

# Terms of Reference

## A Consulting Firm

### To Conduct “Tracer Studies of Trainee Graduated from Awarded Training Projects under the Output 3 of S4C Project”

*[28 August 2024]*

#### *1. Background*

The Royal Government of Cambodia (RGC) adopted the Industrial Development Policy (IDP) in 2015 to promote the country's industrial development with a clear vision of becoming an upper-middle-income nation by 2030 and a high-income one by 2050. However, skills mismatch, skills gap, and shortage of skilled labor remain the nation's key constraints. Cambodia still has to transform the labor-intensive economy to a skill-based to achieve the abovementioned goals. A market-responsive and high-value-added skills workforce must meet the industrial sectors' real need for skills and skilled labor. The indispensable role of public-private partnership (PPP), therefore, is needed in a new agenda to create an enabling environment for the right skills development for the current and future context of the industrial labor markets.

The Skills Development Fund (SDF) project has been piloted by the Ministry of Economy and Finance (MEF) since March 2018 to test a new and innovative financing mechanism to promote demand-driven and sustainable skills development with the ultimate objectives of diversifying and increasing value addition in Cambodia's Economy as well as creating better and well-paid jobs for Cambodian citizens. With the outstanding achievement, the Royal Government of Cambodia has transformed this pilot project into a TRUST FUND under the name of the Skills Development Fund (SDF) (Sub-Decree 97.RNK.BK dated May 18, 2023) with the Board of Directors comprised of the MEF, relevant line ministries and industry leaders. As of April 2024, the SDF has approved 138 training projects in priority sectors such as manufacturing, construction, ICT, electronics, automotive, and tourism amount 12.3 million USD worth of training grants for 29,121 trainees (33% female) under the cost-sharing and joint-training model between industry and training providers (public, private and NGO). The government has also received a supporting loan to implement a 5-year project called “Skills for Competitiveness (S4C)” which was extended to 31 October 2026, from the Asian Development Bank (ADB) and Agence Française de Développement (AFD). The objective of this S4C project is to develop human resources in higher value-added industries by (i) strengthening selected public post-secondary technical training institutes in priority sectors and locations; (ii) promoting work-based learning programs to upskill the current workforce; and (iii) supporting the government's SDF. Additionally, the S4C project, under the 3rd Output, provides support to expand the SDF Pilot Project which has been implemented by the Department of Macroeconomic and Fiscal Policy (DMFP) at the Ministry of Economy and Finance. This output provides co-funding for skills training for the labor force, strengthens the capacity of the DMFP, and supports the establishment of a new SDF agency by producing key policy studies and knowledge products, including a long-term skills development road map. As a result of the implementation up to April 2024, among the approved 138 training projects above, 79 training projects with 12,131 trainees (45% female) have been funded under the output 3 of the S4C project. With the remaining budget of the training project of output 3, SDF expects to train about an additional 1,424 trainees, so the total number of trainees is expected to be around 13,555 trainees. To evaluate the KPI result, SDF conducted a tracer study for 9 training projects consisting of 397 graduated trainees with a sample size of 139 trainees from October 2022 to January 2023. SDF is planning to conduct another tracer study for the 13,158 remaining trainees with a sample size of 4,050 (**Annex 1: Number of trainees of training projects and several sample sizes of trainees**).

In an evaluation process of the skills training projects co-financed by Output 3 of the S4C Project, the

SDF is going to recruit a consulting firm to conduct tracer studies of graduates from the skills training. This assignment is expected to verify the key performance indicators (KPIs) and collect & analyze the feedback from trainees on the training services provided by schools and companies of the training projects between 2021 and 2026.

**2. Purpose of the Assignment**

The general objective of this assignment is to verify the **KPIs (Annex 2: Key Performance Indicators and Definition of KPIs)** and to collect feedback from the graduated trainees of training projects financed by the SDF under Output 3 of the S4C project. The specific objectives are:

- i) To verify the KPIs of the graduated trainees for pre-employment, upskilling, and reskilling training projects.
- ii) To collect and analyze feedback from the graduated trainees and employers on the training providers (schools) and training programs.

**3. Duration of the Services**

This assignment will be carried out from 1 November 2024 to 28 February 2026. A consulting firm will be contracted for the whole cycle of the S4C project.

**4. Scope of Services**

A consulting firm is expected to trace the trainees who graduated from the skills training projects under Output 3 of the S4C Project including pre-employment, upskilling, and reskilling training. The consultants shall conduct the study with the following scopes:

- **Questionnaire:** The selected consulting firm shall review and revise the drafted structured questionnaires as annex 3 attachment, tools, and survey plan for the collection of the necessary and required information from the representative number of graduated trainees and their employers. The questionnaire should include general information about the graduated trainees, employment status, employers and the monthly basic salary of the graduated trainees, feedback from trainees on training providers (Schools) and companies, dropout rate, graduation rate, and other questions that will help the consulting firm to analyze and deliver the above-expected results (**Annex 3: Questionnaire for the Tracer Study S4C**). The monthly basic salary in this assignment should exclude allowances and other benefits that the graduated trainees receive. But there are also questions related to allowances and other benefits in the questionnaire.
- **Population Size:** According to the Design Monitoring Framework (DMF) of Output 3, at least 3,500 persons in the labor force trained under the SDF but the actual number of trainees have been trained, ongoing, and will be trained until the end of the S4C, output 3 projects will be about 13,555 trainees with approximately 149 skills for both normal program and program with schools<sup>1</sup>.
- **Sample Size:** For this tracer study, the total sample size is 4,050 trainees out of 13,158 trainees until the end of January 2026. The sample size of each training skill for the tracer study is selected by using the purposive sampling method. In this method, skills are classified into two project sizes: small and large skills. Project Group 1 is for skills with fewer than 50 trainees, sample size is 50% of the population. Project Group 2: For projects with more than 100

---

1: Normal program: one skill for one project; Program with school: more than 2 skills per one project

trainees, the sample size is 25% of the population. The method was based on budget feasibility and improved representation. For the method, a third project group should be created to cover skills with 50 to 100 trainees, the sample size should be 25 trainees (Annex 1: Number of trainees of training projects and several sample sizes of trainees).

