industries and skills youth most wish to pursue. This industry is also growing rapidly. The increase of motor vehicles, especially in Phnom Penh, supports the growth of supporting industries like mechanics.
An important caveat to this industry is the training infrastructure. Mechanics frequently take on trainees for 4-8 months to learn the skills of the trade. These trainees are charged between 300-800 USD for the apprenticeship. In the EEPA, only Toyota did not participate in this apprenticeship system. Toyota is also intended to hire many people in the next six months. This skews the data and gives the impression that there are adequate employment opportunities.

This is important to account for in the analysis and training. To build a strong relationship with local business, it seems vital not to disrupt this income. However, the fees limit the industry from the poorest and most vulnerable in the community.

Furthermore, frequently the shop owners do not hire the apprentices when they complete the training. However, self-employment is high in this industry. It seems that upon completion of this training, former apprentices frequently move into the informal sector, starting small enterprises. The start-up costs for this industry are potentially quite high. Employers in this industry also find it difficult to find qualified

talent and also find it to retain talent for the long-term, indicating that this industry has a lot of potential.

7.12.5 Retail/Whole Sale

This industry comes in last in the TSM in several different models. Though the service sector is growing rapidly and there is a growing population with expendable income, this nebulous industry may not be the best industry to pursue. Though this industry scored well in the working conditions and industry-growth parameters, this industry scored quite low in the desire and access for PwD parameters. Furthermore, the skills associated with sales (communication and customer service) are required by the other industries discussed above. By ensuring that the iLEAD trainees are schooled in these skills, the trainees will be able to fully participate in the market economy

Appendix 1: Youth Questionnaire Guide

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District   Commune   Date

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Questions need POSITIVE Response to Continue	
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□□□□□□□□□□ **1.0 General Questions**		
1.1□□□□□□□□□□□□□□□□□?What is your name?		
1.2□□□□□□□□□□□□□□□□□□□□? What is your phone number?		
1.3 □□□□□ (0) / □□□□(1)Male(0) / Female (1)		
1.4 □□□□□□□□□□□□□□□□?(□□□/□□□ =□, □□=□) Are you married? **(Yes=1, No=0)**		
1.5 □□□□□□□□□□□□□□□□□□□□?What is your age?		
1.6 □□□□□□□□□□□□□□□□□□□□□□□□□□? □□□□□ □□□?□□□□□□□? (□□□/□□□ =□, □□=□) Are you from PP originally? **(Yes=1, No=0)**? If not, where?	□□□□ □□ Score:	□□□□□ Province: (X=N/A)
1.7 □□□□□□□□□□□□□□□□□□□□□□□□□?(□□□/ □□□ =□, □□=□) Are you in PP for work? **(Yes=1, No=0)**?		
1.8 □□□□□□□□□□□□□□□□□□□□□□□□□□□? Do you live in this commune? (yes=1, No=0)		
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2.1□□□□□□□□□□□□□□□□□□□□? (□□□/□□□ =□, □□=□)	

49

Are you the head of your house? **(Yes=1, No=0)**		
2.2 □□□□□□□□ □□□□□□□□□□□□□□□?(If you are **NOT** the head of house, who is the head of household in your family (**0**:N/A **1**:your father, **2**:your mother, **3**: your husband or wife, 4: father in-law, 5: mother in law, 6: uncle 7: aunt**8**: other: **specify**)	Score:	Specify: (X=N/A)
2.3 □□□? (□□□/□□□ =□, □□=□) Do you think your family would allow your involvement in training? **(Yes=1, No=0)**.		

3.0 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? **What is the employment situation among youth?**		
3.3□□□□□□□□□□□□□□□□□□□□□□□□□□□?Do you have a job? □□□**=1** □□**=0**	
3.4 □□□□□□□□□□□□□□□□□□□□□□□□? How many jobs do you have?	
3.5 □□□□□□□□□□□□□□□□□□□□□□? What are your jobs?	
3.5.1□□□□□□□□□ (What is your first/only job?)	
3.5.2 □□□□□□□□□ **(What is your second job?) (X=NA)**	
3.5.3 □□□□□□□□□ (What is your third job? **(X=NA)**	
3.6 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ ? What time do you start working?	
3.7 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□□□□□□□□ ? What time do you end work?	
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3.9 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□ ? How many days a week do you work?	
3.10 □□□□□□□□□ □□□□□□□□□□□□□□□□□□□□□□□□□ □□□□□ ? On average, how many hours a day do you work?	
3.11 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? What is your monthly income? **OR what is your daily income?**	**Circle one** : Monthly Daily
3.12 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□ □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? Of all of the jobs you have worked, what job did you do the longest??	
3.13 □□How long did you do this job (1:less than 6 months, 2: between 6 months and 1 year, 3: between 1 and 2 years, 4: between 2-5 years, 5: over 5 years)	

4.0 □□□ □□□□□□□□...?

