

MID-TERM REVIEW OF THE PROJECT
MULTI-MEDIA INITIATIVE FOR YOUTH (2014-2018) IN
CAMBODIA

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List of Abbreviations

BBC	British Broadcasting Company
CBS	Cambodian Broadcasting Company
DAC	Development Assistance Committee of the OECD
EC	European Commission
EU	European Union
MTR	Mid-term Review
GoC	Government of Cambodia
ILO	International Labour Organization
JP	Joint Programme
MIY	Multi-media Initiative for Youth
NGO	Non Government Organization
OO	Overall Objective
OVI	Objectively Verifiable Indicator
PU	Project Unit
PSC	Project Steering Committee
PCM	Project Cycle Management
SIDA	Swedish Agency for International Development
SoV	Sources of Verification
TVET	Technical Vocational Education and Training
ToR	Terms of Reference
UN	United Nations
UNFPA	United Nations Population Fund
UNDP	United Nations Development Programme

Executive Summary

Project background

The Multi-media Initiative for Youth (MIY- Klahang), through innovative use of educational and entertaining media, was designed to give urban and rural youth (aged 15-30), and especially young women, who are in unemployment or in vulnerable employment the knowledge, soft skills and the confidence to identify alternative jobs and mobilise support from their influencers (such as family members) to apply for these jobs or apply for training that will enable them to get such roles.

The project is implemented through two phases: the phase one from 2014 until 2016 (in total duration of 18 months) and the phase two (from 2016 until 2018).

Throughout its implementation, the project was focused on two major tasks, delivery of youth oriented employment education by establishing media platforms, programmes, and community outreach activities and capacity strengthening activities with the National Employment Agency to support youth employment.

The project envisaged the following **outcomes**: i) Unemployed or vulnerably employed youth especially female youth in Cambodia know what the various job options are, the advantages and disadvantages of focus jobs, and the skills needed to do these jobs; ii) Unemployed or vulnerably employed youth especially female youth in Cambodia feel motivated to enrol onto TVET training or study STEM subjects; iii) Unemployed or vulnerably employed youth especially female youth in Cambodia have negotiation skills to talk to gatekeepers about what they want to do and gain their support and iv) Employed youth especially female youth in Cambodia have the analytical, attitudinal and decision-making soft skills needed by employers that would allow them to secure promotion.

On more operational level, the project planned two outputs, **Output (Phase I – Nov 2014 to Jun 2016)** focused on improved knowledge and efficacy (confidence in their ability) of young people in negotiating with power holders for better employment opportunities and livelihood enhancement. The **Output (Phase II- Jul 2016 to Dec 2018)** aims assist urban and rural youth to increase knowledge and soft skills and the confidence to identify alternative jobs and mobilise support from their influencers.

Key remarks

The key findings of the mid-term evaluation were the following:

Overall remarks:

- The overall conclusion from the mid-term review is that the project was successful in attaining planned results during the first phase
- The overall project intervention and objectives are fully in line with the national development and strategic priorities, with particular reference to the national youth development and youth employment strategies

Key findings and conclusions

Relevance

- The evaluation finding is that the mark for the relevance criterion is highly satisfactory.

- This MTR confirms the conclusions from the design phase that external intervention, provided through the project Multimedia Support to Youth in Cambodia was relevant when project designed and that the programming process was optimal.
- The MTR finds that the design of the project was done coherently. Problem identification followed bottom-up process of collaboration and involvement of policy makers from different levels and structures and direct beneficiaries/ target groups.
- The technical basis of project design (planning and programming) was adequate, with sound planning process that included well established “theory of change” for both phases of the project, and clearly identified key problems.
- Design process was comprehensive and sound resulting that the final proposed intervention was in fact clearly tied to Identification and assessment phase.
- The project has clear links with the national development and strategic plans and stated development goals for Cambodia. The primer document during the formulation of the project was the *Rectangular Strategy III*, with the National Policy on Youth Development and other strategic documents that were considered.
- The Project intervention logic remained true throughout its implementation, responding to the needs of target groups and addressing national priorities.
- The evaluation confirms the broad conclusions from the original project document that external intervention was relevant and it responded to the needs of the target groups/ beneficiaries. It responded to the Cambodian national priorities and to identified needs of young people particularly young women.
- The MTR finds that the great potentials and opportunities that the project Klahang provides (e.g. excellent support, well-developed image, access to the youth, technical capacities to use multimedia approach in promotion of youth employment) is not utilised to the extent possible. UNDP and other development partners are still not using Klahang as rather effective tool to support different priorities and address cross-sectorial challenges within the context of youth employment.

Efficiency and effectiveness:

- Efficiency and effectiveness were validated on the basis of project narrative and financial progress reports and interviews with the project implementation team, project stakeholders and beneficiaries.
- The evaluation finds that the project was effective in delivering results.
- The Project document provided for NGO implementing modality. In this context, a micro-assessment was carried to analyse financial system and management capacities of BBC Media Action and the risk was assessed as “low”. The MTR finds that the chosen implementation mechanisms are conducive for achieving the expected results.
- The revision of the budget was not required and there were no significant delays that affected timely delivery of results.
- The project document envisaged a substantive role for the Programme Board (PB), namely: making management decisions on direction, adjustment, and approval of project work plans and the budget; approval of project revisions. The project was formally initiated within the framework of the SDP programme and the with the same, share PB, was for both projects. The actual use of the SDP PB was a solution to initiate the project; however, members of this board were not from the areas relevant to the Multi-media Initiative for Youth.
- The Technical Advisory Committee (TAC) was established to provide “technical advice to BBC Media Action’s production team on specific governance matters and help ensure that MIY’s

content is relevant and accurate to the current environment of democratic space in Cambodia”. The MTR finds that the TAC was an efficient tool to ensure high level strategic inputs from the national partners on the core topics related to the scope of the project. However, , the information collected through the field work and its analysis showed that representatives of UNDP were not sufficiently involved in work of the TAC.

- The BBC Media Action Project Implementation Unit (PIU) oversaw project implementation; its experience and technical capacities ensured efficient implementation of the project and high quality of the results. Still, based on information from the field and interviews with the partners, the finding is that involvement of UNDP project staff was less than expected.
- The final evaluation analysed application of a standard management tools inherent to efficient project management. Based on this, the analysis of primary and secondary data, the evaluation concludes that the project had well-established management tools and procedures that facilitated efficient implementation.
- The project was implemented in a complex environment; the content and specific subjects of the Multimedia youth initiative represented particular challenge for BBC Media Action team as the subject of youth employment is difficult to present in broadly acceptable and attractive manner.
- It is important to highlight that the Klahang project and BBC Media Action produced media materials were highly successful. The project prepared and delivered very attractive and interesting media programs, well recognized by the target groups and generated nation-wide positive climate and supportive environment for youth employment (and follow up actions that could work to boost youth employment).
- Delivery of results was driven by goals to ensure ownership and sustainability. Some of the project results, specifically those related to capacity development, are integrated in the key national institutions (the National Employment Agency and the National Broadcasting Company of Cambodia).
- The MTR confirms that the youth employment concept has been promoted through all activities. The target beneficiaries (youth, young women and youth from vulnerable groups) were receiving information about employment, employment opportunities and steps forward through multimedia approach, using TV shows/ programs, radio programs and social networks. The project performed qualitative evaluation of the Klahang TV, radio and on-line programs that showed the actual impact and receptivity of the programs among the different groups.
- Throughout all activities the principles of human rights based approach were mainstreamed. The MTR finds that screenplays promoted non- discrimination and equality, accountability and the rule of law while the selection of characters was based on principles of participation and inclusion
- Still, the MTR finds weakness from the project design phase that the project has confusing and incoherently formulated intervention logic. This makes immediate assessment of effectiveness more challenging. Some of the examples, further commented in this part of the report could be that the outcome is weakly defined, which made assessment of the impact difficult. The project document uses terms “outputs” and “deliverables” in different contexts although it could be considered that deliverable is a subset of output; hence, in project management practice these two terms are used interchangeably.
- In addition, the project document did not provide annual targets but rather milestones that are actual activity products.

Impact and sustainability

- The evaluation finds that the project sustainability is satisfactory and the project ensured ownership of the youth as the main target group. The young women and men were involved in the planning of multimedia campaigning through direct interaction with the project during school and community presentations. Also, they participated in researches that the project carried out and in the implementation of activities starting from the beginning of the project. The project produced number of video and audio programs and tools - sustainability of these results is ensured as all of these results are available via Facebook and would be accessible to the youth in the future. they.
- Capacity within the national institutions will remain in place, ensuring sustainability
- The mid-term evaluation followed general practice to validate impact looking at the expected output (and deliverables) and the outcome, and assuming possible impact of the Klahang project on youth employment in Cambodia. This included the analysis at three levels: the level of individuals, institutions and the policy level. At the level of individuals, the impact could be observed among the individuals that participated in the project activities or directly benefited from them and among the project target groups. Organizational, operational and technical capacities of the key national partners, the Media Departments of the National Employment Agency and the Cambodian Broadcasting Service have been strengthened to perform information services, design and implement multimedia information campaigns. The project possible impact on policy making process is limited.
- Qualitatively, the conclusion of this mid-term evaluation is that there is certain likelihood that the project impact will be achieved; however, as presently designed and implemented there is a high likelihood that the impact could erode without further external support to institutionalize results of the project or link the project to a broader development agenda.
- The MTR finds that the Klahang project could be used as powerful and effective tool for Government of Cambodia, UNDP and other development partners for implementation of a larger scale youth employment program. Hence, the continuity of external support and technical assistance for youth employment in Cambodia remains highly relevant and probably one of the key priorities in the years to come. Using achievement of Klahang projects and building on available tools and tested approaches through the project, other areas of youth employment should be included and addressed.

Recommendations:

- -The role of the Programme Board- PB (or Programme Steering Committee- PSC) should be strengthened and it is recommended that the Project Board includes national and international development partners involved in implementation of youth employment policy and measures. If the current contractual arrangements are not flexible in terms the current structure of the PB, it is recommended to extend the role of the Technical Advisory Committee and use it as a possible steering mechanism.
- In this context, it is recommended to re-inforce the role of UNDP as the chair of the PB/ the TAC, especially considering growing opportunities to link the Klahang project with larger initiatives in the area of employment/ youth employment.
- It is recommended that the project team (UNDP and BBC Media Action) start working on a results oriented monitoring system. The purpose will be to keep the track whether the project achieves the expected results and objectives. First step, however, should be to revise some parts of the Results and Resources Framework, reformulate and simplify Outputs, propose annual targets and develop SMART indicators where appropriate and provide adequate sources of verifications. In addition, there is a need to constantly monitor risks and develop mitigation approach. Therefore, part of the monitoring should be to assess risks at different levels and ensure that the mitigation strategy is in place. It is recommended to strengthen reporting

practice for the Klahang project. It is recommended to use simplified reporting format and proposed indicators for reporting of progress.