- **Analysis Methods:** The interview shall be conducted only online using the designed questionnaire. The study should include both quantitative and qualitative data analyses including the analysis of the employment status, the salary range, the feedback from graduated trainees on the training providers and companies **and generate the finding by sector and by occupation**. The SDF will provide a list indicating which training projects the graduated trainees attended, and the selected consulting firm shall analyze the data per a given training project. The selected consulting firm will be requested to develop the research methods, materials, **the template for generating the findings by sector and by occupation**, and template of case study to be used for preparing the 7 case studies (1 case/per sector) as well as this analysis method in the inception report after contracting.
- **Gender Inclusion:** The report shall include an analysis of gender-disaggregated data and information and present the findings by gender of the graduated training regarding their employment status and salary.
- **Timeframe and phases of tracer study:** A tracer study shall be conducted within three (3) months after an awarded skills training project is complete. The SDF will keep the selected consulting firm informed about the status of the training. 3 phases of tracer study will be notified and issued by the SDF to provide such specific information concerning the KPIs and number of graduated trainees to be traced which are:
  - **Phase 1:** The consulting firm will conduct the tracer study for the graduated trainees who have completed the training from June 2023 to June 2024. The number of graduated trainees from June 2023 to June 2024 is 5,340 with the sample size being 1,542 graduated trainees (Refer to Annex 1).
  - **Phase 2:** The consulting firm will conduct the tracer study for the graduated trainees who will be completed from July 2024 to February 2025. The number of graduated trainees from July 2024 to February 2025 will be 4,368 with the sample size will be 1,276 graduated trainees (Refer to Annex 1).
  - **Phase 3:** The consulting firm will conduct the tracer study for the graduated trainees who will be completed from March 2025 to February 2026. The number of graduated trainees from March 2025 to February 2026 is expected around 3,450 with the sample size expected around 1,232 graduated trainees (Refer to Annex 1).

## ***5. Firm recruitment***

This assignment is open for national consulting firms with a 16 month contract (Tentatively from November 2024-February 2026). The firm should be registered and must have completed at least two similar studies over the past 5 years.

The method of selecting a consulting firm will be aligned with the Consultants' Qualifications Selection (CQS) process of the ADB. The interested firms are to submit an amplified and detailed expression of interest (EOI) in reply to the advertisement which will be posted on ADB's CSRN website, SDF's website and Facebook Page, and a local advertising portal. A firm with the best-evaluated EOI will be requested for a combined submission of the technical and financial proposal, and subsequently, invited for negotiations. The firm will be engaged if its proposal meets the requirements, and the negotiations are successful.

## **6. Team Composition and Qualification Requirements for the Key Experts**

The consulting firm will need to manage the activities of tracer study and must deploy the following team of key specialists to carry out the tasks. The key specialist can be national and/or international.

### **A. Team Leader – Researcher on Technical Vocational Education and Training Management (1 person, 4 person-months, Intermittent during 16 months)**

#### **Qualification:**

- Have a Master's degree in Technical Vocational Education and Training Management or other related fields with at least 3-year professional experience in conducting and leading research projects, or a bachelor's degree in related fields with at least 5-year professional experience in conducting and leading research projects;
- Strong experience in design, implementation, and management for education and skills projects including Technical and Vocational Education and Training (TVET);
- Strong research background, analytical skills, and experience with project management; conducting research, questionnaire development, and research method design;
- Previous experiences in conducting industrial and marketing research will be a plus;
- Ability to supervise and control the quality of large-scale surveys with a high level of accuracy;
- Ability to analyze large-scale data;
- Excellent in English and Khmer language;
- Excellent interpersonal and communication skills (written and oral); and
- Willing to travel to provinces.

#### **Responsibilities:**

- Manage all activities on the ground and supervise the team;
- Develop research methods, data collection tools, and work plan;
- Conduct spot check with the team;
- Ensure the effective and efficient performance of the team;
- Ensure high quality of collected data and reports;
- Keep the collected data confidential;
- Prepare reports and presentations;
- Report to SDF.

### **B. Manager of data collection and data analysis (1 person, 4 person-months, Intermittent during 16 months)**

#### **Qualification:**

- Have at least a Master's degree in Economic or Education or Data science or other related fields including the Technical Vocational Education and Training Management;
- At least 5 years of experience in design, implementation, and management for education and skills projects including TVET;
- Research background, analytical skills, and experience with project management; conducting research, questionnaire development, and research method design;
- Previous experiences in conducting industrial and marketing research will be a plus;
- Ability to supervise and control the quality of surveys with a high level of accuracy;
- Experience in quantitative and qualitative data analysis;
- Experience in data coding, data entry, analysis and interpretation;
- Excellent in English and Khmer language;
- Excellent interpersonal and communication skills (written and oral); and

**Responsibilities:**

- Assist the team leader in managing all activities on the ground and supervise the team, develop research methods, data collection tools, and work plan;
- Conduct spot check with the team;
- Ensure the effective and efficient performance of the team;
- Ensure high quality of collected data and reports;
- Keep the collected data confidential;
- Work with the team leader to prepare progress reports and presentations;
- Report to the team leader.

**C. Enumerators (10 persons, 10 person-months, intermittent during 16 months)****Qualification:**

- Have a Bachelor in Social Studies, Education, Economics, or other related fields;
- At least 2 years experience in conducting surveys with firms and educational institutions;
- Knowledge of online and paper-based data collection tools;
- Excellent in English and Khmer language;
- Excellent interpersonal and communication skills (written and oral);
- Ability to control and demonstrate a quantitative survey of large size;
- Willing to travel to provinces.