What is education situation of the target population in Phnom Penh?		
4.1□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? What is the last grade/year **achieved** in school?		
4.2 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? How old were you when you dropped out?		
4.3 □□□□□□□□□□□□□□□□□□□□□□□□□□? Why did you drop out? 1=needed to work to earn money□□□□□□□□□□□□□□□ □□□□□□, 2=needed to help with chores at home□□□□□□ □□□□□□□□□□□□□□, 3= school too expensive□□□□□□□ □□□□□□□□□□□□, 4=poor academic performance□□□□□□ □□□□□□, 5=no longer wanted to attend□□□□□□□□□□□□□, 6=illness□□, 7=poor school quality□□□□□□□□□□□□□□□, 8=other□□□□□□: **specify**:)	Score:	Specify: (X=N/A)

5.0□□ □□□□□? **What are the aspirations of the youth of Phnom Penh?**	
5.1□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□□□□□□□□□□? □□□/□□□ =□, □□=□) Would you like to continue to work at your job (Yes=1, No=0)?	
5.1.1□□□□□□□□□? Why?	
5.2 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□□□□□□□□□? What other job could you do? **PROBING**	
5.3 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ □□? What other job would you prefer to do?	
5.3.1 □□□□□□□□□?Why?	

6.0 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? **What skills do youth already possess?**	
6.1□□□□□□□□□□□□□□□□□□□□□□□? Do you know how to read? 1:none, 2: a little, 3: some, 4: fully	
6.2 □□□□□□□□□□□□□□□□□□□□□□□□? Do you know how to write?1:none, 2: a little, 3: some, 4: fully	
6.3 □□□□□□□□□□□□□□□□□□□□□□□□□□? Do you know how to do calculations? 1:none, 2: a little, 3: some, 4: fully	
6.4 □□? Do you know how to use a computer? (1:none, 2: a little, 3: some, 4: fully)	
6.5 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ MicrosoftWord □□□□□□?Do you	

know how to use Microsoft Word? (1:none, 2: a little, 3: some, 4: fully)		
6.6□□□□□□□□□□□□□**Internet** □□□□□□?Do you know how to use the Internet?(1:none, 2: a little, 3: some, 4: fully)		
6.7 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□? Can you speak English? 1:none, 2: a little bit, 3: some, 4: fully)		
6.8 □□□□□□□□□□□□□□□□□□□□□□□□□□? What other skills do you have? (**Specify**)		
6.9 □□□□□□□□□□□□□□□□□□□□□□□□□□□□? How did you learn all of these skills? 1= OJT, 2= TVET, 3=formal school 4:other / **specify**)	Score:	Specify
6.10 □□?□□□/□□□ =□, □□=□) Would you be interested in attending courses that will teach **job skills**?**(Yes=1, No=0)**		
6.11 □□?(□□□=□ □□=□) Would you be interested in attending a course that will teach you how to open a **small business**? **(Yes=1, No=0)**		

7.0□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□? □□□□□□□□□?**What skills do youth wish to develop and why?**		
□□□□□□□□□□□□□□□□□□□ □□□□□□□□□ □□□□□□□□□□□□□□□□□□□□□□□□□□ □□□□□□□□□□□ □□□□□□□□□□□□□ □□□□□□□□□□□□□□□□□□□ Please list 3 skills you would like to **learn to do and/or to do better** that you think will help you in your job or get a better job.	□□□□□□□□□□?Why? □□□□□□□□□□□□□□□□□Will they help you **1**: □□□□□□□□□□□□□□□□□□□□□□□earn more money, **2**=□□□□□□□□□□□□□□□□□□□□□□□□ get a better job, **3**: □□□□□□□□□□□□□□□□□□□feel more confident, **4**:□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□ get a job with no need to migrate/□□□□□□□□□□□□ live close to home or **5**:□□□□□other **(specify)**	
7.1 Skill 1:	Score:	Specify (N/A=X)
7.2 Skill 2:	Score:	Specify (N/A=X)
7.3 Skill 3:	Score:	Specify (N/A=X)