- UNDP should become more active in the area of youth employment
- Employment of youth is a multidimensional problem that requires nationally driven comprehensive and well-coordinated approach. Support to youth employment is an area in which UNDP should be more active.
- It is highly recommended that UNDP takes the lead as the advisor to the Government (and the National Employment Agency) to set up functional mechanism and ensure effective cooperation of the key national and international development partners in the area of youth employment. In this context, the role of the Klahang could become even more apparent and relevant, as powerful tool to support implementation of other activities in the area of youth employment.
- The capacity constraints at the national and sub-national levels to define and implement well-targeted active labor market measures for youth could be addressed. UNDP could provide technical assistance for the establishment of the system for monitoring and evaluation of employment policies and programs. This will increase effectiveness of the implemented measures and to extract information about its relevance, results and objectives.
- UNDP in Cambodia together with the national stakeholders could work on development and modernization of the system of occupational standards that will help to match education system with the labour market demands. It is recommended to support the Government of Cambodia and other national partners to work on appropriate and practical trainings that will increase employability and boost active participation of the unemployed youth in the labor market.
- Successful programs for youth employment require to address different aspects that affect and impede active participation of youth in the labour market. In order to define sound and demand based approach, it is recommended to perform in-depth regional assessment in Cambodia to identify advantages and opportunities for regions throughout the country and identify opportunities for employment following competitive advantages.
- Particularly important will be to work on increasing employability with focus on vulnerable youth at the labor market through different activities and approaches such as establishment of youth supporting framework, practical learning and professional training (described in more details in the following paragraphs) In parallel, UN should explore and address structural barriers for youth and particularly for vulnerable youth by addressing the root causes of their limited participation in the labor market and facilitate increase of their access to productive resources, such as tools, credits, land, etc.
- In the context to support to youth employment, there is a need to work to improve access to business advisory and job/ career-guidance services.
- It is recommended for UNDP to consider different approaches to facilitate development of youth entrepreneurs. Already existing structures, such as the association of young entrepreneurs could serve as entry point.
- UNDP could support development of capacities of the public institutions to better understand links between migration and development, and to mainstream migrations in the development planning (e.g. analysis of data on migrants and migrations for evidence based policy making). Partnership with other organizations that are working in the areas of youth and employment is recommended;
- It is recommended that UNDP explore opportunities to support rural youth, with particular focus on young female, through diversifying opportunities for their employment. Priority should be given to the rural areas that are closer to economic centers/towns. UNDP has substantive experience in approaches for diversification of rural economy that could be applied

2. Country analysis and project background

2.1. Country background

Cambodia is steadily working on building of state institutions and transformation towards market oriented economy. The country scored 0.555 on Human Development Index, ranking as medium human development country (143 out of 188 countries in 2015).

The period of political, social and economic transition was difficult, as the country suffered severe loss of human lives and capital during many years of war and conflicts. Peace and political stability in the Cambodia were reestablished following the 1991 Paris Peace Agreements. The Constitution of Cambodia, promulgated in 1993, provided for representative democracy and political pluralism, while ensuring market economy. There are efforts to strengthen governance in the country (e.g. legal system reform; adoption of the Law on Anti- Corruption and establishment of an anticorruption unit), but it still remains fragile, with weak governance institutions.

Economic performance has been impressive despite a highly rural economy, a narrow growth base (garments, tourism, agriculture, and construction), and weaknesses in governance. Namely, the Cambodian economy has grown at above seven percent in the last decade accompanied by significant structural change in this economy. This has resulted in a shift of workforces from agriculture to the non-farm sectors, which, in turn, brings about a rise in labour productivity, since that in the non-farm sectors is much higher compared to that in the farm sectors. At the same time, the agriculture recorded steady growth of 4-5 percent annually, by expanding areas under crops and increasing the yield rate. Manufacturing and construction sectors were affected by the global economic crisis, but recovered swiftly afterwards. Tourism, including supporting activities remained resilient to economic challenges and continued on a positive path. Still all four key areas of economic development in Cambodia suffer of structural weaknesses, low productivity and inadequate capacities.

Investment in (physical) infrastructure was significant, but remains weak and insufficient to become an attractive destination for diversified investments. The country is well positioned to benefit from regional cooperation and integration (RCI) and connectivity within the Greater Mekong Subregion (GMS), and the ASEAN Economic Community.

Cambodia is making limited progress in ensuring gender equality, scoring only 0.478 on the Gender Inequality Index¹ and being ranked as 143th (out of 188 countries). Gender stereotypes regarding the role of women remain a challenge. While 84% of women aged 15–64 in 2010 participated in the labor force, 55% were engaged in agriculture, and the proportion has remained stable since 2004. The proportion of women engaged in industry and services has also changed little. Women comprise only 27% of wage employment in the formal sector—mostly in vulnerable, low- paying jobs in the garment industry. However, gender gaps in enrollment have been closed at the primary and lower secondary level, and literacy is rising, although significant sociocultural and economic obstacles to girls' education remain, and girls still drop out at a higher rate, primarily for economic reasons².

The official poverty rate in Cambodia declined significantly, from 47.8% in 2007 and 18.9% in 2012 to 13.5% in 2016³. The poverty incidence is highest in rural areas: a good proportion of people living in rural areas are not experiencing the prosperity especially in the plateau and mountainous region. Urban poverty increased during 2010–2011, but fell again in 2012. Despite the rapid poverty

¹ <http://hdr.undp.org/en/indicators/68606>

² Asian Development Bank on Cambodia

³ <https://www.adb.org/countries/cambodia/poverty>

reduction and a fall in inequality, a very large share of the population remains vulnerable to poverty, having moved from just below the poverty line to just above it.

With a high concentration of households living just above the national poverty line, the risk of falling back into poverty is significant, even with a very small shock. High rates of child malnutrition and household indebtedness among the poor are characteristics of vulnerability, while borrowing to smooth consumption has become a common coping mechanism in the absence of a comprehensive social protection system.

Access to basic public services such as electricity, heating, clean water, and sanitation—remains very limited in rural areas where most of the poor live, and rural women and children are facing even greater challenges and disadvantages. They continue to be disadvantaged by limited access to quality education and health care and they receive little help from a still inadequate social protection system whose benefits until very recently were limited and poorly targeted. The country's high dependency on the import of basic foodstuffs, continue to impact the most vulnerable households: two thirds of the country's 1.6 million rural households face seasonal food shortages each year, while rice alone accounts for as much as 30 per cent of household expenditures. who spend over half of their budgets on food⁴.

Progress towards achieving the country's Millennium Development Goals (MDGs) is evident but uneven. It is reported that Cambodia was successful in achieving several key MDGs, especially on reduction of severe poverty and hunger (MDG1), Reducing child mortality (MDG4) and improving maternal health (MDG5). Still, progress under other MDGs require attention.

The country had adopted number of strategic and policy documents, in the efforts to regulate and facilitate sustainable socio-economic and democratic development of the country. However, there are many unresolved issues related to gaps between legislation and its implementation. The development process in the Cambodia is vulnerable to various types of geopolitical, external economic shocks and natural disasters.

Migration is a civilization phenomenon with multi-aspect implications and multidimensional characteristics. These implications are recognized in Cambodia, with increased regional development differences within the country and loss of human capital that is impeding development progress. Export of workforce to Thailand and other countries is another dimension of migrations.

2.2. Project background

The population of Cambodia of about 15.7 million is predominately young: over half of population is under the age of 25. This is a great potential and opportunity for the country's development; however, the young population is continuously pressing the labour market for new jobs, resulting in very large labour inflows and pushing youth towards unsustainable and vulnerable employment. The unpaid family workers and own-account workers, constitute 82.5% of the employed population aged 15 or older

The official staistics show impressivly low overall unemployment rate of 3.3%. However, this becomes less impressive by the fact that it includes (vulnerable) employment in informal sector. This is charcterized by low income, lack of access to social protection or security of job or income, and difficult and often hazardous working conditions.

⁴ According to the Agro-Industrial Development Strategy for the Kyrgyz Republic 2013-2020, the country produced 58% of its wheat requirement.

Young people want to move out of informal jobs, and seek for decent employments, secure and better paid jobs⁵ However, the trajectory that leads towards decent and sustainable employment is not going to be easy, as youth in Cambodia is facing plethora of problems and challenges. The structure of the economy in Cambodia, focused on only few areas, represents particular challenge. In addition, youth in Cambodia have gaps and limited knowledge of different job and training options; they lack relevant vocational and soft skills. The traditional family structure and lack of support from the “gatekeepers” make this situation even more difficult. Widespread corruption is a barrier to quality education and decent employment.

This showed the need to provide young people, and especially young women, with information about alternative livelihoods to those about which they already know; information about where they can get the training they need to do those jobs; negotiation skills to talk to parents about these options; and other soft skills that will allow them to meet employer demand for individuals with these skills and how to overcome with corruption situation.

The Multi-media Initiative for Youth (MIY), through innovative use of educational and entertaining media, was designed to give urban and rural youth (aged 15-30), and especially young women, who are in unemployment or in vulnerable employment the knowledge, soft skills and the confidence to identify alternative jobs and mobilise support from their influencers (such as family members) to apply for these jobs or apply for training that will enable them to get such roles.

The project is implemented through two phases: the phase one from 2014 until 2016 (in total duration of 18 months) and the phase two (from 2016 until 2018). It was reported that during the phase one, the project made a contribution to building the knowledge and self-efficacy of young people in exploring suitable jobs for themselves. The analytical reports produced by the project showed that young people who were exposed to Klahang reported of being braver in communication with others, facing up to problems, working hard, and struggling to overcome obstacles in life. It was reported that the participants also felt the programme reinforced their existing knowledge, and motivated them to carry out their existing plans.

In order to advance the knowledge of young people and further build up their confidence, the second phase was initiated to continue the momentum of the success of Klahang phase one with the aims to give young people particularly urban and rural youth (aged 15-30), and especially young women, who are in unemployment or in vulnerable employment the knowledge, soft skills and the confidence they need to be able to both identify alternative jobs and mobilize support from their influencers (such as family members) to apply for these jobs or apply for training that will enable them to get such roles. In this second phase, the Klahang project will focus more the participatory multi-media approach to ensure higher engagement from young people with the programme.