**Responsibilities:**

- Provide feedback on questionnaires and work plan;
- Conduct questionnaire testing and questionnaire surveys with the enterprises;
- Ensure effective and efficient performance;
- Double-check the collected data and keep it confidential;
- Follow up with interviewed key informants if required.

**7. Reporting Requirements****Reporting Arrangement:**

The recruited consulting firm will be under the direct supervision of and report to the Project Implementation Unit (PIU) of Output 3 of the Skills for Competitiveness Project (S4C).

**Report Preparation of each phase:**

- (i) Prepare inception report which indicates sampling methods, questionnaire, research team, and detailed work plan,
- (ii) Prepare progress report on data collection activities,
- (iii) Present preliminary findings,
- (iv) Revise and finalize the report of each phase with the attachment of cleaned datasets. The report includes the result of each skill and a summary report of each phase (**Annex 4: Report Template for Tracer Study S4C and Annex 5 Telephone Skill Verification Report template and sample by KPIs Group**).

**The number of copies of the report:**

- (i) Hard copies: 1 copy of the tracer report per notified study,
- (ii) Soft copies: 1 piece of CD ROM which includes a report and cleaned datasets.

**Contact details for submission of Reports:**

To: Mr. Ky Sokkim  
 Chief Executive Officer  
 Skills Development Fund (SDF)  
 Email: [sokkim.ky@sdfcambodia.org](mailto:sokkim.ky@sdfcambodia.org)/ [sokkimky@gmail.com](mailto:sokkimky@gmail.com)

CC: [sreytom@sdfcambodia.org](mailto:sreytom@sdfcambodia.org), [virak.touch@sdfcambodia.org](mailto:virak.touch@sdfcambodia.org), and  
[h.panhapich@sdfcambodia.org](mailto:h.panhapich@sdfcambodia.org)

**8. Expected Deliverables and Timeframe**

This assignment is a lump sum contract. The contract duration is 16 months (Tentatively from November 2024 to February 2026). The specific deliverables, expected timeframe, and payment of each phase are expected as below:

No	Outputs/Deliverables	Expected timeframe	Payment
<b>Preparation phase:</b> Conduct the meeting between the selected national consulting firm and SDF technical team to prepare the work plan to ensure that all activities of the tracer study will be implemented smoothly within a short timeframe.			
1	Conduct the meeting between selected national consulting firm and SDF technical team on: Briefing the SDF in general, the expected outputs from the tracer study, work plan, and clarification on templates of reports.	1 week after the contract is signed	10% of the total budget of the tracer study
<b>Phase 1:</b> Tracer study for 5,340 graduated trainees completed from June 2023 to June 2024 with a sample size of 1,542 graduated trainees. The expected timeframe is from November 2024 to March 2025. The final reports (Report of each skill and summary report <b>including generating the findings by sector and by occupation</b> ), cleaned datasets of phase 1 and 3 case studies of graduated trainees in tourism and manufacturing sectors and soft skills should be submitted to SDF within 5 months after signing the contract. The total budget for phase 1 is 38% of the total budget.			
1	Develop inception report, containing methodology, instruments work plan, <b>templates of reports</b> , and team arrangement.  Conduct an inception meeting with SDF	3 weeks after receiving the list of graduated trainees by skill from SDF.	20% of budget phase 1
2	Conduct the online data collection of the tracer study	7 weeks after the data collectors were trained	50% of budget phase 1

3	Submit draft report (Result of each skill report (total 50 skills) and summary report <b>including generating the findings by sector and by occupation</b> and present findings from the study to the SDF team and submit the final report (Annex 4: Report Template for Tracer Study S4C and Annex 5 Telephone Skill Verification Report template and sample by KPIs Group) and 3 case studies of graduated trainees in tourism and manufacturing sectors and soft skill.	2 weeks after the data collection was completed	20% of budget phase 1
<p><b>Phase 2:</b> Tracer study for 4,368 graduated trainees completed from July 2024 to February 2025 with a sample size of 1,276 graduated trainees. The expected timeframe is from May 2025 to September 2025. The final reports (Report of each skill and summary report <b>including generating the finding by sector and occupation</b>), cleaned datasets of phase 2 and 2 case studies of graduated trainees in digital and electronic sectors should be submitted to SDF within 5 months after receiving a notification from SDF to conduct the tracer study phase 2. The total budget for phase 2 is 32% of the total budget.</p>			
1	Develop inception report, containing methodology, instruments work plan, <b>templates of reports</b> , and team arrangement.  Conduct an inception meeting with SDF	2 weeks after receiving notification from SDF on conducting phase 2 of the tracer study and receiving a list of graduated trainees by skill from SDF.	20% of budget phase 2
2	Conduct the online data collection of the tracer study	5 weeks after the data collectors were trained	<b>50% of budget phase 2</b>
3	Submit draft report (Result of each skill report (total 32 skills) and summary report <b>including generating the finding by sector and occupation</b> and present findings from the study to SDF team and submit the final report and 2 case studies of graduated trainees in digital and electronic sectors	2 weeks after the data collection was completed	20% of budget phase 2
<p><b>Phase 3:</b> Tracer study for 3,450 graduated trainees completed from March 2025 – February 2026 with a sample size of 1,232 graduated trainees. The expected timeframe is from October 2025 to February 2026. The final reports (Report of each skill and summary report <b>including generating the findings by sector and by occupation</b>) and cleaned datasets of phase 3 and 2 case studies of graduated trainees in automotive and construction sectors should be submitted to SDF within 3 months after receiving a notification from SDF to conduct the tracer study phase 3. The total budget for phase 3 is 30% of the total budget.</p>			

1	<b>In meetings with the SDF team,</b> develop an inception report, containing methodology, instruments work plan, templates of reports, and team arrangement	2 weeks after receiving notification from SDF on conducting phase 3 of the tracer study and receiving a list of graduated trainees <sup>2</sup> by skill from SDF.	20% of budget phase 3
2	Conduct the online data collection of the tracer study	6 weeks after the data collectors were trained	50% of budget phase 3
3	Submit draft report (Result of each skill report (total 57 skills) and summary report including generating the findings by sector and by occupation and present findings from the study to SDF team and submit the final report and 2 case studies of graduated trainees in automotive and construction sectors.	2 weeks after the data collection was completed	20% of budget phase 3

### 9. Client's Input and Counterpart Personnel

(a) Property to be made available to the Consultant by the Client:

- (i) PIU will provide a finding report on occupational skills demand assessment for the consultant's review and internal use;
- (ii) PIU will issue a mission support letter to the consultant if requested.