8.0 What level of "buy-in" are youth willing to invest?	
8.1 □□□	

□□□ (1=full day□□□□□□□□□□, 2= in the morning (7-11)□□□□□ □□□□□ (□ □□□□□), 3=in the afternoon (1-5)□□□□□□□□(□□□□ □), 4= in the evening (6-8)□□□□□□□□(□□□□□) 5=during the weekend□□□□□□□□□□□□□, 6=flexible schedule)□□□□□□□□ □□□□ If you were to take a Technical and Vocational Education and Training course, what time would be best for you		
8.2 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□?Are you willing and able to take classes 5 days a week? (Yes=1, No=0)		
8.3 □□ □□□□□□□□□□□□□□□□□□□□□□□?(Would you be willing to pay for a TVET course?**Yes=1, No=0)**		
8.4 □□□□□□□□□□□□□□□□□□□□□□□ □□□□□□□□□□□ □□□ □□□□□□□□□□? □□□.......$ What is the maximum amount you are willing to pay to attend **a 3 month** TVET course??(**dollars**)Yes:…$		
8.5□□□ □□□ □□□□□□□□□□□□□□□□□□□□□□? Is the lack of childcare preventing you from getting a job/ attending training?(**YES=1, NO=0**)		
8.6 □□□ □□□□□□□□□□□□□□□□□□□□□□?□□□/□□□ =□, □□=□)Do you face any challenges attending a TVET course?(**YES=1, NO=0**)		
8.6.1□□□□□□□□□□□□□□□? If so, what?	(X= N/A)	
8.7 □□□ □□□ □□□□□□□□□? (**1**= school materials□□□□□□□□□□□□□□□ ,**2**: transportation□□□□□□□□□□□□□□□□□□, **3**: food□□□□□, **4**:accomdation□□□□□□□□□□□, **5**: Other/ **Specify**) What is the most important support you would **require** from the TVET center to complete the course?	Score	Specify: (N/A =X)
8.8□□ □? In which district would prefer to work or attend courses? **Circle ONE** Chamkar Mon Donkao Porsanchey Saensokh MeanChey Toulkouk RusseyKeo Doun Penh 7 Makara ChbarAmpov PrekPhnov		

Appendix 2: Business Interview Guide

Date of Interview:
Interviewer:
Data Enter: Date:
Data Clean: Date:

Organization Name:

Organization Industry (Circle one)
(Sales, Cosmetology, Mechanics, Tailoring, Hospitality, Factory)

Organization Address:

Interviewee:
Title:
Phone #:
Email:
Time Start:
Time Complete:
For Business Managers/ HR Managers

1: General Questions	
1.1 What year did your company open? តើអ្នកចាប់ផ្តើមបើកក្រុមហ៊ុនរបស់អ្នកនៅក្នុងឆ្នាំណា?	
1.2 Has your company been registered with the Ministry of Commerce or the Phnom Penh Department of Commerce? **(Yes=1, No=0)** តើក្រុមហ៊ុនរបស់អ្នកបានចុះបញ្ជីនៅក្នុងក្រសួងពាណិជ្ជកម្ម ឬមន្ទីរពាណិជ្ជកម្មរាជធានីភ្នំពេញដែរឬទេ? (បាស/បាទ=១,ទេ=០)	
1.3 Describe your main business activity and indicate your main products/ services: សូមរៀបរាប់ពីសកម្មភាពជំនួញចម្បងៗនិងផលិតផល/សេវាកម្មចម្បងៗរបស់អ្នក	
1.4 Describe your general customers: សូមរៀបរាប់អំពីអតិថិជនទូទៅរបស់អ្នក៖	
1.5 Please describe your working environment:	