Throughout the phase I and II, the MIY will continue to consistently undertake two major tasks, which include: i) Delivery of youth oriented employment education by establishing media platforms, programmes, and community outreach activities and ii) Capacity development for Cambodian youth through capacity strengthening activities with the National Employment Agency.

Specifically, the project strives to achieve the following **outcomes**:

- Unemployed or vulnerably employed youth especially female youth in Cambodia know what the various job options are, the advantages and disadvantages of focus jobs, and the skills needed to do these jobs.
- Unemployed or vulnerably employed youth especially female youth in Cambodia feel motivated to enrol onto TVET training or study STEM subjects.

⁵ The ILO research from 2013 found that 41.8% of employed young people said they would like to change their job.

- Unemployed or vulnerably employed youth especially female youth in Cambodia have negotiation skills to talk to gatekeepers about what they want to do and gain their support.
- Employed youth especially female youth in Cambodia have the analytical, attitudinal and decision-making soft skills needed by employers that would allow them to secure promotion.

On more operational level, the following outputs of the project are envisaged:

Output (Phase I – Nov 2014 to Jun 2016): Cambodian young people (aged 15-30) especially young women have improved their knowledge and efficacy (confidence in their ability), individually and collectively, in negotiating with power holders for better employment opportunities and livelihood enhancement.

Indicator 1.1. Evidence of young people's improved access to information on job opportunities and formal and informal ways to find employment to improve the way they make a living.

Baseline 2013 = Young people lack of access to labour market information which implied mismatch between education and skills demands in the labour market (ILO, 'Labour market transitions of young women and men in Cambodia', 2013)

Target: 2015 = Young people exposed to MIY media channels reported having improved access to information on job opportunities and formal and informal ways to find employment (Qualitative impact evaluation)

Indicator 1.2. Evidence of young people's improved knowledge and skills around seeking employment/an occupation that will meet their economic and safety needs.

Baseline 2013: Young people lack of skills and life experience for preparedness for job seeking (Employment skills needs, by NEA 2013)

Target 2015: Young people exposed to MIY media channels reported having increased their knowledge and skills of strategies for job seeking (Qualitative impact evaluation).

Indicator 1.3. Evidence of young people's increased confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods.

Baseline 2013: Young people follow their job path determined by the family (ILO, 'Labour market transitions of young women and men in Cambodia', 2013)

Target 2015: Young people exposed to MIY media channels reported having increased their confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods (Qualitative impact evaluation).

Output (Phase II- Jul 2016 to Dec 2018): Urban and rural youth (aged 15-30), and especially young women, who are in unemployment or in vulnerable employment have the knowledge, soft skills and the confidence to identify alternative jobs and mobilise support from their influencers.

Indicator 2.1: Evidence of young people's (disaggregate by Gender) improved access to information on job opportunities and formal and informal ways to find employment to improve the way they make a living.

Baseline 2016 = Klahang audiences reported their knowledge being reinforced including be brave and persevere to overcome obstacles in life, migration issues, employment issues (consider working conditions, prepare for interviews), discrimination against women at work and in the community, and the importance of communication skills.

Target: 2018 = Young people (disaggregate by Gender) exposed to MIY media channels reported having improved access to information on job opportunities and formal and informal ways to find employment (Qualitative impact evaluation)

Indicator 2.2 Evidence of young people's (disaggregate by Gender) improved knowledge and skills around seeking employment/an occupation that will meet their economic and safety needs.

Baseline 2016: Klahang 9 audiences didn't report of having improved knowledge and skills around seeking employment/an occupation but reported that after watching Klahang, they felt motivated to take action to run and expand their own business; felt encouraged to continue studying; thought deeply about the risks before migrating for employment ; and felt better prepared for job interviews.

Target 2018: Young people (disaggregate by Gender) exposed to MIY media channels reported having increased their knowledge and skills of strategies for job seeking (Qualitative impact evaluation).

Indicator 2.3. Evidence of young people's (disaggregate by Gender) increased confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods.

Baseline 2016: Klahang audiences acknowledged that Klahang TV is educational as well as entertaining. They felt motivated and inspired by the programme to take action on their existing plans, but it is not clear how this motivation translated into action, particularly in terms of having confidence to negotiate with elders about livelihood choices.

Target 2018: Young people (disaggregate by Gender) exposed to MIY media channels reported having increased their confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods (Qualitative impact evaluation).

3. The purpose and the scope of the mid-term review

The purpose of the mid-term review (MTR) of the Project Multi-media Initiative for Youth (2014-2018) is to perform substantive assessment of project formulation/ design, project progress and achievements and assess challenges and risks facing during project's lifetime.

The objective is to provide analytical recommendations for project's interventions, and based on this fine-tune and adjust the current project. At the same time, the MTR should provide ground for future programming in this area.

The phase I of the project was implemented from November 2014 until June 2016, followed by a second phase that started from July 2016 until September 2018. During the first phase, the project has already made a contribution to building the knowledge and self-efficacy of young people in exploring suitable jobs. The assessment of the Klahang's impact on young people confirmed that those who were exposed to Klahang reported of being braver in communication with others, facing up to problems, working hard, and struggling to overcome obstacles in life.

4. Mid-term review methodology

The scope and the details for this mid-term review are stipulated in the Terms of reference while complying with UNDP/ UNEG evaluation norms, standards, code of conduct and ethical guidelines.

This part provides a description of data collection methods and data sources that were employed, including the rationale for their selection (how they inform the MTR) and their limitations; data

collection tools, instruments and protocols. It also includes discussion of reliability and validity of information and data for the MTR process.

In general the MTR follow the steps described below:

1) Desk Phase

Mapping to ensure that nothing is missed and that available time is focused on appropriate areas:

Key sources of information	<ul style="list-style-type: none"> • Project document including documented results of the project (outputs) • Project progress and financial reports • Monitoring reports • Analytical reports (e.g. Findings from the Cambodia qualitative assessments of on-line, radio and television programs; other analytical reports produced by the project etc) • Other UNDP/ BBC project related documentation • Web sources, video materials, etc • Partnership initiatives and agreements, etc
Key stakeholders	<ul style="list-style-type: none"> • Key national partners (.g. national level- the Government of Cambodia and the line ministries, the National Employment Agency, etc) • International and national development partners
Some of relevant documents	<p>National statistics with specific focus youth and youth employment</p> <p>Policy and strategic framework in the areas related to the project (e.g. youth and employment related laws, strategies and policies...)</p> <p>The products (reports and analysis) of other organizations and development partners in this area</p>

The MTR undertook the following activities during the desk phase:

- Review baseline and key expected results (UNDP's programme and project quality standards will be the benchmark for these reviews)
- Review documented results of the first phase of the project
- Review the enabling environment for implementation of the project
- Identify key horizontal issues, themes, best practises, success stories, etc. for follow- up, further investigation, verification, and triangulation.
- Completion/ finalization of the mid-term review approach and methodology;
- Identification of the needs for interviews

2) Field Phase

The field phase included personal interviews with with UNDP and BBC management and implementation teams, project beneficiaries, project partners and stakeholders.

The evaluation team implemented structured interviews, based on questionnaires, enabling to collect in-depth information about the project, results achieved and the perception of the beneficiaries.

In the context of project beneficiaries, it was challenging and difficult to identify direct beneficiaries of the project (TV, radio or online programs); therefore, it is agreed to organize focus group meetings with youth (male and female) in different regions of the country, giving priorities to regions in which so-called road meetings were organized by the project (e.g. university students in Phnom Penh, etc). The purpose of the focus groups meetings was to discuss and explore opinions, interests and priorities of the youth related to decent and sustainable employment and identify forward looking priorities that the project could address in during the second phase of the project or with complementary intervention in the sector.

The list of people interviewed during the field phase is attached to this report as Annex 1.

3) Synthesis Phase

This phase was mainly devoted to the preparation of the MTR report based on the work done during the desk and field phases and taking into consideration the results and information from the briefing meetings.

The MTR report included findings, conclusion and recommendations for each of the evaluation areas, namely, relevance, efficiency, effectiveness, sustainability and impact the of project and all criteria were rated using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory. This is substantiate in the report by facts and findings.

At the same time, the report includes more substantive analyses and assessment of the project deliverables. This suggests that the MTR report is objective, balanced and substantiated; it presents findings, conclusions and recommendations following a logical cause-effect linkage. When formulating and presenting findings and conclusions, the report describes the facts assessed, the judgement criteria applied and how this led to findings and conclusions. Recommendations are addressing the weaknesses identified and reported; clearly indicating the measures to be undertaken and being operational and realistic in the sense of providing clear, feasible and relevant input for decision making. Furthermore, recommendations are divided into project specifi and thos that should be implemented in order to enhance actual impact and boost sustainability of the project results.

4. Evaluation findings

The **Terms of reference** formulated the essential area for mid- term review:

- i. Assessment of project formulation/design
- ii. Assessment of project progress/achievement
- iii. Assessment of challenges and risks facing during project's implementation
- iv. Proposed analytical recommendations for project's interventions

The listed areas are fully in compliance with the OECD DAC Criteria for evaluation of development programs and projects, which comprises of the 5-set of evaluation criteria:

- I. Relevance**
- II. Effectiveness**
- III. Efficiency**

IV. Impact

V. Sustainability

Each of the evaluation criteria was further organized around core questions and sub-questions, which were presented in the evaluation matrix (Annex 2 to this report). Mid-term review was primarily focused on criteria I, II and III as highlighted in the Terms of references.

Formally, to validate impact and sustainability of the undertaken project, it is recommended to carry out ex-post evaluation 2-3 years upon the end of the project. However, this mid-term review provided an opportunity to anticipate and assess (potential) impact and sustainability.

4.1. Relevance

There are two dimensions of Relevance that are pertinent for the mid-term reviews. The first dimension relates to the design phase, that was actually during the project conceptualization, planning and preparation. The second dimension is related to the “real time” relevance: it is the assessment of the project’s relevance at any point during the implementation (time-frame) of the project to test and assess whether the intervention logic remained true in the context of possible changes.

The evaluation finding is that the mark for the relevance criterion is highly satisfactory.

As regards the first dimension, the MTR reviewed in detail national policy and legal framework related to youth and youth employment. In addition, the review reflected on the design aspects during project conceptualization and the context of the intervention logic that built on the sequence of external assistance and developments within the broader context of addressing employment and support to youth in Cambodia.