(b) Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

- (i) PIU, Project Coordination Specialist, M&E Specialist, and Research Coordinator will provide advice and comments on the content of the study and questionnaires.

### 10. Client inputs, project data, and reports to facilitate the preparation of the Proposals: N/A

#### Annex 1\_Number of trainees and sample size of tracer study

No	Proposal Type	Training Provider	Skill	Training Type	Trainees_Proposal	Sample size	Contract #	End Date	Phase of tracer study	Remark
1	Normal	Passerelles Numériques Cambodia (PNC)	System and Network Administration	Pre-Employment	25	13	SDF-N2021-03	May -22	0	Done
2	Normal	Passerelles Numériques Cambodia (PNC)	Web Programming	Pre-Employment	48	24	SDF-N2021-04	May -22	0	Done

2: Lists of trainees can be sent to contracted firm based the number of skill training competed.

3	Normal	Preah Sihanouk Cambodia China Friendship Polytechnic Institute (PCCFPI)	Water treatment and Motor control	Upskillin g	30	15	SDF-N2022-01	Aug-22	0	Done
4	Normal	National Vocation Institute of Battambang	Vegetable and Fruit Processing	Pre-Employ ment	25	13	SDF-N2022-05	Jul-22	0	Done
5	Normal	Mega Asset Management Co., Ltd	Effective Supervisory and People Management Skills	Upskillin g	25	13	SDF-N2022-13	Apr-22	0	Done
6	Normal	SALACYBER CO., LTD	Cybersecurit y	Upskillin g	14	7	SDF-N2022-16	Aug-22	0	Done
7	Normal	FASMEC	Financial Literacy	Upskillin g	200	50	SDF-N2022-17	Jun-22	0	Done
8	Normal	National Polytechnic Institute of Angkor (NPIA)	Car Electrical Maintenance and Repair	Pre-Employ ment	15	8	SDF-N2022-19	Mar-23	0	Done
9	Normal	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Sewing Operators Training Courses	Upskillin g	15	8	SDF-N2022-20	May-22	0	Done
10	Normal	Cambodia Garment Training Institute (CGTI)	Advanced Diploma in Industrial Engineering, Quality and Production	Pre-Employ ment	30	15	SDF-N2021-01	Jun-23	1	
11	Normal	Cambodia Garment Training Institute (CGTI)	Advanced Diploma in Apparel Merchandisi ng	Pre-Employ ment	20	10	SDF-N2021-02	Jun-23	1	
12	Normal	Spoons Cambodia Organization	Food Production, Food and Beverage Service and Housekeepi ng, pre	Pre-Employ ment	10	5	SDF-N2021-05	Oct-22	1	
13	Normal	Rithipul Co., Ltd	Soft Skills and Personal Finance	Upskillin g	900	225	SDF-N2021-06	Jul-22	1	

14	Normal	SUNRISE INSTITUTE CO., LTD	Project Management	Upskillin g	20	10	SDF-N2022-02	Mar-22	1	
15	Normal	SUNRISE INSTITUTE CO., LTD	Networking Specialist	Upskillin g	17	9	SDF-N2022-03	Mar-23	1	
16	Normal	CWEA	Personal Finance Management & Accessing to Finance	Upskillin g	100	25	SDF-N2022-04	Aug-22	1	
17	Normal	Industry Development Association	Refrigerator and AC service	Pre-Employment	125	31	SDF-N2022-06	Dec-22	1	
18	Normal	Pour un Sourire d'Enfant (PSE)	Car Maintenance and Repair Skill (CMR)	Pre-Employment	50	25	SDF-N2022-07	Nov-22	1	
19	Normal	Pour un Sourire d'Enfant (PSE)	Cinematogra phy and Post Production	Pre-Employment	10	5	SDF-N2022-08	Nov-22	1	
20	Normal	Pour un Sourire d'Enfant (PSE)	Front Office	Pre-Employment	15	8	SDF-N2022-09	Nov-22	1	
21	Normal	Pour un Sourire d'Enfant (PSE)	Food and Beverage Service	Pre-Employment	13	7	SDF-N2022-10	Nov-22	1	
22	Normal	Pour un Sourire d'Enfant (PSE)	Food Production	Pre-Employment	48	24	SDF-N2022-11	Nov-22	1	
23	Normal	RMA	Automotive Service Technical and Maintenance	Pre-Employment	125	31	SDF-N2022-12	May-23	1	
24	Normal	Techo Sen Institute of Public Works and Transport/RMA	Automotive Service Technical	Pre-Employment	125	31	SDF-N2022-14	Mar-24	1	
25	Normal	RMA	Electrical Installation	Pre-Employment	20	10	SDF-N2022-15	Jan-24	1	
26	Normal	Supper App	Basic Digital and smart logistics	Pre-Employment	200	50	SDF-N2022-18	May-24	1	
27	Normal	Caritas Cambodia	Tailoring	Pre-Employment	25	13	SDF-N2022-21	Nov-23	1	