សូមរៀបរាប់អំពីមជ្ឈដ្ឋានការងាររបស់អ្នកៈ

2. Business growth	
2.1 Total number of employees ចំនួនបុគ្គលិកសរុប	
2.2 % female OR # female (circle which ភាគរយ/ចំនួន បុគ្គលិកជាស្ត្រី	
2.3 # PWD ចំនួនបុគ្គលិកដែលមានកាយសម្បទាមិនគ្រប់គ្រាន់	
2.4 Total entry-level employees ចំនួនសរុបបុគ្គលិកដែលមានតំណែងទាប/តំណែងមូលដ្ឋាន	
2.5 % female OR # female (circle which) ភាគរយ/ចំនួន ជាស្ត្រី	
2.6 # PWD ចំនួនបុគ្គលិកដែលមានកាយសម្បទាមិនគ្រប់គ្រាន់	
2.7 % HR growth between 2013-2014 អត្រានៃបុគ្គលិកដែលកើនឡើងឬចុះនៅចន្លោះឆ្នាំ ២០១៣ ដល់ ២០១៤	
2.8 Projected (%) HR growth 2014-2015 សូមអ្នកប៉ាន់ស្មានអំពីអត្រានៃការកើនឡើងរបស់បុគ្គលិកនៅចន្លោះឆ្នាំ ២០១៤ដល់ ២០១៥	
2.9 Projected (%) HR growth in the next 3 years សូមអ្នកប៉ាន់ស្មានអំពីអត្រានៃការកើនឡើងរបស់បុគ្គលិកនៅ ៣ឆ្នាំខាង មុខ	
2.10 Are any of your employees TVET grads? (Yes=1, No=0) តើបុគ្គលិករបស់អ្នកបានបញ្ចប់វគ្គបណ្ដុះបណ្ដាលវិជ្ជាជីវៈដែលឬទេ? (ចាស/បាទ=១, ទេ=០)	
2.11 If so, how many of your employees are TVET grads? (none=0) ប្រសិនបើមាន, តើមានប៉ុន្មាននាក់?(មិនមាន=០)	
2.12 Do you plan to open a new branch in the next year? (Yes=1, No=0) តើអ្នកមានគំរោងបង្កើតសាខាថ្មីនៅឆ្នាំក្រោយដែលឬទេ?(ចាស/បាទ= ១,ទេ=០)	
2.13 Do you plan to provide a new service in the	

next year? (Yes=1, No=0) តើអ្នកមានគំរោងបង្កើតសេវាកម្មថ្មីៗបន្ថែមទៀតឬទេនៅឆ្នាំក្រោយ? (ចាស/បាទ=១,ទេ=០)	
2.14 Do you plan to merge with another company in the next year? (Yes=1, No=0) តើអ្នកមានគំរោងសហការណ៍/រួមបញ្ចូលជាមួយនិងក្រុមហ៊ុនដ៏ទៃទៀតឬទេនៅឆ្នាំក្រោយ? (ចាស/បាទ=១, ទេ=០)	

3. Please indicate the most common entry-level positions your company. Which gender is most suitable for this job? Would you consider hiring a Person with a Disability for this position?សូមអ្នកជួយបង្ហាញពីមុខតំណែងរបស់បុគ្គលិកថ្នាក់ទាបនៅក្នុងក្រុមហ៊ុនរបស់អ្នក។តើភេទមួយណាដែលអ្នកយល់ថាសាកសមជាមួយនិងមុខតំណែងនេះ? តើអ្នកគិតចាចង់ជួលអ្នកដែលមានកាយសម្បទាមិនគ្រប់គ្រាន់សម្រាប់មុខតំណែងនេះដែរឬទេ?

Job	# Current Employees	# to be hired in the next 6 months	Entry-level salary	(Male=1, Female =2Either =0)	PWD (Yes=1, No=0)
3.1)					
3.2)					
3. 3)					
3.4)					
3.5)					

4. Challenges to finding skilled labor for entry-level positions	
4.1.1 Is it difficult to find qualified applicants for job 1(above)? (Yes=1, No=0) តើអ្នកមានការពិបាកក្នុងការស្វែងរកបុគ្គលិកដែលមានសមត្ថភាពដែរឬទេ? (ចាស/បាទ=១,ទេ=០)	
4.1.2 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.1.3 Is it difficult to keep qualified staff in job 1 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកដែលឬទេក្នុងការរក្សាបុគ្គលិកដែលមានសមត្ថភាពឱ្យបានយូរ? (ចាស/បាទ=១, ទេ=០)	
4.1.4 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.2.1 Is it difficult to find qualified applicants for job 2 (above)? (Yes=1, No=0)	