This MTR confirms the conclusions from the design phase that external intervention, provided through the project Multimedia Support to Youth in Cambodia was relevant when project designed and that the programming process was optimal.

The MTR finds that the design of the project was done coherently. Problem identification followed bottom-up process of collaboration and involvement of policy makers from different levels and structures and direct beneficiaries/ target groups. It is identified that there is a need to provide clear factual information about what jobs are available in the labour market, and the advantages and disadvantages of each while at the same time ensure access to information how and where to access skills needed.

The technical basis of project design (planning and programming) was adequate, with sound planning process that included well established “theory of change” for both phases of the project (Phase One 2014-2016 and Phase II 2016-2018). Furthermore, inception period of the Phase II was marked with a workshop that produced a comprehensive “theory of change” analysis (Phase II specific).

The project document highlighted key problems that will be addressed by the project: these problems were identified during the identification/ formulation mission mutually implemented by BBC Media Action and UNDP that took place during 2013. Another reference that enabled substantive insight into problems and challenges is extensive UNDP and BBC Media Action's experience and achievements with Loy9 project focused on increasing civic knowledge among young people. Based on this the project document highlighted the need to continue working on increasing young people's engagement in their communities and overall social cohesion. This ensured substantive insight and adequate response to development needs and challenges for the youth.

The review finds that the design process was comprehensive and sound resulting that the final proposed intervention was in fact clearly tied to identification and assessment phase. However, the elements of the intervention logic (outcome, outputs, deliverables and activities) were weakly formulated (this is the level of semantics- more details in the effectiveness part of this report). Still, links between elements of the intervention logic presented in the project document remained obvious and strong. This formed the basis for successful implementation of the project and ensured multiplier effects.

The MTR assessed project relevance against the established priorities in the area of youth and youth employment. In terms of **priorities**, the project has clear links with the national development and strategic plans and stated goals for Cambodia. The primer document during the formulation of the project was the *Rectangular Strategy III*⁶, with reference to the the Strategic objective 2 *Creating more jobs for people especially the youth through further improvement in Cambodia's competitiveness to attract and encourage both domestic and foreign investments*. The strategy highlights the importance to improve and develop human resources of the youth, provide adequate information on education and employment opportunities and facilitate their involvement in the labour market.

The overarching national document related to youth, the National Policy on Youth Development sets strategic goal to (4.2.) “encourage youth to have initiation, creation, innovation and entrepreneurship”, while the strategies for achievement of these goals provide even more direct reference. This particularly relates to the Strategy 5.4. Increase entrepreneurship and labor market, and planned measure “promote skill trainings and provide information about job announcements to job seekers”⁷. In addition, youth participation is a key priority action (point 5.6), with the following specific activities: facilitate youth's participation in local communities and institutions and set up programs for youth to collect, discuss, analyze and impart information and to produce information that is suitable for youth.

The MTR finds that the project is facilitating implementation of other documents relevant for youth employment, specifically: the Non-Formal Education Action Plan 2008-2015, the Education Strategic Plan 2014-2018, the National Policy on Non-Formal Education 2003-2015 and the Labour Law (1997).

The **“real time”** assessment of the project's relevance confirmed that the intervention logic remained true throughout its implementation. This is confirmed through the analysis of the national priorities and assessment of project's benchmarks (targets, indicators and sources of verification) looking if they remained valid and achievable or there was a need to revise them.

Based on the primary and secondary data, the overall project's intervention logic and focus on delivery of youth oriented employment education by establishing media platforms, programmes, and community outreach activities and on capacity development for Cambodian youth through working with the National Employment Agency (NEA) and Cambodian Broadcasting Service (CBS), remained relevant from the start of the project. The lasting relevance of the intervention is largely supported by the involvement, experience and high-level expertise of the BBC Media Action and of UNDP/ Sida. This was crucial in ensuring substantive insight and adequate approach to design multimedia campaign on rather complex topic as youth employment is.

Interviews with the project partners and beneficiaries confirmed high demand for continuation of all of the activities implemented within the project; however, linking it with more substantive development assistance and activities for employment of youth. Furthermore, some of the elements of the project such as road shows or outreach activities with direct interaction and

⁶ “Rectangular Strategy” for Growth, Employment, Equity and Efficiency Phase III- http://www.ilo.org/dyn/youthpol/en/equest.fileutils.docHandle?p_uploaded_file_id=486

⁷ National Policy on Youth Development, with approval of the Council of Ministers in the plenary session of 24 June 2011. Prepared by Ministry of Education, Youth and Sports

involvement of youth in different regions is recognized as a best practice model for replication and expansion in the future, focusing on different areas within the country.

The project was instrumental in implementation of some of the key national priorities as identified during the formulation process; the development priorities stated in these strategies are still relevant for the country. Relevance of the project is further stipulated in the most recent National Action Plan on Youth Development (NYAP)⁸ The NYAP aims at ensuring that youths, aged 15-30, are engaging in the development of physical capacity, knowledge, skills, and good living ethics; living together with peace and harmony; embracing patriotism; building leadership and confidence; enhancing dignity; and raising social awareness. In phase 2016-2018, NYAP will focus on 6 among the 12 strategies set in the NYDP, with the following strategies relevant to the project: Strategy 2: Promotion of education, training and capacity development, the Strategy 4: Development of spirit of entrepreneurship and labor market, Strategy 6: Enhancement of youth participation and the Strategy 10: Promotion of volunteerism.

In addition, other national strategic documents such as the Industrial Development Policies 2015-2025; the Non-Formal Education Action Plan 2008-2015 and the Education Strategic Plan 2014-2018, as well as the Employment Law and the Law on education confirms lasting relevance of the project and results achieved

The evaluation confirms the broad conclusions from the original project document that external intervention was relevant and it responded to the needs of the target groups/ beneficiaries. It responded to the Cambodian national priorities and to identified needs of young people particularly young women.

The MTR finds that the great potentials and opportunities that the project Klahang provides (e.g. excellent support, well-developed image, access to the youth, technical capacities to use multimedia approach in promotion of youth employment) is not utilised to the extent possible. UNDP and other development partners are still not using Klahang as rather effective tool to support different priorities and address cross-sectorial challenges within the context of youth employment.

4.2. Efficiency

Efficiency refers to the extent to which the project results have been achieved at rational use of inputs, such as financial resources, expertise, time, etc. In the context of project management and the intervention logic, it concerns the link between results with the activities and inputs envisaged for the achievement of the result.

Validation of efficiency was done through analysis of project implementation, management and operational mechanisms and on-the-spot verification.

UNDP provided information on the status of the project in terms of results and on management structure and mechanisms that were in place during the project implementation; additional information were collected during the field phase.

i) Implementation arrangements:

The Project document provided for NGO implementing modality⁹. In this context, a micro-assessment was carried to analyse financial system and management capacities of BBC Media

⁸ RGC (2016) Draft National Youth Development Plan (NYA, Phnom Penh, Cambodia

⁹

http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf

Action. The report, prepared by an independent audit firm, marked the risk as “low”, based on nine areas indicated in UNDP Micro Assessment Questionnaire.

Following the finding of the assessment UNDP applies Cash Advance modality with BBC Media Action.

The MTR finds that the chosen implementation mechanisms (incl. cash advance modality and contractual arrangements with the BBC Media Action proved to be conducive for achieving the expected results. The revision of the budget was not required and there were no significant delays that affected timely delivery of results.

ii) Organizational and operational arrangements

The project document for Phase I and Phase II envisaged complex steering and management mechanism, that included Project Board, the implementation team with the BBC Media Action and the Project Staff of UNDP.

Project steering mechanism: the project document highlighted that the Multi-media Initiative for Youth is established under the broader framework of the Strengthen Democratic Programme (SDP); hence, the overall oversight and steering mechanism remained the same. The existing SDP Programme Board (PB) chaired by UNDP as the Executive, involved other parties concerned (donors) who provide funding and technical expertise to the programme and BBC Media Action as an Implementing Partner(as the Senior Suppliers) whose primary role was to guide the technical feasibility of the programme. In addition, the project document provided that the board was planned to include representatives from Ministry of Information, Department of Media and Communication (DMC), the National Employment Agency, Cambodia Broadcasting Services and key civil society organizations.

Although the project document envisaged rather substantive role of the Programme Board (e.g. making management decisions on direction, adjustment and approval of project work plan and budget and revisions), the MTR finds that it was inadequate for the project. Actual use of the SDP PB was a solution to initiate the project; however, members of this board were not from the relevant areas for the Multi-media Initiative for Youth. This resulted in seldom meetings of the PB with more formal than substantive decisions.

Also, the project document envisaged the establishment of a Technical Advisory Committee (TAC), convened by UNDP, with the participation of representatives from UN sister agencies, youth CSOs, development partners and BBC Media Action. The function of the TAC was to provide “technical advice to BBC Media Action’s production team on specific governance matters and help ensure that MIY’s content is relevant and accurate to the current environment of democratic space in Cambodia.” The MTR finds that the TAC was an efficient tool to ensure strategic inputs from the national partners on the core topics related to the scope of the project. The timely established TAC had regular meetings. However, the primary data sources indicate that UNDP was not represented at all sessions of the TAC.

Project implementation mechanism: the project document stated that implementation of the project should be the task of the BBC Media Action Project Implementation Unit (PIU). Experience and technical capacities of the BBC Media Action team ensured efficient implementation of the project and high quality of the results. Still, the findings from the field and information from interviews with the partners suggest that involvement of UNDP project staff was less than expected.

Still, during the field phase, the partners from the project expressed opinion that the involvement of UNDP project staff was insufficient, especially at the substantive level. This could be associated with resignation of the UNDP project manager and insufficient resources within the CO to be more substantively involved in the implementation of the project.

iii) Application of standard management procedures

Project monitoring system: The initial project document provided the RRF, with the set of indicators at the output level and it also included milestones and results. The RRF included milestones and results that were presented in the column “Output targets- annual”. However, the required content of the column, e.g. “outputs targets- annual,” was missing. The milestones provided in the RRF could be considered as direct activity products, linked to the outputs- more substantive analysis of the RRF and indicators is provided in other parts of this report.

Also, the project document included a section on “Monitoring and Evaluation Framework,” whereby general principles for project monitoring were introduced. This part included also the table “Quality Management for Key Deliverables”, with outputs and quality assurance methods.