28	Normal	Preah Sihanouk Cambodia China Friendship Polytechnic Institute (PCCFPI)	Basic PLC and Forklift Use and Maintenance	Upskillin g	40	20	SDF-N2022-24	Nov-22	1	
29	Normal	Preah Sihanouk Cambodia China Friendship Polytechnic Institute (PCCFPI)	Basic Electricity and Computer Service	Upskillin g	40	20	SDF-N2022-25	Nov-22	1	
30	Normal	ISI STEEL CO., LTD.	Manufacturi ng Skills	Upskillin g	15	8	SDF-N2022-26	Dec-22	1	
31	Normal	Industry Development Association	Commercial Refrigeratio n and Air-Conditionin g Service	Pre-Employ ment	100	25	SDF-N2022-27	Mar-23	1	
32	Normal	Spoons Cambodia Organization	Food Production, Food and Beverage	Pre-Employ ment	20	10	SDF-N2022-28	Nov-23	1	
33	Program with School	Academy of Culinary Arts Cambodia (ACAC)	Training in Culinary Arts	Pre-Employ ment	200	50	SDF-S2022-01	Jun-24	1	
34	Normal	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	ការវិនិយោគ ជួសជុល ដំឡើង បរិក្ខារប្រតិបត្តិ និងការបង្កើន វគ្គបណ្តុះបណ្តាល	Upskillin g	25	13	SDF-N2023-01	Jul-23	1	
35	Normal	SALACYBER CO., LTD	F5 Security Technologies Training	Upskillin g	15	8	SDF-N2023-02	Aug-23	1	
36	Normal	SALACYBER CO., LTD	Cybersecurity Specialist Training	Upskillin g	14	7	SDF-N2023-03	Jun-23	1	
37	Normal	Siem Reap Tourism Club Association	House Keeping, Food & Beverage, Front Office	Pre-Employ ment	300	75	SDF-N2023-04	Oct-23	1	
38	Normal	FASMEC	Financial Literacy	Upskillin g	425	106	SDF-N2023-05	Jan-24	1	
39	Normal	Mega Asset Management Co.,Ltd	Construction Project Management	Upskillin g	26	13	SDF-N2023-06	Jul-23	1	

40	Normal	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Chinese and Soft Skills	Upskillin g	111	28	SDF- N2023- 07	Dec- 23	1
41	Normal	SUNRISE INSTITUTE CO., LTD	DevOps	Upskillin g	14	7	SDF- N2023- 08	Nov- 23	1
42	Normal	SUNRISE INSTITUTE CO., LTD	Network Specialist	Upskillin g	24	12	SDF- N2023- 09	Jul- 24	1
43	Normal	Institute of Technology of Cambodia	Electricity: Energy efficiency on electrical system in buildings and industries	Upskillin g	17	9	SDF- N2023- 10	Sep- 23	1
44	Normal	IKEY International Institute	Digital Marketing	Pre- Employ ment	100	25	SDF- N2023- 11	May- 24	1
45	Program with School	Rithipul Co., Ltd	Personal Budgeting/ Income-Expenses Management	Upskillin g	500	125	SDF- S2023- 01	Dec- 23	1
46	Program with School	Rithipul Co., Ltd	Self-Leadership and Motivation/ Effective Working Performance	Upskillin g	500	125	SDF- S2023- 01	Dec- 23	1
47	Normal	DG Academy	Leadership and Management Program for Development	Upskillin g	30	15	SDF- N2023- 12	Oct- 23	1
48	Normal	Grow4Growth Consultant Co. LTD	Coaching Skills for Managers and Improving Performance By Servant Leadership	Upskillin g	26	13	SDF- N2023- 13	Jan- 24	1
49	Normal	BNR Global Academy Co., LTD.	Electronic Assembler Skills	Upskillin g	500	125	SDF- N2023- 14	Jul- 24	1
50	Normal	LBL International	Construction Project	Upskillin g	18	9	SDF- N2023- 15	Nov- 23	1

			Management							
51	Normal	Business Development Center	Building a business model, business plan and business system	Upskillin g	150	38	SDF- N2023- 16	Jul- 24	1	
52	Normal	Mega Asset Management Co.,Ltd	Automotive Repair and Maintenance	Upskillin g	19	10	SDF- N2023- 17	Dec- 23	1	
53	Normal	SABAICODE	Web Developmen t	Pre- Employ ment	45	23	SDF- N2023- 18	Aug -24	1	
54	Normal	Sala Bai Hotel & Restaurant School	Beauty Therapy - spa	Pre- Employ ment	13	7	N2023- 19	Aug -24	1	
55	Normal	CamKPI Professional Academy	Leadership Managemen t	Upskillin g	10	5	SDF- N2023- 21	Dec- 23	1	
56	Normal	HGB MOTORS ASSEMBLY CO.,LTD	ISO 9001	Upskillin g	10	5	SDF- N2023- 22	Mar- 24	1	
57	Normal	ADITI CO., LT	IT Project Managemen t	Upskillin g	30	15	SDF- N2024- 01	Mar- 24	1	
58	Normal	DG Academy	Leadership Developmen t Program	Upskillin g	50	25	SDF- N2024- 03	Jul- 24	1	
59	Normal	HR Strategic Partner Co., Ltd	Leadership Developmen t Program	Upskillin g	25	13	SDF- N2024- 12	Aug -24	1	
60	Normal	SALA L'ECOLE INTERNATIONALE DE COIFFURE ET ESTETIQUE	Hairdressing Skill	Upskillin g	75	25	SDF- N2024- 15	Jun- 24	1	
61	Program with School	Cambodia Garment Training Institute (CGTI)	Advanced Diploma in Apparel Merchandising	Pre- employ ment	44	22	SDF- S2022- 02	Jan- 25	2	
62	Program with School	Cambodia Garment Training Institute (CGTI)	Advanced Diploma in Industrial Engineering, Quality and Production	Pre- employ ment	86	25	SDF- S2022- 02	Jan- 25	2	