តើអ្នកមានការពិបាកក្នុងការស្វែងរកបុគ្គលិកដែលមានសមត្ថភាពដែរឬទេ? (ចាស/បាទ=១, ទេ=០)	
4.2.2 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.2.3 Is it difficult to keep qualified staff in job 2 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកដែលឬទេក្នុងការរក្សាបុគ្គលិកដែលមានសមត្ថភាពឲ្យបាន�យូ? (ចាស/បាទ=១, ទេ=០)	
4.2.4 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.3.1 Is it difficult to find qualified applicants for job 3 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកក្នុងការស្វែងរកបុគ្គលិកដែលមានសមត្ថភាពដែរឬទេ? (ចាស/បាទ=១, ទេ=០)	
4.3.2 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.3.3 Is it difficult to keep qualified staff in job 3 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកដែលឬទេក្នុងការរក្សាបុគ្គលិកដែលមានសមត្ថភាពឲ្យបាន�យូ? (ចាស/បាទ=១, ទេ=០)	
4.3.4 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.4.1 Is it difficult to find qualified applicants for job 4 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកក្នុងការស្វែងរកបុគ្គលិកដែលមានសមត្ថភាពដែរឬទេ? (ចាស/បាទ=១, ទេ=០)	
4.4.2 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.4.3 Is it difficult to keep qualified staff in job 4 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកដែលឬទេក្នុងការរក្សាបុគ្គលិកដែលមានសមត្ថភាពឲ្យបាន�យូ? (ចាស/បាទ=១, ទេ=០)	
4.4.4 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.5.1 Is it difficult to find qualified applicants for job 5 (above)? (Yes=1, No=0) តើអ្នកមានការពិបាកក្នុងការស្វែងរកបុគ្គលិកដែលមានសមត្ថភាពដែរឬទេ? (ចាស/បាទ=១, ទេ=០)	
4.5.2 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	
4.5.3 Is it difficult to keep qualified staff in job 5(above)? (Yes=1, No=0) តើអ្នកមានការពិបាកដែលឬទេក្នុងការរក្សាបុគ្គលិកដែលមានសមត្ថភាពឲ្យបាន�យូ? (ចាស/បាទ=១, ទេ=០)	
4.5.4 If so, why is it difficult? ប្រសិនបើមាន, ហេតុអ្វីបានជាពិបាក?	

Question 5: Employee Experience (estimates)

5.1 What % of entry-level employees hired in the last year still work at your business? តើមានប៉ុន្មានភាគរយនៃបុគ្គលិកថ្នាក់ទាបដែលបានជ្រលកាលពីឆ្នាំមុនហើយនៅតែបន្តធ្វើការនៅក្នុងក្រុមហ៊ុនរបស់អ្នក?		
5.2 What % of entry-level employees hired in the last 3 years still work at your org? តើមានប៉ុន្មានភាគរយនៃបុគ្គលិកថ្នាក់ទាបត្រូវបានជ្រលនៅកំឡុង៣ឆ្នាំមុនហើយនៅតែបន្តធ្វើការនៅក្នុងក្រុមហ៊ុនរបស់អ្នក?		
5.3 What % of entry-level employees is promoted within the FIRST year of being hired? តើមានប៉ុន្មានភាគរយនៃបុគ្គលិកថ្នាក់ទាបត្រូវបានតម្លើងតំណែងនៅកំឡុងឆ្នាំដំបូងដែលបានជ្រល?		
5.4 What % of entry-level employees is promoted within THREE years of being hired? តើមានប៉ុន្មានភាគរយនៃបុគ្គលិកថ្នាក់ទាបត្រូវបានតម្លើងតំណែងនៅកំឡុងពេលបីឆ្នាំដំបូងដែលត្រូវបានជ្រល?		
5.5 What % of mid-level employees were promoted to their position from entry-level positions? តើមានបុគ្គលិកថ្នាក់ទាបប៉ុន្មានភាគរយត្រូវបានតម្លើងតំណែងទៅថ្នាក់កណ្ដាល?		
5.6 Most common way you recruit for entry-level positions. (1:Placement Agency, 2:Employee Reference, 3: School, 4:Job Fair, 5:Newspaper, 6:TVET, 7: Other: specify) វិធីសាស្ត្រអ្វីដែលអ្នកប្រើច្រើនជាងគេដើម្បីជ្រើសរើសបុគ្គលិកថ្នាក់ទាប ៖ (១. ភ្នាក់ងារជ្រើសរើសបុគ្គលិក, ២. តាមរយបុគ្គលិករបស់ក្រុមហ៊ុនអ្នក, ៣. សាលា, ៤. ការងារ, ៥. ការសែត, ៦. TVET, ៧. ផ្សេងៗ (បញ្ជាក់)	Score:	5.6.1 Specify:
5.7 Do you have a Probation Period for entry-level employees? (No=0, Yes=1) នៅក្នុងក្រុមហ៊ុនរបស់អ្នក តើបុគ្គលិកថ្នាក់ទាបត្រូវឆ្លងកាត់ពេលសាកល្បងដែរឬទេ? (ចាស/បាទ=១, ទេ=០)		
5.8 If so, how many months? (none=0) ប្រសិនបើមាន, តើប៉ុន្មានខែ? (មិនមាន=០)		
5.9 Are entry-level employees paid during probation? (No=0, Yes=1) តើកំឡុងពេលសាកល្បង បុគ្គលិកថ្នាក់ដំបូងបានទទួលប្រាក់ឬបត្តមឬទេ?(ចាស/បាទ=១, ទេ=០)		
5.10 If so, how much are they paid? (none=0) ប្រសិនបើមាន, តើចំនួនប៉ុន្មាន? (មិនមាន=០)		
5.11 Frequency of promotion 1:less than 6 moths, 2: 6 months-1 year, 3:1-		