However, the indicators and the milestones did not serve its ultimate purpose, as benchmarks for monitoring of progress and achievements. The project did not have a sound monitoring system with verifiable indicators. The principal monitoring tools were the work plans, with the focus on a timely sequencing of activities. The quality assurance approach including its criteria proposed in the document was somewhat weak. This relates to a new output, that was introduced as a reference, without being previously used.

The weak monitoring system did not have direct negative impact on the delivery of results- as indicated in the previous paragraphs, the technical and operational capacities of the BBC Media Action was instrumental in delivery of results. Still, this weakness was reflected in the reporting practice, which was more process than results oriented.

The importance of the monitoring system would become more apparent in the context of possible growth of the youth employment portfolio: monitoring only activities, without considering broader context, could affect the quality of results.

Project reporting practice: the project produced annual progress reports that provide information and reflect on the project activities, deliverables and results during the year, at the same time highlighting priorities for the forthcoming period.

Progress reports provided information on progress towards project key deliverables/sub-output and in separate section reflected on progress towards project/country programme (CPAP) output, progress towards SP output, progress towards country programme (CPAP) outcome and progress towards SP outcome

The first part of the report, on progress towards project key deliverables, introduced indicators that are not present in the RRF (at the level of deliverable); it was not indicated when these indicators were introduced and approved. Additional issue is that the report provide progress under the “deliverables” heading highlighting the main achievements. This is followed by the progress under the “indicators” heading- this is surprising as common project management practice suggests to use indicators to measure a progress towards results or deliverables.

The part that provides information on progress towards the achievement of the country programme outputs (CPAP), progress towards SP output, progress towards country programme outcome and progress towards SP outcome; this part of not fully integrated with the first part of the report. The MTR finds that the reporting practice should be more in line with the UNDP Results Based Management practice.

Management of projects risks: in order to satisfy formal requirements from the project document, rather general assessment of risks was performed and included in the project document. Still, the MTR finds that this was weak part of the project document.

For example, the first risk: Acceptability of the content to audiences could not be considered as risk, defined as “factor external to the project that could negatively affect its implementation and achievement of results”. It is rather an assumption, defined as precondition to be met in order to initiate the project. It is expected that the project will develop content that will be accepted by the audience, and this is under direct control of the project.

For the second risk- involvement of the national structures should ensure that the content of the programs is acceptable to the Government.

Finally, the risk 3 with fluctuation of exchange rates is definitely outside of the project scope, although the MTR finds that this risk could be easily addressed through regular communication between donors and implementing partners.

Some of the important risks that could affect project implementation, and have adverse effects on sustainability of project results were not considered and analysed.

Budget status and delivery of project funds

The mid-term review did not analyse status of the project budget.

4.3. Effectiveness

Effectiveness refers to the relationship between the planned and achieved results of the project; it could be considered as a measure of the extent to which the project results have contributed towards the achievement of the project purpose (alias specific objectives).

Therefore, mid-term review of effectiveness includes several interlinked components:

- i) whether planned results and benefits have been delivered (and received by the beneficiaries),
- ii) the analysis of the appropriateness of objectively verifiable indicators (OVIs),
- iii) whether assumptions at the results level were relevant and adequate towards the achievement of these results and specific objective and
- iv) whether any unplanned results have affected the benefits received.

The project was implemented in a complex environment, characterized with unclear policy priorities, lack of coordination within the Government and reliance on external funding (rather than allocation of funds from the national budget) for implementation of measures related to youth employment. This situation was further affected by number of other challenges in the area of youth employment, starting with weak institutional mechanisms, seldom, unfocused and almost non-existent measure to active employment of youth and to support youth initiatives and insufficient cooperation among the development partners, among other.

In the previous period, BBC Media Action was highly successful in developing multimedia programs to promote reproductive health and citizen participation (experience from the Loy9 and Love9 programs). However, the content and specific subjects of the Multimedia youth initiative represented particular challenge for BBC Media Action team- the subject of youth employment is difficult to present in broadly acceptable and attractive manner. It is important to highlight that the Klahang project and BBC Media Action were highly successful with this difficult task. The project prepared and delivered very attractive and interesting media programs, well recognized by the target groups and generated nation-wide positive climate and supportive environment for youth employment (and follow up actions that could work to boost youth employment).

Delivery of results was driven by goals to ensure ownership and sustainability. The key national institutions that participated in the capacity development activities provided by the project, the National Employment Agency (NEA) and the National Broadcasting Company (NBC) of Cambodia, have integrated these practices into their regular operations. With support from the project, the NEA and NBC increased their capacities to design, develop and implement media campaigns to promote employment and particularly youth employment.

However, other results and achievements of the project have limited sustainability and impact (unless linked to more comprehensive interventions in the area of youth employment). It is important to emphasize that the time pressure and primary concern to deliver did not take the primacy over the quality of results, ownership, and sustainability.

The MTR finds that the project team carefully monitored developments in the external environment and remained focused on implementation of activities, which ensured timely and effective achievements of results.

The MTR confirms that the youth employment concept has been promoted through all activities. The target beneficiaries (youth, young women and youth from vulnerable groups) were receiving information about employment, employment opportunities and steps forward through multimedia approach, using TV shows/ programs, radio programs and social networks. Also, the Klahang media programs mainstreamed the principles of human rights based approach. The MTR finds that

screenplays promoted promoted non- discrimination and equality, accountability and the rule of law and selection of characters was based on principles of participation and inclusion

Still, the MTR finds that the project has confusing and incoherently formulated intervention logic, as a weakness from the project design phase. This makes immediate assessment of effectiveness more challenging. Some of the examples, further commented in this part of the report could be that the outcome is weakly defined, which made assessment of the impact difficult. The project document uses terms “outputs” and “deliverables” in different contexts although it could be considered that deliverable is a subset of output; hence, in project management practice these two terms are used interchangeably.

In addition, the project document did not provide annual targets but rather milestones that are actual activity products.

Analysis of Klahang effectiveness

A full analysis of the framework at the levels of both project purpose and results is given in the following tables.

Project Outcome	<p>The document envisaged that the project will achieve the following outcomes:</p> <ul style="list-style-type: none"> - Unemployed or vulnerably employed youth especially female youth in Cambodia know what the various job options are, the advantages and disadvantages of focus jobs, and the skills needed to do these jobs. - Unemployed or vulnerably employed youth especially female youth in Cambodia feel motivated to enrol onto TVET training or study STEM subjects. - Unemployed or vulnerably employed youth especially female youth in Cambodia have negotiation skills to talk to gatekeepers about what they want to do and gain their support. - Employed youth especially female youth in Cambodia have the analytical, attitudinal and decision-making soft skills needed by employers that would allow them to secure promotion. <p>Verifiable Indicators: Indicators were not provided at this level</p> <p>Sources of Verification: Baselines and targets were not provided.</p>
Analysis of the overall objective	<p>The MTR finds that the outcome is weakly formulated. The reference book, the UNDP Handbook for Planning, Monitoring and Evaluating for Development Results, provides that outcomes “should describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP”. Outcomes are, therefore, perceived as medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes provide a clear vision of what has changed or will change globally or in a particular region, country or community within a period of time. Outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager.</p> <p>The outcomes from the project document could be perceived and used as indicators- e.g. “Unemployed or vulnerably employed youth especially female youth in Cambodia feel motivated to enrol onto TVET training or study STEM subjects”- Yes/ No, with results of the research analysis among the target group as source of verification.</p> <p>The basis for defining the outcome of the intervention should evolve from the answer to a re-phrased three fold question “informing for why?” informing for whom? and informing for what?, as presented in the UNDP Capacity Assessment Methodology (http://content-ext.undp.org/aplaws_publications/1670209/UNDP%20Capacity%20Assessment%20Users%20Guide.pdf). Therefore, the outcome of this intervention should have been related more explicitly to youth employability. The fact that the project was not linked to a larger scale youth employment program, in which</p>

case information and public awareness campaign would serve as tools towards increased employability or/ and employment of youth. In the given circumstances, the project should have “increased employability” at the outcome level.

In that case, measuring of employability could be done through basic assessment of effects of multimedia programs delivered through the project (simple asking young people if how they rate their own skills and if the multimedia support provided through the project helps them to increase these skills), or it could be more sophisticated by measuring behavioural changes or even analysing employment figures.

Output I (Phase I – Nov 2014 to Jun 2016): Cambodian young people (aged 15-30) especially young women have improved their knowledge and efficacy (confidence in their ability), individually and collectively, in negotiating with power holders for better employment opportunities and livelihood enhancement.

The MTR finds that this output is directly linked to the content and scope of the project. The Klahang project was substantively focused and successful in providing information to the young people (aged 15-30) especially to young women about different employment opportunities; at the same time the project was addressing some structural impediments rooted in the customary law and the culture of the Cambodian society.

Comment on Output 1 (Phase I- Nov 2014 to Jun 2016)

Indicators	Baselines and Targets	Comment
Indicator 1.1. Evidence of young people's improved access to information on job opportunities and formal and informal ways to find employment to improve the way they make a living.	<p>Baseline 2013 Young people lack of access to labour market information which implied mismatch between education and skills demands in the labour market (ILO, 'Labour market transitions of young women and men in Cambodia', 2013)</p> <p>Target: 2015 Young people exposed to MIY media channels reported having improved access to information on job opportunities and formal and informal ways to find employment (Qualitative impact evaluation)</p>	<p>The MTR finds that the indicators are related to the Outputs 1. (of the first Phase) and could be used to measure and validate progress towards the achievement of outputs.</p> <p>Still, at the level of semantics, formulation of the indicators is somewhat weak. Although it is recommended in UNDP programming practice, these indicators are not SMART indicators (Specific Measurable Adequate Realistic and Time bounded). Formulation of the Indicator 1.1. is inadequate, as in the second part it includes “to improve the way they make a living”. This is the ultimate goal of all activities in the area of employment but in the context of output and more specifically of this indicator, is not appropriate and relevant. More adequate formulation could be “ by the end of the project young people have improved</p>
Indicator 1.2. Evidence of young people's improved knowledge and skills around seeking employment/an occupation that will meet their economic and safety needs.	<p>Baseline 2013: Young people lack of skills and life experience for preparedness for job seeking (Employment skills needs, by NEA 2013)</p> <p>Target 2015: Young people exposed to MIY media channels reported having increased their knowledge</p>	