63	Program with School	Cambodia Garment Training Institute (CGTI)	Sewing operator skills	Pre-employment	1,692	423	SDF-S2022-02	Jan-25	2	
64	Program with School	Cambodia Garment Training Institute (CGTI)	Sewing Operator Upskilling	Upskilling	200	50	SDF-S2022-02	Jan-25	2	
65	Program with School	Cambodia Garment Training Institute (CGTI)	Sewing Supervisor Enhance	Upskilling	200	50	SDF-S2022-02	Jan-25	2	
66	Program with School	Cambodia Garment Training Institute (CGTI)	Sewing Supervisor Upskilling	Upskilling	200	50	SDF-S2022-02	Jan-25	2	
67	Program with School	Cambodia Garment Training Institute (CGTI)	Operation Management	Upskilling	100	25	SDF-S2022-02	Jan-25	2	
68	Program with School	Cambodia Garment Training Institute (CGTI)	Advanced Certificate in Industrial Engineering	Upskilling	100	25	SDF-S2022-02	Jan-25	2	
69	Program with School	Cambodia Garment Training Institute (CGTI)	Advanced Certificate in Quality, Compliance and Production	Upskilling	100	25	SDF-S2022-02	Jan-25	2	
70	Program with School	Pour un Sourire d'Enfant (PSE)	Front Office	Pre-Employment	44	22	SDF-S2023-06	Aug-25	2	
71	Program with School	Pour un Sourire d'Enfant (PSE)	Food and Beverage Service	Pre-Employment	37	19	SDF-S2023-06	Aug-25	2	
72	Program with School	Pour un Sourire d'Enfant (PSE)	Food production	Pre-Employment	64	25	SDF-S2023-06	Aug-25	2	
73	Program with School	Pour un Sourire d'Enfant (PSE)	Automotive Servicing (AUS)	Pre-Employment	85	25	SDF-S2023-06	Aug-25	2	
74	Program with School	Pour un Sourire d'Enfant (PSE)	Building Electrical Wiring (BEW)	Pre-Employment	43	22	SDF-S2023-06	Aug-25	2	

75	Program with School	Pour un Sourire d'Enfant (PSE)	Plumbing and air-conditioning Service (PAS)	Pre-Employment	40	20	SDF-S2023-06	Aug-25	2
76	Program with School	Pour un Sourire d'Enfant (PSE)	Building Maintenance (BM)	Pre-Employment	39	20	SDF-S2023-06	Aug-25	2
77	Normal	Industry Development Association	Air-Conditioning Service	Pre-Employment	250	63	SDF-N2023-23	Sep-24	2
78	Normal	Bayon Education and Development (BED)	Pastry and Bakery	Pre-Employment	20	10	SDF-N2024-02	Dec-24	2
79	Normal	WORLD YOUTH TOURISM AND HOSPITALITY (WYTH)	Front Office	Pre-Employment	29	15	SDF-N2024-04	Jan-25	2
80	Normal	WORLD YOUTH TOURISM AND HOSPITALITY (WYTH)	Food and Beverage	Pre-Employment	22	11	SDF-N2024-05	Jan-25	2
81	Normal	Cambodia-Japan Friendship Technical Education Center	Food Processing	Pre-Employment	20	10	SDF-N2024-6	Nov-24	2
82	Normal	Cambodia-Japan Friendship Technical Education Center	Food and Beverage	Pre-Employment	20	10	SDF-N2024-7	Nov-24	2
83	Normal	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Electrical and electrical Motor Control	Upskillin g	25	13	SDF-N2024-8	Nov-24	2
84	Normal	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Mechanical	Upskillin g	25	13	SDF-N2024-9	Nov-24	2
85	Normal	SOVANNAK MUJIN AGRO CO., LTD.	GMP/HAC CP Standard	Upskillin g	22	11	SDF-N2024-10	Oct-24	2
86	Normal	FASMEC	Digital Marketing	Upskillin g	625	156	SDF-N2024-11	Dec-24	2

87	Normal	S.I GROUP CO., LTD	Advance Network Security	Upskillin g	20	10	SDF-N2024-13	Oct-24	2	
88	Normal	eCam Solution	Palo Alto PCNSA andPCNSE Training	Upskillin g	16	8	SDF-N2024-14	Nov-24	2	
89	Normal	Siem Reap Tourism Club Association	Cook	Pre-Employ ment	50	25	SDF-N2024-16	Feb-25	2	
90	Normal	Siem Reap Tourism Club Association	Food & Beverage Services	Pre-Employ ment	50	25	SDF-N2024-17	Feb-25	2	
91	Normal	Siem Reap Tourism Club Association	Front Office	Pre-Employ ment	50	25	SDF-N2024-18	Feb-25	2	
92	Normal	Siem Reap Tourism Club Association	House Keeping	Pre-Employ ment	50	25	SDF-N2024-19	Feb-25	2	
93	Program with School	CADT	Advanced Software Application Development	Pre-Employ ment	100	25	SDF-S2023-02	Nov-25	3	
94	Program with School	CADT	Advanced Digital Marketing	Pre-Employ ment	60	25	SDF-S2023-02	Nov-25	3	
95	Program with School	CADT	Cybersecurity	Pre-Employ ment	30	15	SDF-S2023-02	Nov-25	3	
96	Program with School	CADT	Data Science	Pre-Employ ment	30	15	SDF-S2023-02	Nov-25	3	
97	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Air Conditionin g	Upskillin g	80	25	SDF-S2023-03	Oct-25	3	
98	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Automobile Service and Maintenance	Upskillin g	60	25	SDF-S2023-03	Oct-25	3	
99	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Automobile Electric System	Upskillin g	60	25	SDF-S2023-03	Oct-25	3	
100	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Welding	Upskillin g	60	25	SDF-S2023-03	Oct-25	3	

101	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Construction	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
102	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Electricity	Upskillin g	80	25	SDF-S2023-03	Oct-25	3
103	Program with School	National Polytechnic Institute of Cambodia (NPIC)	MEP	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
104	Program with School	National Polytechnic Institute of Cambodia (NPIC)	PLC	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
105	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Automation	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
106	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Motor Control & ATS	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
107	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Food and Vegetable Storage	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
108	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Food Processing and Preservation	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
109	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Baking	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
110	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Asian & Western Food	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
111	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Telecommu nication	Upskillin g	60	25	SDF-S2023-03	Oct-25	3
112	Program with School	National Polytechnic Institute of Cambodia (NPIC)	Optician	Upskillin g	80	25	SDF-S2023-03	Oct-25	3

113	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Industrial Machinnig Engeenering	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
114	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Industrial Electronics Engineering	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
115	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Automotive Body Painting	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
116	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Auto Air-conditioner Servicing	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
117	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Electrical and Plumbing	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
118	Program with School	Regional Poly-Technic Institute Techo Sen Svay Rieng (RPITSSR)	Electrical Automation System	Pre-Employment	50	25	SDF-S2023-04	Jan-26	3
119	Program with School	SUNRISE INSTITUTE CO., LTD	Network Specialist	Upskillin g	64	25	SDF-S2023-05	Dec-25	3
120	Program with School	SUNRISE INSTITUTE CO., LTD	DevOps	Upskillin g	20	10	SDF-S2023-05	Dec-25	3
121	Program with School	SUNRISE INSTITUTE CO., LTD	Advance Excel	Upskillin g	37	19	SDF-S2023-05	Dec-25	3
122	Program with School	SUNRISE INSTITUTE CO., LTD	PowerBI	Upskillin g	13	7	SDF-S2023-05	Dec-25	3
123	Program with School	SUNRISE INSTITUTE CO., LTD	Project Management	Upskillin g	50	25	SDF-S2023-05	Dec-25	3

124	Program with School	SUNRISE INSTITUTE CO., LTD	ITIL	Upskillin g	10	5	SDF-S2023-05	Dec-25	3	
125	Program with School	SUNRISE INSTITUTE CO., LTD	CompTIA Security	Upskillin g	15	8	SDF-S2023-05	Dec-25	3	
126	Program with School	SUNRISE INSTITUTE CO., LTD	CEH	Upskillin g	10	5	SDF-S2023-05	Dec-25	3	
127	Normal	Sala Bai Hotel & Restaurant School	Food and Beverage	Pre-Employ ment	40	20	N2023-20	Jan-26	3	
128	Program with School	Don Bosco Technical School	Automotive	Pre-Employ ment	15	8	SDF-S2023-07	Jan-26	3	
129	Program with School	Don Bosco Technical School	Computer and Graphic Design	Pre-Employ ment	30	15	SDF-S2023-07	Jan-26	3	
130	Program with School	Don Bosco Technical School	Electricity-Associate	Pre-Employ ment	160	40	SDF-S2023-07	Jan-26	3	
131	Program with School	Don Bosco Technical School	Electronic	Pre-Employ ment	30	15	SDF-S2023-07	Jan-26	3	
132	Program with School	Don Bosco Technical School	Information Technology	Pre-Employ ment	50	25	SDF-S2023-07	Jan-26	3	
133	Program with School	Don Bosco Technical School	Mechanical Welding	Pre-Employ ment	50	25	SDF-S2023-07	Jan-26	3	
134	Program with School	Don Bosco Technical School	Front Office	Pre-Employ ment	25	13	SDF-S2023-07	Jan-26	3	
135	Program with School	Don Bosco Technical School	Culinary	Pre-Employ ment	25	13	SDF-S2023-07	Jan-26	3	

136	Program with School	Don Bosco Technical School	Information and Communication Technology	Pre-Employment	22	11	SDF-S2023-07	Jan-26	3
137	Program with School	Don Bosco Technical School	Electricity-Technical High School	Pre-Employment	20	10	SDF-S2023-07	Jan-26	3
138		Prospective Project			102	26		Jan-00	3
139		Prospective Project			102	26		Jan-00	3
140		Prospective Project			102	26		Jan-00	3
141		Prospective Project			102	26		Jan-00	3
142		Prospective Project			102	26		Jan-00	3
143		Prospective Project			102	26		Jan-00	3
144		Prospective Project			102	26		Jan-00	3
145		Prospective Project			102	26		Jan-00	3
146		Prospective Project			102	26		Jan-00	3
147		Prospective Project			102	26		Jan-00	3
148		Prospective Project			102	26		Jan-00	3
149		Prospective Project			102	26		Jan-00	3
					13,555	4,198			

<b>Summary of Population &amp; Sample Size</b>				
Phase	Number of trainees	Sample	Round up of sample	Remark
1	5,340	1,542	1,542	Aug-22 to Aug 24 (50 skills)
2	4,368	1,275	1,276	Sept 24 to Feb 25 (32 skills)
3	3,450	1,232	1,232	From Oct 25 to the End of the project (57 skills)
0	397	149	149	Already completed the tracer study
Grand Total	13,555	4,198	4,199	
Grand Total for tracer study	<b>13,158</b>	<b>4,049</b>	<b>4,050</b>	

## Annex 2\_Key Performance Indicators\_Definition of KPIs

### Key Performance Indicators (KPIs)<sup>3</sup>

KPIs	Pre-employment	Upskilling/Reskilling
1. Drop-out Rate	Yes	Yes
2. Graduation Rate	Yes	Yes
3. Percentage of overall satisfaction of employers on trainees	Yes	Yes
4. Full Attendant rate	No	Yes
5. Employment rate	Yes	No
6. Salary	Yes	Yes
7. Salary Increase Rate	No	Yes

### Definitions of Key Terms and KPIs

- **Status in Employment:** “the status of an economically active person with respect to his or her employment. That is, whether he or she is an employer, own-accountant worker, employee, unpaid family worker or other, etc.”
- **Employed:** All persons who worked at least one hour during the reference period, the past seven days, or had a job/economic activity from which they were temporarily absent are employed. Unpaid family workers are included in employed.”
- **Unemployed:** “comprises all persons who during the reference period, the past seven days, were without work, were currently available for work, and were actively seeking work. All three criteria must be fulfilled simultaneously”.
- **Drop-out rate (Pre-employment):** Percentage enrolled students who drop out of school on their own (excluding students who are terminated by the schools due to absenteeism, misconduct, etc.).
- **Drop-out rate (Upskilling/Reskilling):** Percentage of enrolled students who drop out of school on their own (excluding students who resign from their companies and those who are terminated by the schools due to absenteeism, misconduct, etc.).
- **Graduation Rate:** The percentage of enrolled students able to complete the training course (excluding students terminated by the schools).
- **Full Attendance Rate:** The percentage of enrolled students who attend the course every day or who never miss the class.

## Annex 3\_ Questionnaire for the Tracer Study S4C/ADB

### Questionnaire Tracer Study

#### Introducing to Interviewees

We are a team from a Research firm, that was hired by Skills Development Fund to survey trainees who completed training co-financed by the Skills Development Fund. The interview will be short—and will take about 10 minutes.

Date of interview: \_\_\_\_\_

Name of interviewer: \_\_\_\_\_

<sup>3</sup> : So far do not have reskilling project and if there will be reskilling training projects, SDF will share the KPIs of reskilling training projects.

Do you agree to participate in the survey?

- Agree
- Not agree: Reason\_\_\_\_\_ (Finish the interview)

**A. Personal Information**

1. Name (Please confirm name from the list provided):.....
2. Gender:  Male  Female
3. Graduated trainee from ..... Project (from the lookup data/list)
4. Training type:  Pre-employment  Upskilling
5. Month and year you graduated from the training? Month..... Year..... (from the lookup data/list)
6. Which training school/company you attended? please check (from the lookup data/list)
7. Which training course you attended? please check (from the lookup data/list)

**B. Key Performance Indicators: Drop-out, Graduate, Attendance**

8. Did you graduate from your training course?  
 Yes (Move to Q10)  No
9. Did you drop out of the course?  
 1. Yes (Move to Q24)  2. No
10. During your studies, did you attend all your classes (full attendance)?  
 1. Yes  2. No

**C. Employment Status Upon Graduation**

**For pre-employment training (Skip this question for Upskilling Training)**

11. Could you find a job within 3 months after completion of the training?  
 Yes  
 No
12. If No, please check (/) the reason (s):  
 Health-related reasons  
 Lack of work experience  
 No job opportunity  
 Did not look for a job  
 Other reasons, please specify.....
13. Upon graduating from the training, which month and year did you get a job?  
Month..... Year.....
14. Name of shop/company you worked for? .....

15. How much was the net salary? .....\$/month (*Salary doesn't count allowance or benefits such as meal allowance, phone allowance, gasoline allowance, free accommodation, or other allowance*)

**For Upskilling/Reskilling Training**

16. Upon graduating from the training course, did your salary increase?

- Yes
- No

17. If yes, from how much .....\$/month to how much .....\$/month

18. If No, Why? .....

19. Name of shop/company you worked for? .....

**D. Current Employment Status**

20. Are you currently having a job?

- Yes
- No (If no, go to question Q19)

21. Name of shop/company you are working for? .....

22. How much is the net salary from your present job? .....\$/month (*Salary doesn't count allowance or benefits such as meal allowance, phone allowance, gasoline allowance, free accommodation or other allowance*)

23. If NO job, please check (/) the reason (s):

- Health-related reasons
- Lack of work experience
- No job opportunity
- Did not look for a job
- Other reasons, please specify.....

**E. Comments and Suggestions on the Training**

24. How satisfied are you with the training?

- Very Satisfied       Satisfied       Moderate
- Very Dissatisfied       Dissatisfied

25. Would you recommend the training to other people?

- Yes
- No

26. If No, what are the reasons for NOT recommending?

- Quality of the training is not good
- Training materials are not good
- Training facilities are out of date
- Trainer is not qualified for the subjects
- Too much training on theories, not much for practice
- Too many students in the classroom
- Training is not useful for my career
- Other reason

# Summary Report Outline

1. Executive Summary (Should mainly include the objectives and key findings on KPIs)
2. Introduction (Background of the study including definitions of KPIs)
3. Objectives (Find in Terms of Reference)
4. Methodology (Should explain in detail how data is collected and analyzed for each KPI)
  - 4.1 Sampling Method
  - 4.2 Data Collection Method
  - 4.3 Data Analysis Method
  - 4.4 Limitations
5. Findings (Should include overall results, aggregate by skills, training type, sex, **by sectors and by occupations**)
  - 5.1 Respondents' Profile
  - 5.2 Drop-out Rate
  - 5.3 Graduation Rate
  - 5.4 Employment Rate
  - 5.5 Attendance Rate
  - 5.6 Salary
6. Conclusion and Recommendation

Annex 5 Telephone Skill Verification Report template&Sample by KPIs Group (Attachment in Excel file), **The sector and occupation will be included in the sheet of data in the annex 5.**



Annex 5: Telephone Skill Verification Report template&Sample by KPIs Group							KPI: Group 3			Pre-employment			
Skill Name:		ICT					Name of training provider:		Don Bosco				
Contract Number:		SDF-N2023-???					Cutting date (3-month post-trainin						
Training period (start and completion date							Available trainee target:		?				
No.	Name	Sex	Contact	Drop-out Confirmation			Graduation Confirmation			Employment Confirmation			Date of Verification
				Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	
၁													
၂													
၃													
၄													
၅													
၆													
၇													
၈													
၉													
၁၀													
Total number of available trainees interviewed													
Percentage (%) of successful (Yes) drop-out confirmations													
Percentage (%) of successful (Yes) full-attendance confirmations													
Percentage (%) of successful (Yes) employment confirmations (within 3-month after graduation)													
Notes & Observations							Name of Verifier/Interviewer:						
							Date (dd/mm/yyyy):						
							Signature:						