2 years, 4: performance based រយៈពេលនៃការតម្លើងតំណែង ១. តិចជាង ៦ខែ, ២. ៦ខែ ទៅ១ឆ្នាំ, ៣. ១ទៅ២ឆ្នាំ, ៤. អាស្រ័យទៅលើសមភាពការងារ		
5.12 In your experience, are TVET graduates generally more successful than non TVET graduates (Y=1, N=0) តាមបទពិសោធន៍របស់អ្នក, តើអ្នកដែលបានបញ្ចប់ការសិក្សាពីវគ្គ TVET ទទួលជោគជ័យជាងអ្នកដែលមិនបានបញ្ចប់វគ្គនេះឬ? (ចាស/បាទ=១, ទេ=០)		
5.13 What makes TVET gradates more successful? Choose one: (1: they aren't, 2: they have better skills, 3: They have a better attitude, 4: They are more motivated, 5: other: specify) តើកត្តាអ្វីដែលធ្វើឱ្យអ្នកដែលបញ្ចប់វគ្គ TVET ទទួលបានជោគជ័យ? ជ្រើសរើសមួយ (១. មិនជោគជ័យ, ២. មានជំនាញប្រសើរជាងមុន, ៣. មានអាកប្បកិរិយាល្អ, ៤. មានកម្លាំងចិត្តក្នុងការងារ , ៥. ផ្សេងៗ(បញ្ជាក់)	Score:	5.13.1 Specify:
5.14 Would you consider hiring TVET graduates in the future? (Yes=1, No= 0) ទៅថ្ងៃអនាគត តើអ្នកនឹងមានបំណងជ្រើសរើសអ្នកដែលបញ្ចប់ TVET ធ្វើជាបុគ្គលិកដែរឬទេ? (ចាស/បាទ=១, ទេ=០)		

6. What are the qualifications necessary to gain entry-level employment at your organization?		
6.1 What is the minimum number years of working experience necessary to gain entry-level employment at your organization? តើត្រូវការបទពិសោធន៍ការងារយ៉ាងតិចប៉ុន្មានឆ្នាំដើម្បីទទួលបានការងារថ្នាក់ទាបនៅក្នុងក្រុមហ៊ុនរបស់អ្នក?		
6.2 What is the minimum education level required to gain entry-level employment at your organization? (0:no schooling, 1=some primary 2: complete primary, 3: some secondary, 4: complete secondary, 5:TVET, 6: Bachelors) តើត្រូវការកំរិតវប្បធម៌ទាបបំផុតកំរិតណាដើម្បីឱ្យក្លាយជាបុគ្គលិកថ្នាក់ទាបនៅក្នុងក្រុមហ៊ុនរបស់អ្នក? (០. មិនបានចូលសាលា,១. បឋមសិក្សា, ២.បញ្ចប់បឋមសិក្សា, ៣. អនុវិទ្យាល័យ, ៤. បញ្ចប់អនុវិទ្យាល័យ,៥. TVET,៦.បរិញ្ញាបត្រ		
6.3 What is the most important consideration for hiring at your organization? (1: ability to do the job 2: # years working experience, 3: level of education, 4: certification 5: other: specify) តើក្រុមហ៊ុនរបស់អ្នកគិតទៅលើកត្តាអ្វីជាសំខាន់ក្នុងការជ្រើសរើសបុគ្គលិក?(១. សមត្ថភាពក្នុងការ	Score	6.3.1 Specify

បំពេញការងារ, ២. រយៈពេលបទពិសោធន៍ការងារ, ៣.កំរិតវប្បធម៌ ៤.សញ្ញាបត្រ,៥. ផ្សេងៗ (បញ្ជាក់)		

7. Please list 3 skills that are MANDITORY for entry-level applicants to your business. Why are these skills necessary? How difficult are these skills difficult to find in applicants?

សូមរៀបរាប់មុខជំនាញៗ៣ដែលបុគ្គលិកថ្នាក់ទាបត្រូវតែមានសម្រាប់ក្រុមហ៊ុនរបស់អ្នក។ហេតុអ្វីបានជាជំនាញទាំងនោះមានសារៈ សំខាន់? តើវាមានលក្ខណៈលំបាកយ៉ាងណាដែលក្នុងការស្វែងរកបុគ្គលិកថ្នាក់ទាបដែលមានជំនាញទាំងនោះ?