	and skills of strategies for job seeking (Qualitative impact evaluation).	access to information on job opportunities (measured by qualitative research).
Indicator 1.3. Evidence of young people's increased confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods.	<p>Baseline 2013: Young people follow their job path determined by the family (ILO, 'Labour market transitions of young women and men in Cambodia', 2013)</p> <p>Target 2015: Young people exposed to MIY media channels reported having increased their confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods (Qualitative impact evaluation).</p>	<p>The MTR finds that the baselines and targets for all indicators are relevant and well established. The project used data from a comprehensive research on youth employment and their participation at the labour market in Cambodia, carried out by International Labour Organization (ILO) for the Indicator 1.1. and 1.3, while for the baseline for the Indicator 1.2. was set in the NEA report on skills assessment.</p> <p>The validation of the target was inherently linked with the need to carry out qualitative research on a youth access to information about jobs and job opportunities. The target was relevant and qualitative impact assessment was carried out during the first phase of the project. The results of this assessment served to validate achievement of target.</p> <p>The MTR finds that the sources of verification are relevant and serve for measuring baselines and targets.</p>
Comments on progress towards the Output		
<p>The review and assessment of project effectiveness was done through the analysis of project reports; findings were validated during the field mission. It is important to highlight that this project builds on the great success of BBC Media Action with development of multimedia programs to promote reproductive health and citizen participation (experience from the Loy9 and Love9 programs). However, the content and specific subjects of the Klahang- Multimedia youth initiative represented particular challenge for BBC Media Action team- the subject of youth employment is difficult to present in broadly, easily comprehensible and attractive manner.</p> <p>It is important to highlight that the Klahang project and BBC Media Action produced were highly successful with this difficult task. The project prepared and delivered very attractive and interesting media programs, well recognized by the target groups and generated nation-wide positive climate and supportive environment for youth employment (and follow up actions that could work to boost youth employment).</p> <p>The MTR finds that the project was highly effective and successful in delivery of quality results, timely and in line with the work plans.</p> <p>The main results that the project achieved under the <i>Deliverable 1: Delivery of youth oriented employment education by establishing media platforms, programmes, and community outreach activities to date are:</i></p>		

Television: production of the 10 episodes of the TV programme was completed. Filming for all the three dramas (titled “Departed”, “Lakhoun” and “What if”) has been fully completed. The quality of TV programs followed high quality standards of BBC Media Action, through involvement of technical experts during the preparation of scripts and during the filming/ production stage.

Broadcasting of the TV programs was through the Cambodian Broadcast Service (CBS): the cooperation contract was signed and implemented. It is important to highlight the BBC Media Action was successful in negotiation for a primetime slot.

Radio: the project was effective in preparation and broadcasting of live Klahang radio programmes during the first years of the timeframe. The radio programs were well-structured to facilitate learning process: it included drama segments, live music, expert interviews and audience call-ins. The radio programmes have been uploaded onto online platforms such as SoundCloud, Facebook and the Klahang website. A set of questions were asked to online audiences on weekly basis to increase audience engagement with the content. Some of the responses are highlighted in the live programme. The videos of live musical guests were also shared online to drive interest in the online platforms

The radio team also recruited a Community Liaison Officer, who captures stories and interviews from the provinces to be incorporated into the radio programming.

After launching in February 2015, the radio team delivered 41 episodes. In addition, 216,737 listeners each week (according to FM103’s market research). Since the start of the project, 41 live episodes have gone to air with total of 794 callers since the first broadcast.

Online: the project was highly effective with on-line communication. The Klahang website was launched in August 2015, which includes bespoke content around the programme's themes. All live radio programmes have been uploaded to SoundCloud, the website and Facebook. Live music performances with lyrics about economic development were produced for radio and online and uploaded to Facebook. The online strategy which highlights inspiring stories of young people is also in full swing.

Recent figures showed nearly 350,000 likes, while shows presented on youtube Klahang channel had more than 200,000 views.

The main results of the project under the *Deliverable 2: Capacity development for Cambodian youth through capacity strengthening activities with the National Employment Agency (NEA) are:*

The project carried out research, that included pretesting of the TV and radio content and the report was prepared and shared with the team and donors. In addition, the project engaged a Media Advisor that was working with the National Employment Agency (NEA) and BBC Media Action teams on assessing training needs of the national counterparts and developing demanded training support. The report on the Training Needs was finalized and presented.

As part of capacity development efforts, BBC Media Action conducted presenter training with Babita Sharma, renowned presenter of the BBC World News, with attended by presenters, media advisors, producers and directors from NEA, MyTV, CTV and BBC Media Action Cambodia. It was confirmed that the NEA, CBS and BBC Media Action Cambodia staff were also trained by BBC Media Action’s Global Training Editor on bringing more creativity to storytelling, editorial guidelines, multi-platform media programming, knowing your audience and research. The Global Training Editor further assessed training needs during this workshop and this information will feed into upcoming training. All the participants find that the trainings provided by the project were of the highest quality and demanded by participants.

In 2015, 17 NEA staff were trained along with another 24 staff from CBS and BBC Media Action Cambodia local staff. This already exceeds the project target of 10 NEA staff and we have further training planned for 2016. The project prepared training tools that are available for further trainings.

As part of the capacity development efforts, the project facilitated establishment of the Technical Advisory Committee (TAC). It is confirmed that regular meetings of the TAC were organized. Technical support provided during these meetings has directly contributed to the development of the economic development learning points.

Output (Phase II- Jul 2016 to Dec 2018): Urban and rural youth (aged 15-30), and especially young women, who are in unemployment or in vulnerable employment have the knowledge, soft skills and the confidence to identify alternative jobs and mobilise support from their influencers.

The wording of the output suggests that is over ambitious and exceeds the scope of the project. Delivery of youth oriented employment education through different media programs (e.g. video, audio, facebook) twinned with limited community outreach activities that the project provided, could have some influence on the part of targeted youth. The key beneficiaries of this support are urban young female and male. However, it's hard to expect that the media programs on employment, will influence the development of soft skills, the increase in knowledge and boost of confidence among the youth. These changes would be particularly challenging to ensure among the rural youth, particularly young rural women.

At the same time, provision of employment education and access to information could influence more informed decisions about jobs and employment among the youth in Cambodia.

Comment on Output 1 (Phase I- Nov 2014 to Jun 2016)

Indicators	Baselines and Targets	Comment
Indicator 2.1. <i>Evidence of young people's (disaggregate by Gender) improved access to information on job opportunities and formal and informal ways to find employment to improve the way they make a living.</i>	<p>Baseline 2016 = Klahang audiences reported their knowledge being reinforced including be brave and persevere to overcome obstacles in life, migration issues, employment issues (consider working conditions, prepare for interviews), discrimination against women at work and in the community, and the importance of communication skills.</p> <p>Target: 2018 = Young people (disaggregate by Gender) exposed to MIY media channels reported having improved access to information on job opportunities and formal and informal ways to find employment (Qualitative impact evaluation)</p>	<p>The MTR finds that the indicators are related to the Outputs 2 and could be used to measure and validate progress towards the achievement of outputs. (at the same time, the MTR finds that the output is not adequate for the Kahlang project)</p> <p>Indicator 2.1. is related to improved access to information on job opportunities and formal and informal ways to find employment; this is the core area of the Kahlang project and the indicator is appropriate. However, the last part of the indicator "to improve the way they make a living" is redundant and not relevant for measuring progress towards the output.</p> <p>The baseline provided for this indicator 2.1. does not provide overview/ or evidence on the current status of the youth's access</p>

<p>Indicator 2.2. Evidence of young people's (disaggregate by Gender) improved knowledge and skills around seeking employment/an occupation that will meet their economic and safety needs.</p>	<p>Baseline 2016: Klahan 9 audiences didn't report of having improved knowledge and skills around seeking employment/an occupation but reported that after watching Klahan9, they felt motivated to take action to run and expand their own business; felt encouraged to continue studying; thought deeply about the risks before migrating for employment ; and felt better prepared for job interviews.</p> <p>Target 2018: Young people (disaggregate by Gender) exposed to MIY media channels reported having increased their knowledge and skills of strategies for job seeking (Qualitative impact evaluation).</p>	<p>to information on job opportunities. The target for this output is well-established and relevant.</p> <p>The MTR finds that the Indicator 2.2. is not appropriate for this, as the Klahan9 project does not work directly on development of knowledge and skills of the youth for seeking employment/ an occupation that will meet their economic and safety needs.</p> <p>The project provides examples and models that could contribute to increased confidence and knowledge of the youth to discuss and negotiate with parents and other community power holders on choices about their livelihoods. The MTR finds that the Indicator 2.3. could be used to measure progress toward the output; still, this is not the primary focus of the project. The MTR finds that the baseline and target are adequate as references for Indicator 2.3.</p>
<p>Indicator 2.3. Evidence of young people's (disaggregate by Gender) increased confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods.</p>	<p>Baseline 2016: Klahan9 audiences acknowledged that Klahan9 TV is educational as well as entertaining. They felt motivated and inspired by the programme to take action on their existing plans, but it is not clear how this motivation translated into action, particularly in terms of having confidence to negotiate with elders about livelihood choices.</p> <p>Target 2018: Young people (disaggregate by Gender) exposed to MIY media channels reported having increased their confidence and knowledge of strategies to discuss and negotiate with parents and other community power holders on choices about young people's livelihoods (Qualitative impact evaluation).</p>	<p>Proposed sources of verification requires that the project organizes and implement independent qualitative impact assessment.</p>

4.4. Impact

Impact measures the effect of the project in meeting the outcome. By definition, the latter is beyond the scope of a particular project but a positive impact could be expected if the project outputs are achieved so that it helps to meet to wider objective. Sustainability on the other hand is a measure of the degree to which the project has a lasting effect or durability after its completion.

Both these measures should ideally be premised at a time-period between two to five years after the life of the project.

Impact can only be assessed after certain period upon the end of the project. However, it is increasingly conventional in mid-term and even in final evaluations to anticipate or forecast both impact and sustainability. Therefore, the MTR team anticipated and assessed possible impact of the project, after its completion.

The mid-term evaluation followed general practice to validate impact looking at the expected output (and deliverables) and the outcome, and assuming possible impact of the Klahang project on youth employment in Cambodia. This included the analysis at three levels: the level of individuals, institutions and the policy level.

Analysis of the possible impact of Klahang Project on individual, institutional and systemic levels	
Expected impact Individual level	<p>At the level of individuals, the impact could be observed among the individuals that participated in the project activities or directly benefited from them and among the project target groups.</p> <p>It is expected that the project will have impact on young people that were targeted by the Klahang project in sense of increased capacities in weighing up options and negotiating with power holders (e.g. parents, other older people) to come to mutually acceptable decisions relating to their own employment. This will be the effect of seeing such behaviour modelled within media representations..</p> <p>The impact at the individual level could be expected through increased understanding about importance of education and skills among the youth. This will enable some young people to become motivated to acquire the vocational and soft skills needed to secure a better job, which means that eventually some young people will improve their livelihoods.</p> <p>Ultimately this could have effects on increased the proportion of Cambodia's young people who have decent work.</p> <p>Individuals participating in project trainings increased their technical capacities and knowledge basis in the broad area of media (script writing and production of programs). At the same time, participants in the training programs were from different organizations, with different backgrounds, and the project enabled direct interaction and communication between them, facilitating partnerships and horizontal knowledge sharing.</p> <p>Media representatives and journalists participating in the trainings are capacitated to report competently on topics related to youth</p>

	<p>employment. The impact could be observed through more scientific and fact based reporting on developments and challenges in this area.</p> <p>Another dimension of impact at the individual level is through exchange of experience and direct interaction of the experts from Cambodia through top-notch BBC experts.</p> <p>Multiplier effect is ensured</p> <p>In addition, impact at the individual level could be expected through the information, programs and documents that the project produced and that are available for broader audience.</p>
Expected impact- institutional level	<p>At the institutional level, the MTR analysed if the Klahang project will influence performance of the institutions that benefited from its support and results or were involved in the delivery of activities.</p> <p>The following was identified:</p> <ul style="list-style-type: none"> Organizational, operational and technical capacities of the key national partners, the Media Departments of the National Employment Agency and the Cambodian Broadcasting Service have been strengthened to perform information services, design and implement multimedia information campaigns- although the focus was on youth employment, it is evident that these organizations are capacitated for similar support in other related areas. <p>In addition, on more operational level, key national partners, the National Employment Agency and the Cambodian Broadcasting Service have established strong partnership relations in the areas of promoting/ supporting youth employment. Partnership was established with the BBC Media Service, that is expected to last after the completion of the project.</p> <ul style="list-style-type: none"> The Media Department of the National Employment Agency of Cambodia as the central national institution in charge of implementation of policies and measures for employment- this includes provision of information to beneficiaries- received a successful model for replication for successful implementation of multimedia campaigns. The Department has strengthened its partnership with the national broadcasting corporation, the BBC Media Action and experts, which is prerequisite for the future work; Additional impact at organizational level could be observed through the establishment of (local) media production companies- well-trained associates involved with the BBC Media Action during the this and previous activities are establishing their one media production companies. This was not intended impact of the project, but could be certainly considered as positive development National institutions- e.g. Government of Cambodia and the relevant ministries, received platform for the successful implementation of information campaign that is envisaged in the key national documents related to youth employment.
Expected impact- Policy impact	<p>The MTR analysis if the project Klahang is likely to have impact at the policy level (policy making and implementation). The actual question to</p>

	<p>assume the impact was if the project provided basis for policy development in the rea of youth employment in Cambodia. The analysis is done through a policy cycle model.</p> <p>Different elements of the policy cycle are separated for the purpose of this analysis:</p> <ul style="list-style-type: none"> • Policy decision: the project Klahang did not provide direct inputs or evidences to initiate policy making process; still, • Policy development: The project provided general framework for addressing insufficient information of the young human security and legitimized holistic approach, bringing governance actors from the public structures and civil society together. • Decision on instruments: in terms of instruments, the project provided and tested different tools and instruments to address various aspects of unemployment among the youth and insufficient knowledge about employment opportunities, job content, decent employment. Klahang used well-balanced combination of electronic media, social networks and face to face meetings that increased understanding and awareness about youth employment (ref. to the effectiveness part on to the project report). • Implementation: the project provided the basis for a comprehensive, multi-media approach to information sharing that proved to be rather effective in reaching target groups. Therefore, at the systemic level, the Klahang had most significant impact on side of policy implementation, as it actually supported implementation of key national policies related to youth employment (more details provided in the Relevance heading of this report).
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Qualitatively, the conclusion of this mid-term evaluation is that there is certain likelihood that the project impact will be achieved; however, as presently designed and implemented there is a high likelihood that the impact could erode without further external support to institutionalize results of the project or link the project to a broader development agenda.

Specifically, the MTR finds that the Klahang project could be used as powerful and effective tool for Government of Cambodia, UNDP and other development partners for implementation of a larger scale youth employment program. Hence, the continuity of external support and technical assistance for youth employment in Cambodia remains highly relevant and probably one of the key priorities in the years to come. Using achievements of Klahang project and building on available tools and tested approaches through the project, other areas of youth employment should be included and addressed.

More details on possible areas of engagement are provided in the recommendations part of this report.

4.5. Sustainability

The fifth criterion, sustainability, relates to whether the positive results of the project are likely to continue after external funding ends, and also whether its longer-term effects on the wider development process can also be sustained at the level of the sector or country.

This means that there is a strong correlation between impact and sustainability since the explanatory variables are often the same for explaining impact and/or sustainability. In the context of mid-term evaluations, sustainability and impact are often assessed in conjunction. This suggests that challenges leading to impact erosion could certainly apply in this case.

The mid-term review analysed the (potential) sustainability, assessing whether the beneficiaries can continue to work without external intervention that was present through the project.

There is a need to revise project benchmarks (UNDP and the BBC Media Action) to ensure more accurate evaluation of sustainability upon completion of the project. However, mid-term evaluation assesses the potential sustainability, based around a fundamental question of whether the beneficiaries can continue to work without external intervention that was present through the project.

The mid-term evaluation assessed sustainability through the following questions:

i) Why is it important to ensure sustainability?

In present value terms, if there is no impact or sustainability then there is no logic of intervention in the first instance. Even if there are non-monetary benefits, these can be monetised and should show a real return on investment.

The central idea of the project is to leave a legacy of an operational system and know-how to provide adequate information on job opportunities, decent and sustainable employment to the youth, while at the same time supporting active participation in the labour market of marginalized and vulnerable groups. Employment of youth, as part of the national development agenda and broader efforts to improve socio-economic situation in Cambodia, is and will remain stated priority for the Government of Cambodia. In the context of the economic transitions in other countries in Asia and membership to the Association of Southeast Asian Nations (ASEAN), employment of youth is becoming even more important. This suggests that the funds could be available to sustain and expand on results of the project. The legacy of this project will certainly serve as the basis and model for replication for future activities in this field.

ii) Can the institutions in Cambodia continue to replicate and do what the project was doing? What about the scaling?

The project Klahang has been providing direct support to the national institutions in Cambodia particularly to the media department of the National Employment Agency and the Cambodian Broadcasting Service; this is presented in more details in the parts related to effectiveness and project results. As the project ends its considerable support to the institutions and beneficiaries in Cambodia, primarily technically and institutionally, will be withdrawn almost in entirety. Analysis of primary data and information received during interviews with the representatives of institutions and beneficiaries showed already high level of sustainability of the results achieved by the project.

Specifically, members of the media department of the National Employment Agency (the NEA has their own media studio and produce their TV programs) and representatives of the Cambodian Broadcasting Service confirmed that they are capacitated to work independently on script writing and production of programs with particular focus on youth employment. In addition, the project created a highly competent node of well-trained young Cambodians, that were involved in preparation and roll-out of TV and radio programs and in use of social media. This is the capacity that will remain in Cambodia.

However, there might be a need for additional technical assistance for continuation of some of the activities piloted through the project. The project was addressing capacity gaps related to script writing and production of media programs. Still, beneficiaries emphasized the need to enhance production (directing) and post-production capacities and assist with developments in this area.

iii) Implications for follow-up

Employment of youth is a multidimensional problem that requires nationally driven comprehensive and well-coordinated approach. The project is playing pivotal role in addressing need to improve access and quality of information on employment opportunities and access to employment for the youth. Still, this is a long-lasting process and support should continue, with involvement of policy and decision makers from different levels and Klahang could be used as an excellent tool to support other activities in the area of youth employment.

In addition, the Government of Cambodia and governmental bodies should become the partner in the future activities in these fields.

Recommendations

The challenges related to youth unemployment in Cambodia are multidimensional, rooted in the societal aspects, structure of the economy and political developments that the country is facing. The Klahag was design to contribute to improved inter-ethnic relations and dismantling of ethnic stereotypes, increased economic activities and growth of jobs, and more active participation of citizens in decision-making processes.

RECOMMENDATIONS RELATED TO THE MANAGEMENT OF THE PROJECT

Ensure participation of the key stakeholders that are involved in issues related to youth employment:

The role of the Programme Board- PB (or Programme Steering Committee- PSC) should be to oversee the implementation of the project and to authorise any significant changes to the activities, outputs, objectives and overall objective. The PB should be the key mechanism for coordination between this project and other related development initiatives in the area of youth employment. Therefore, it is recommended that the Project Board includes key national and international development partners involved in implementation of youth employment policy and measures. This will depend on opportunities for new programs and activities in the area of employment.

It is recommended to re-inforce the role of UNDP as the chair of the PB, especially considering growing opportunities to link the Klahang project with larger initiatives in the area of employment/ youth employment.

If current contractual arrangements are not favourable to introduce changes in the PB, it is recommended to enhance the role of the TAG

Develop sound monitoring system for the project:

Monitoring is a continuing function that provides the management of the project and main stakeholders with early indications of progress, or any concerns or issues related to achievement of results.

It is recommended that the project team (UNDP and BBC Media Action) start working on a results oriented monitoring system. The purpose will be to keep the track whether the project achieves the expected results and objectives. Specifically, the monitoring system should: i) provide objective, verifiable evidence of progress towards and achievement of results and objectives; ii) enable insights to be drawn and shared about what worked well or what did not work well and why that was the case; iii) enable reflection on the context in which the Project is being implemented and how this affects programming and iv) provide the basis for fine-tuning, reorienting and planning future development efforts in the area of youth employment.

First step, however, should be to revise some parts of the Results and Resources Framework, reformulate and simplify Outputs, propose annual targets and develop SMART indicators where appropriate and provide adequate sources of verifications.

In addition, there is a need to constantly monitor risks and develop mitigation approach. Therefore, part of the monitoring should be to assess risks at different levels and ensure that the mitigation strategy is in place.

Strengthen strategic reporting for the Klahang project:

It is recommended to strengthen reporting practice for the Klahang project. It is recommended to use simplified reporting format and proposed indicators for reporting of progress. The best guidance to strengthen reporting and prepare more strategic reports derives from the United Nations Development Group's Results-Based Management Handbook - Strengthening RBM harmonization for improved development results (March 2010). The Handbook provides useful instructions for writing reports, including number of questions to consider towards results oriented reporting

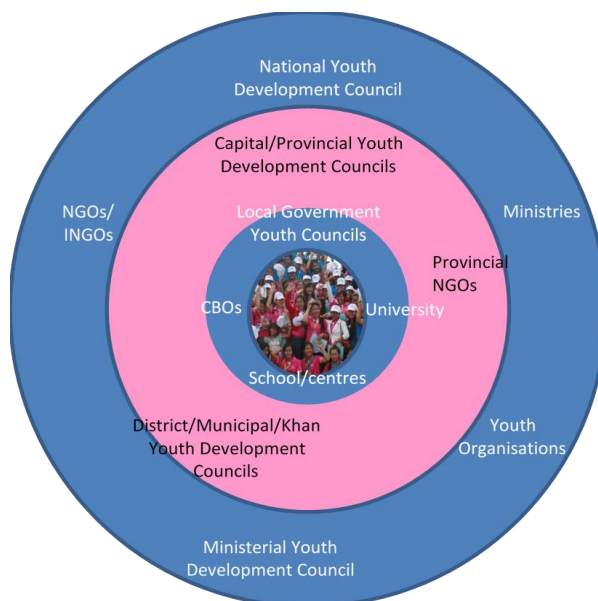
RECOMMENDATIONS RELATED TO PROGRAMMING IN THE AREA OF YOUTH EMPLOYMENT**UNDP should become more active in the area of youth employment**

Employment of youth is a multidimensional problem that requires nationally driven comprehensive and well-coordinated approach. Support to youth employment is an area in which UNDP should be more active.

It is needed to strengthen mechanisms to facilitate youth employment

The implementation of the key policy documents for youth employment, the NYDP and NYAP is based on a coordinated and holistic approach with all stakeholders getting involved in youth development programmes and activities. This implementation mechanism requires the establishment, maintenance, collaboration and coordination among institutions and all stakeholders, including those which directly or indirectly work on the services, opportunities and capacity development of young people.

Figure 1: NYDC Governance Structure

**UNDP should be the advisor to the Government**

Therefore, it is highly recommended that UNDP takes the lead as the advisor to the Government (and the National Employment Agency) to set up functional mechanism and ensure effective cooperation of the key national and international development partners in the area of youth employment. In this context, the role of the Klahang could become even more apparent and relevant, as powerful tool to support implementation of other activities in the area of youth employment. Specifically, the capacity constraints at the national and sub-national levels to define and implement well-targeted active labor market measures for youth could be addressed. The purpose should be to ensure sustainable capacities of

	<p>the National Employment Agency and other governmental authorities for implementation different aspects of employment measures, starting from business advisory and job guidance services to job matching, information sharing, etc.</p> <p>One of the problems with implementation of active labor market measures is lack of system to monitor and evaluate efficiency, effectiveness and finally, the impact of these measures. Therefore, UNDP could provide technical assistance for the establishment of the system for monitoring and evaluation of employment policies and programs. This will increase effectiveness of the implemented measures and to extract information about its relevance, results and objectives.</p>
Carry out (impact assessment of labour market measures	
UNDP should support development of the system of occupational safety	<p>UNDP in Cambodia together with the national stakeholders could work on development and modernization of the system of occupational standards that will help to match education system with the labour market demands. It is recommended to support the Government of Cambodia and other national partners to work on appropriate and practical trainings that will increase employability and boost active participation of the unemployed youth in the labor market. Training program should be comprehensive and include pre-employment and on the job trainings and should be designed in close connection with local and regional labor market needs; this will require improved coordination and cooperation among the key actors.</p>
Youth employment programme should be comprehensive and address regional priorities	<p>Successful programs for youth employment require to address different aspects that affect and impede active participation of youth in the labour market. In order to define sound and demand based approach, it is recommended to perform in-depth regional assessment in Cambodia to identify advantages and opportunities for regions throughout the country and identify opportunities for employment following competitive advantages. Based on best practices, it is recommended to look at different factors that constitute competitiveness: general youth situation (demographics, employment and self employment options and status); education of youth; access to health and culture; basic infrastructure and public sector services available for the youth and business infrastructure (elements such as structure of the regional economy, Investment and entrepreneurship dynamics; entrepreneurship development level; economic results, etc). This should be the backbone for a tailor made intervention to boost youth employment;</p>
Increase employability of the youth	<p>Particularly important will be to work on increasing employability with focus on vulnerable youth at the labor market through different activities and approaches such as establishment of youth supporting framework, practical learning and professional training (described in more details in the following paragraphs) In parallel, UN should explore and address structural barriers for youth and particularly for vulnerable youth by addressing the root causes of their limited participation in the labor market and facilitate increase of their access to productive resources, such as tools, credits, land, etc.</p>
There is a need to work to improve access to business advisory and	<p>In the context to support to youth employment, there is a need to work to improve access to business advisory and job/ career-guidance services. These services would practically build on the achievements and results of</p>

job/ career-guidance services

the Klahang, further increasing the efficiency of the job matching process. These services could include among other provision of information on available jobs and employment offers, training and education opportunities, advocacy for “decent work” and employment for women, youth and socially vulnerable population groups. In addition, business advisory services could include job-search support and guidance for unemployed youth- it was confirmed that direct meetings with the youth during the Klahang’s outreach activities were particularly welcomed by beneficiaries.

UNDP should explore how to support development of youth entrepreneurs

It is recommended for UNDP to consider different approaches to facilitate development of youth entrepreneurs. Already existing structures, such as the association of young entrepreneurs could serve as entry point.

Policy planning in the area of youth employment should continue

One of the areas that require attention is work on creation of “enabling environment for business growth”, namely, UNDP could provide technical assistance and support the country with on-going regulatory reform. Specifically, UNDP could explore opportunities to assist the country to reduce the legal, regulatory and administrative obstacles for business growth and create policies for improving business environment. The focus will be on addressing key challenges that businesses, and especially young entrepreneurs are facing in Cambodia.

Technical assistance for planning and policy development in the areas of that are promoting youth entrepreneurs must be done in coordination with the budgeting process and it should include sound monitoring system to measure progress and results.

UNDP should explore opportunities to support youth led businesses

Creation of youth led businesses in Cambodia is affected by inadequate business support mechanisms; and UNDP’s experience in this area could be beneficial for the country. The needs in this area are extensive and possible support could include: i) establishment of business incubators and hubs and support to the business start-ups; ii) establishment of nationally owned sustainable mechanism for development of professional and technical capacities of entrepreneurs (like business training and advisory centers); iii) support to easier access to finances iv) considering importance of agriculture sector, it is recommended to facilitate easier access to agriculture inputs and services; v) facilitate establishment of data-base for contacts with international businesses and advisory and operational support to easier access to foreign markets.

Migrations are one of the challenges to be addressed

Measures for youth employment should include analysis of the root causes of migrations; build up on the potentials and advantages of migrants and migrations, while developing measures to counterbalance impacts and risks of migrations. UNDP could support development of capacities of the public institutions to better understand links between migration and development, and to mainstream migrations in the development planning (e.g. analysis of data on migrants and migrations for evidence based policy making). Partnership with other organizations that are working in the areas of youth and employment is recommended;

UNDP may become involved in assessing the needs and developing and implementing training programs for young migrants.

Development of rural areas and involvement of youth from rural regions in economic activities remain priority

Development of rural areas depends greatly on rural employment growth, mobilization of human potentials and diversification of economy; this is particularly suitable in the mountainous rural areas. Therefore, it is recommended that UNDP explore opportunities to support rural youth, with particular focus on young female, through diversifying opportunities for their employment, especially in rural areas that are closer to economic centers/towns.

Annex 1: The list of people interviewed

Activity	Date & Time	Methodology/Remarks
<u>Project team and Representative of UNDP</u>		
UNDP project team and Management Support Unit	10 th Jan 9:00am-10:00 am	Meeting at UNDP office
BBC MA Country Director & Senior Project Manager & Research Manager	10 th Jan 1:00-3:00pm	Meeting with UNDP: Amara Bou, Program Analyst, BBC MA team: Meghan MacBain, Country Director; Rachael Canter, Senior Project Manager; Khuon Chandore, Senior Research Officer
Meeting with BBC production team – Senior Project Manager & Research Manager, Outreach / roadshows team, Online, Radio,	13 rd Jan 9:30 -11 am	Meeting at BBC MA office Rachael Canter, Senior Project Manager Khuon Chandore, Senior Research Officer Representatives from Outreach, Social Media and Radio Production team
<u>National partners</u>		
Director of National Employment Agency (NEA)	13 rd Jan 2:30pm- 3:30pm	Meeting at NEA Office Hong Choeun, Ph.D, Director General of NEA
NEA production team of Information Collection and Dissemination Unit	13 rd Jan 3:30pm-4: 30pm	Focus group discussion at NEA Office
Meeting with representative from Broadcasting Services	16 th Jan 4-5pm	In-depth interview at CBS Office
<u>Donors</u>		
Embassy of Sweden	17 th Jan 10:30 am	Meeting with Mr. Andreas Johansson, First Secretary – Democracy and Human Rights
<u>Development Partners</u>		
Swiss Development Agency	19 th Jan 11:00-12:00 am	Meeting with Mr. Ros Va, Senior Programme Manager
<u>Other key stakeholders</u>		
Ministry of Education Youth and Sports	12 th Jan 1:30-2:30	Meeting with H.E Chek Lim, Deputy Director General
HRINC. Cambodia, Recruitment Agency	12 th Jan 3:00-4 pm	Meeting with Suy Sokha, Group Employee Engagement Manager, and Doeuk Chamnan, Recruitment Consultant

International Labour Organization	14th Jan 8am-9am	Meeting with Tun Sophorn, National Coordinator
United Nations Volunteers	17th Jan 1:30 pm-2: 30 pm	Meeting with Ms. Seija Anttonen, Programme Officer
<u>MIY-Klahang's beneficiaries</u>		
Klahang audience	18 th Jan 9am-11 am	Two focus groups with high school students from Chhrey Thom High School, Psa Village, Chhrey Thom Commune, Romeas Hek District, Svay Reang Province
National technical training Institute (NTTI) for roadshow and online audience	19 th Jan 3 pm -5 pm	-Meeting with Ms. Kunthea, professor and head of NTTI employment unit -A focus group with students from NTTI