Skill	Reason	Difficult to find? (1:not at all, 2: A little difficult 3: difficult, 4: very difficult 5: extremely difficult)
7.1	7.1.1	7.1.2
7.2	7.2.1	7.2.2
7.3	7.3.1	7.3.2

8. Please rate the following skills as to their level of importance at your business between 1 and 5 (1: not important at all, 2: a little important, 3: important, 4: very important, 5: extremely important) indicate WHY they are important and if applicants which of these skills are difficult to find.

សូមឱ្យតម្លៃនៃជំនាញទាំងនេះទៅតាមកំរិតនៃភាពសំខាន់របស់វានៅក្នុងក្រុមហ៊ុនរបស់អ្នក ពីលេខ១ទៅ៥ ៖ (១. មិនសំខាន់, ២. មិនសូវសំខាន់, ៣. សំខាន់, ៤.សំខាន់ណាស់, ៥. សំខាន់ខ្លាំងណាស់) បញ្ជាក់ពីមូលហេតុដែលថ្លកគេតិតចាំសំខាន់ហើយពិបាក ស្វែងរកបុគ្គលិកដែលមានជំនាញនេះ។

Skill	Importance:	Reason:	Difficult to Find? (Yes=1, No=0)
8.1 Communication ទំនាក់ទំនង	8.1.1	8.1.2	8.1.3
8.2 Time Management ការគ្រប់គ្រងពេលវេលា	8.2.1	8.2.2	8.2.3
8.3 Ability to work Independently សមត្ថភាពក្នុងការធ្វើការងារដោយឯករាជ្យ	8.3.1	8.3.2	8.3.3

8.4 Ability to work in a team សមត្ថភាពក្នុងការធ្វើការងារជាក្រុម	8.4.1	8.4.2	8.4.3
8.5 Customer Service បំរើអតិថិជន	8.5.1	8.5.2	8.5.3
8.6 Computer Skills ជំនាញកុំព្យូទ័រ	8.6.1	8.6.2	8.6.3
8.7 English ភាសាអង់គ្លេស	8.7.1	8.7.2	8.7.3
8.8 Reading អាន	8.8.1	8.8.2	8.8.3
8.9 Writing សរសេរ	8.9.1	8.9.2	8.9.3
8.10 Calculations គណនាលេខ	8.10.1	8.10.2	8.10.3
8.11 Planning/ organization ផ្តួចផ្តើម/រៀបចំ	8.11.1	8.11.2	8.11.3
812 Administration Skills ជំនាញរដ្ឋបាល	8.12.1	8.12.2	8.12.3
8.13 Others: Specify: ផ្សេងៗ	8.13.1	8.13.2	8.13.3

9. Please rate the problems employees face at the organization for entry level with (1: not a problem at all, 2: a small problem, 3: a problem, 4: large problem, 5:main reason for leaving) សូមឱ្យតម្លៃនៃបញ្ហារបស់បុគ្គលិកថ្នាក់ទាបដែលបានប្រឈមមុខនៅក្នុងក្រុមហ៊ុនទៅតាមកំរិត (១. មិនមានបញ្ហា, ២. បញ្ហាតិចតួច, ៣. មានបញ្ហាមធ្យម, ៤.បញ្ហាធំ , ៥. បញ្ហាចម្បងបំផុត)
9.1 Absenteeism អវត្តមាន
9.2 Low Performance ធ្វើការងារមិនល្អ

9.3 Lacked necessary trade skills ខ្វះជំនាញសំខាន់		
9.4 Lacked necessary soft skills		
9.5 Lateness ភាពយឺតយ៉ាវ		
9.6 Difficulty working in teams ពិបាកធ្វើការងារជាក្រុម		
9.7 Difficulty working independently ពិបាកក្នុងការធ្វើការងារឯកភាជ្យ		
9.8 Poor behavior អាកប្បកិរិយាមិនល្អ		
9.9 Health Problems បញ្ហាសុខភាព		
9.10 Other: Specify (N/A=0) ផ្សេងៗ (បញ្ជាក់)	Score:	9.10.1 Specify:

10. Provision of On the Job Training? Please answer for entry-level employees according to the directions provided. ផ្តល់នូវការបណ្ដុះបណ្ដាលការងារ?សូមផ្តល់ចម្លើយ សម្រាប់តែបុគ្គលិកថ្មាក់ទាបបុ៉ណ្ណោះអាស្រ័យទៅលើការផ្តល់ឱ្យខាងក្រោម៖	
10.1 OJT Provision (Yes=1, No=0) ផ្តល់ការបណ្ដុះបណ្ដាលការងារ	
10.2 OJT Duration (in months) រយៈពេលនៃការបណ្ដុះបណ្ដាល(គិតជាខែ)	
10. 3# of trainees per session ចំនួនសិក្ខាកាមក្នុងមួយវគ្គ	
10.4 Do you charge trainees for OJT? (Yes=1, No=0) តើអ្នកគិុតឱ្យសិក្ខាកាមបង់ប្រាក់សម្រាប់វគ្គនេះដែលឬទេ?	
10.5 How much do you charge for OJT? (in dollars) តើចំនួនប៉ុន្មានគិតជាដុល្លា?	
10.6 Resource/ Trainer available (Yes=1, No=0)	

ធនធាន/ ធនបង្គោលដែលអាចចូលរួមបាន	
10.7 Frequency of training ចំនួនដងនៃការបណ្ដុះបណ្ដាល	
10.8 Is your training in house (Yes=1, No=0) តើការបណ្ដុះបណ្ដាលនេះអាចធ្វើឡើងនៅក្នុងក្រុមហ៊ុនរបស់អ្នកបានឬទេ	
10.9 Is your training outside (Yes=1, No=0) តើ ការបណ្ដុះបណ្ដាលនេះអាចធ្វើឡើងនៅកន្លែងណាផ្សេង	
10.10 Stipend provided (Yes=1, No=0) ប្រាក់ឧបត្ថម្ភ	
10.11 Further training provided/ Refreshers (Y=1, N=0) ផ្ដល់ឱ្យនូវការបណ្ដុះបណ្ដាល	
10.12 Level of Satisfaction with training (1: not satisfied, 2: a little satisfied, 3: satisfied, 4= very satisfied, 5= extremely satisfied) កំរិតនៃការចាប់អារម្មណ៍ជាមួយវគ្គបណ្ដុះបណ្ដាល (១. មិនចាប់អារម្មណ៍សោះ,២. ចាប់អារម្មណ៍តិចតួច, ៣. ចាប់អារម្មណ៍, ៤. ចាប់អារម្មណ៍ខ្លាំង, ៥. ចាប់អារម្មណ៍ខ្លាំងណាស់)	

	Score:	10.13.1
10.13 Area of improvement chose one (1:Personality Development, 2: Skill set not up to date, 3: computer skills, 4: other: specify) ផ្នែកណាដែលត្រូវធ្វើឱ្យមានការរីកចំរើន (១.អភិវឌ្ឍន៍ខ្លួនឯង , ២. ជំនាញដែលមិនទាន់សម័យកាល(EX: internet…), ៣. ជំនាញកុំព្យួរ័, ៤. ផ្សេងៗ(បញ្ជាក់)		Specify:

11. Are you prepared to collaborate in the program? (1=Yes, 0=No) តើអ្នកអាចសហការណ៍ជាមួយ កំរោង(វគ្គបណ្ដុះបណ្ដាល)នេះដែលឬទេ?	
11.1 …Guest Lecture វាគ្មិន	
11.2 …Infrastructure Support (venue/ materials) ផ្ដល់សម្ភារៈដែលពាក់ព័ន្ធ	
11.3…Financial Support ផ្ដល់ថវិកា	
11.4…Curriculum Development ចងក្រងឯកសារបង្រៀន	
11.5…OJT provision	

ផ្លូវទឹកន្លែងហាត់ការ	

Question 12: If given a chance to follow a different trade, what would it be and why? ប្រសិនបើមានឱកាសបង្កើតមុខជំនួញផ្សេង តើអ្នកនឹងធ្វើទៅលើអ្វីហើយហេតុអ្វី?	
12.1	
12.2	
12.3	

Question 13) Any new players (competitors and/or partners) in the field in the last six months? If so, how many? Please elaborate.

តើអ្នកមានគូប្រជែងថ្មីឬដៃគូថ្មីនៅក្នុងតំបន់នេះដែលបូរេនៅរយៈពេល៦ខែចុងក្រោយនេះ? ប្រសិនបើមាន តើប៉ុន្មាន?

Question 14) Have there been any innovations in your field? Please elaborate.

តើមានការបង្កើតថ្មីដែលបូរេនៅក្នុងតំបន់របស់អ្នក?

Suggestions, if any, by the respondent:

យោបល់បន្ថែម ប្រសិនបើមាន

Remarks from Surveyor: