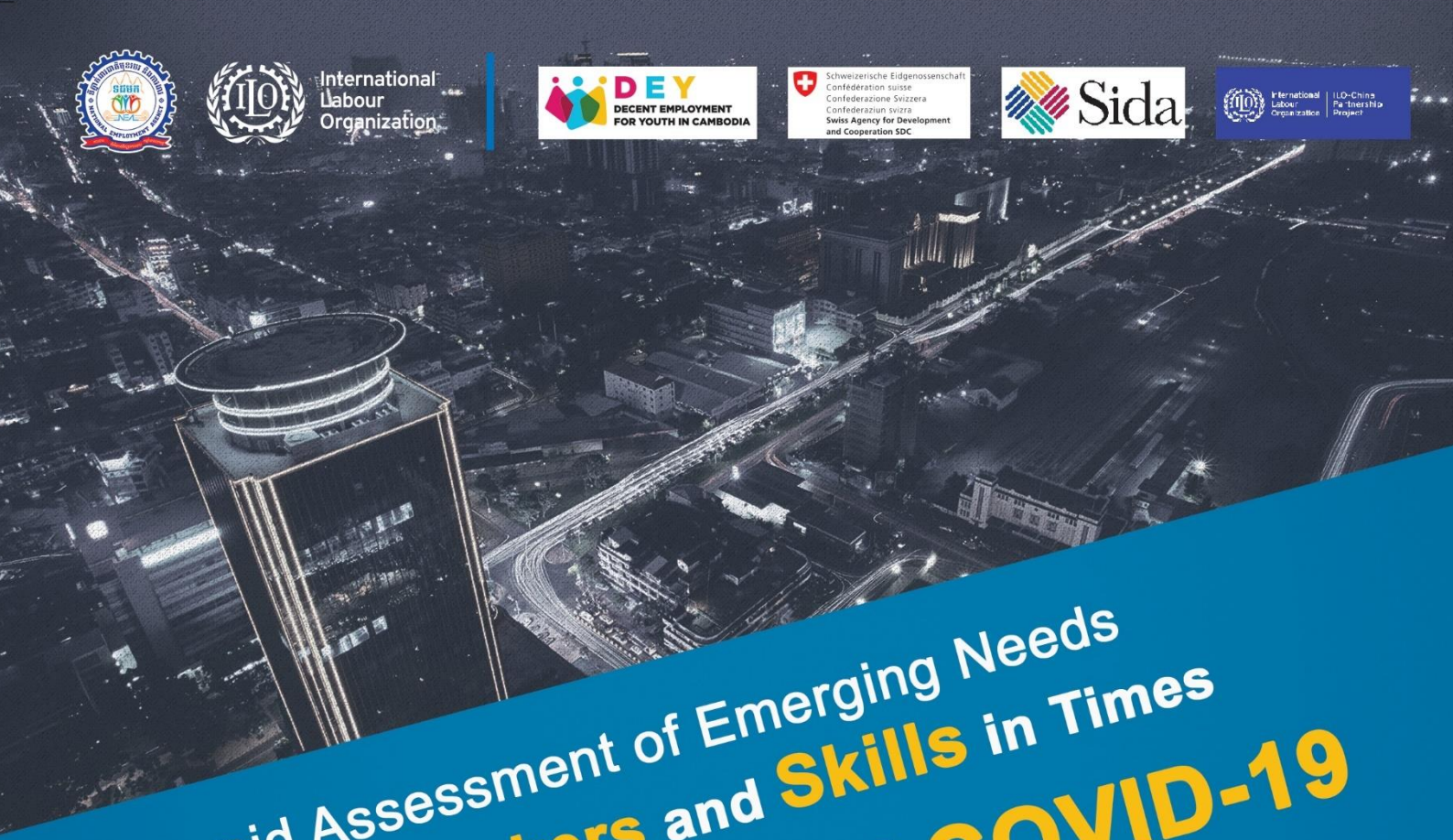

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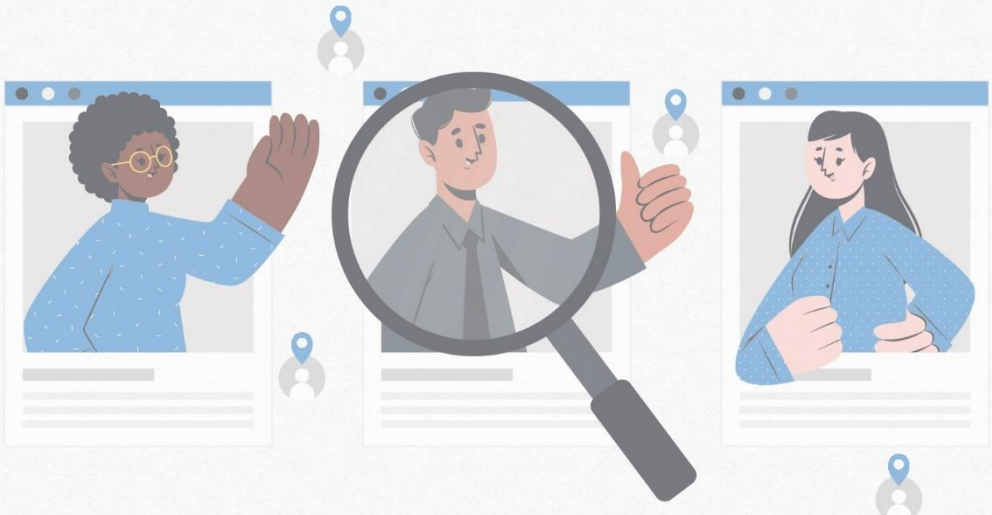

Rapid Assessment of Emerging Needs for Workers and Skills in Times of the COVID-19 Crisis

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Researched by: LIM Sivchuong, MOM Pov, LY Reasey, UNG Channeary

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Acronyms

ADB	Asian Development Bank
COVID-19	Corona Virus Disease 2019
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
G.N.C.M.W.	General Secretariat of National Council for Minimum Wage
ICD	Information, Collection and Dissemination
ICT	Information and Communication Technology
ILO	International Labour Organization
ISCED	International Standard Classification of Education
ISCO	International Standard Classification of Occupations
ISIC	International Standard Industrial Classification
MEF	Ministry of Economy and Finance
MLVT	Ministry of Labour and Vocational Training
NEA	National Employment Agency
NIS	National Institute of Statistics
NSSF	National Social Security Fund
RGC	Royal Government of Cambodia
SME Bank	Small and Medium Enterprise Bank
STED	Skills for Trade and Economic Diversification
VAT	Value-added Tax

Executive Summary

Aims of the study

The world of work is globally profoundly affected by the COVID-19 pandemic. In the first quarter of 2020, this pandemic has intensified and expanded in terms of its global reach, with substantial impacts on public health and unprecedented shocks to economies and labour markets. At the same time, the outbreak of the COVID-19 crisis has also adversely affected most of the main sectors that contribute to Cambodia's economic growth, including the services sector (tourism and hospitality services), the manufacturing sector, and the construction sector (World Bank, 2020)[1]. Consequently, this economic crisis has a disproportionate impact on specific segments of the population, and workers, in particular, young persons, are vulnerable to falling labour demand. However, in response to this economy and labour market downturn, the Royal Government of Cambodia has effectively implemented and monitored stimulus measures to support business continuity, employment, and livelihoods and to recover and boost economic growth. Even during this period of downturn, and possibly during the recovery period in the future, some occupations and sectors face increasing demand for labour. Workforce and skills development have an important function in responding to this emerging demand of labour, enabling the economy to adjust to change, re-stabilizing businesses, and taking advantages of business opportunities.

In this regard, the National Employment Agency (NEA) conducted the first rapid assessment survey called "Rapid assessment of emerging needs for workers and skills in times of the COVID-19 crisis," which aims to understand employment changes and skills needs in the midst of the COVID-19 crisis for a better insight on the current labour market in order to support the employment service operation. Hence, to examine the nature of the Cambodian labour market from the demand side, 445 establishments were interviewed across seven sectors nationwide, that have been affected by the COVID-19 pandemic and have potential growth in employment. These selected sectors are: accommodation; construction; food and beverage; garment, footwear, and apparel; information and communication technology (ICT); logistics, warehousing, and transportation; and rubber and plastics. Regarding the establishments, the survey tried to cover establishments employing 20 employees or more because those establishments were more likely to provide accurate data on jobs and a good estimate of future skills demands.

The survey covers topics such as the characteristics of the selected sectors, employment structure, employment loss and gain, recruitment difficulties, skills shortages, skills gaps, ICT skills, green jobs, and workforce training during the COVID-19 crisis. Additionally, the survey tries to capture employers' perspectives on employment and skills outlook for the upcoming year. Finally, the survey captures employers' perspectives on the Government's inventions in terms of their helpfulness in employment protection and skills development. This report offers insightful information to its readers, especially public employment services operators, providing them with information to develop more appropriate and more effective actions or solutions for employment and skills development during and after this crisis.

Establishments' characteristics

The 445 sampled establishments account for 154,058 employment in the seven sectors targeted in 2020. The sectors were selected based on the sector's profile analysis which takes into consideration the following criteria: percentage of GDP in 2019, predicted growth rate in 2020, percentage of total employment in 2019, predicted employment growth in 2020, degree of impacts of the COVID-19 crisis on the sector, government intervention level, and the availability of the sampling list.

[1] World Bank (2020). *Cambodia Economic Update: Cambodia in the Time of COVID-19.*

The survey data showed that over half the total interviewed establishments (57.3%) started their business from 2 to 10 years ago, 25.2% from 11 to 20 years ago, 11.0% more than 20 years ago, and only 6.5% less than 2 years ago. The survey shows that 99.3% are registered with the Ministry of Commerce or other related institutions, and 93.9% are registered with the National Social Security Fund (NSSF).

The most common type of business entity sampled is private limited establishment representing 54.2% of total establishments, followed by individual proprietor with registration (31.2%) and limited partnership (6.3%). The majority of establishments were operated as single unit, accounting for 60.9%, while head office accounted for 20.0% and branch office 19.1%. As for ownership, 58.4% of the establishments was owned by Cambodians, while 34.6% of the establishments were owned by foreigners, and the rest 7.0% are in joint ownership.

Market Orientation and Innovation Prior to the COVID-19 Crisis

At the end of 2019, the majority of total sampled establishments (69.0%) operated their business for local or national market, while about 31.0% actively operated for international or export activities. Breaking down by sector, accommodation and construction establishments were all run in local/national market, followed by ICT (94.2%). For garment, footwear, and apparel most firms (88.5%) mainly exported internationally rather than mainly selling to the local/national market. The local/national market in this assessment survey refers to the market that goods and services are served within the country, while international or export activities refer to the market that goods and services are served outside the country.

In the last three years up to the end of 2019, there were vibrant changes in business circles in Cambodia, and these were seen in the sampled establishments in this survey. Although a number of establishments reported that they did not make major changes for their business, almost half of the total sample reported having their business expanded into either new markets or existing markets. Furthermore, some other enterprises reported having their business contact.

There were also improvements in innovation in either goods or services or production within the establishments in the last 3 years up to the end of 2019. Most firms surveyed in the ICT and accommodation sectors reported implementing services innovations, which accounted for 71.2% and 69.8% respectively. ICT firms innovated not only in their services, but also in their goods. They were followed by garment, footwear, and apparel; food and beverage; and accommodation that had innovated their goods, which represented 29.9%, 29.0%, and 27.9% of firms respectively.

Employment Change During the COVID-19 Crisis

The total number of employment in the establishments interviewed were 154,058. Garment, footwear, and apparel accounted for the highest number of employments with 62.1%, followed by rubber and plastics with 18.4%; accommodation, and food and beverage with about 4.8% each; ICT with 4.1%; logistics, warehousing, and transportation with 3.0%; and last, construction with only 2.7%.

By ISCO major group, the plant and machine operators, and assemblers accounted for the largest share of employment with 60.1%, followed by elementary occupation with 21.6%, while six other occupations which are managers, professionals, technicians and associated professionals, clericals support workers, service and sales workers, and craft and related trades workers generated between 4.3 % and 2.1%. However, skilled agricultural, forestry and fishery workers took the smallest share of employment with less than 1%.

Overall, about one-third of total of establishments (34.8%) reported that they experienced employment loss since the end of 2019. 66.3% of all interviewed establishments in the accommodation sector claimed that they had employment loss. The share of establishments with at least one employment loss in garment, footwear, and apparel, which was 36.8%, coming second; while ICT and construction came third and fourth with 34.6% and 30.4% respectively. At the same time, 24.2% of establishments in food and beverage and 23.9% of establishments in logistics, warehousing, and transportation reported employment loss. The rubber and plastic sector experienced the smallest share of establishment with employment loss among the seven sectors.

When asked whether the establishments had had employment increased in the midst of the COVID-19 crisis regardless of whether or not they had had employment reduction, in overall, 41.6% of total establishments reported employment gain or employment increase. It is worth noting that this is not net gain of employment. The garment, foot wear, and apparel sector had the highest share of establishments with employment increase (60.9%), followed by ICT (59.6%), rubber and plastic (48.2%), logistics, warehousing, and transportation (47.8%), food and beverage (33.9%), and construction (32.1%). Accommodation sector had the smallest share of establishments gaining employment by only 15.1%.

Recruitment Situation During the COVID-19 Crisis

The survey demonstrated that there is still labour demand in the seven sectors during the COVID-19 crisis. Overall, 42.9% of all the establishments that participated in the survey declared available vacancies. However, the percentage varied between different sectors; the ICT sector (69.2%) stood in the first rank and accommodation (7.0%) stood in the last rank. Job vacancies in 2020 at establishments sampled were reported at 8,848 vacancies during the fieldwork of survey and were concentrated in garment, footwear, and apparel sector (57.9%), rubber and plastics (23.2%), food and beverage (23.2%), and ICT (7.3%).

The study also indicated the top six occupations (following ISCO 3-digit level) which are required by sectors. The top six occupations in accommodation sector include sales workers; domestic, hotel and office cleaners and helpers; food preparation assistants; hotel and restaurant managers; transport and storage labourers, and hairdressers; beauticians and related workers, while in construction sector, it includes mining and construction labourers; building frame and related trades workers; engineering professionals (excluding electrotechnology); architects, planners, surveyors and designers; other craft and related workers; and sales workers in construction.

Food and beverage sector demanded occupations such as manufacturing labourers; transport and storage labourers; sales workers; other craft and related workers; general office clerks; and machinery mechanics and repairers, whereas garment, footwear and apparel sector demanded workers in different occupations such as textile, fur and leather products machine operators; other craft and related workers; machinery mechanics and repairers; manufacturing labourers; garment and related trades workers; manufacturing, and mining, construction and distribution managers.

Additionally, demanded occupations in ICT sectors could be found in sales workers; ICT operations and user support technicians; client information workers; software and applications developers and analysts; ICT services managers; and database and network professionals. At the same time, demanded occupations in logistics, warehousing, and transportation sector were sales workers; transport and storage labourers; material recording and transport clerks; car, van and motorcycle drivers; client information workers; and ICT operations and user support technicians. Furthermore, occupations in market gardeners and crop growers; manufacturing labourers; rubber, plastic and paper products machine operators; mining,

manufacturing and construction supervisors; finance professionals; and machinery mechanics and repairers were recorded in higher demand in rubber and plastics sector.

The study also reported that around 47.1% of establishments with vacancies claimed to have experienced recruitment difficulties. This proportion varied across sectors from the highest value of 61.1% in the ICT sector to the minimum of 16.7% in accommodation sector. When asking why vacancies were hard to fill, the most usual cause stated (55.9%) was the low number of applicants with the required skills. The second reason was linked to the lack of work experience the company demands (46.0%). The third reason was that there was too much competition from other employers (31.4%).

The survey showed that 48.7% of establishments were affected by skills shortages. Establishments affected by skills shortages were concentrated in construction; logistics, warehousing, and transportation; and ICT, accounting for 64.7%, 63.6%, and 61.1% of establishments respectively in each sector, while on the other hand, the rubber and plastics sector seemed to have a minimum incidence with a percentage of 15.2%.

More than half of the total interviewed establishments indicated that the impacts of recruitment difficulties would result in an increase of workload for other staff (54.4%); and 40.0% indicated that they delayed meeting customer's demand. Almost one-third reported that the impacts would harm the productivity and cause loss of orders.

Skills and Workforce Development During the COVID-19 Crisis

The survey indicated that 38.9% of total establishments interviewed reported having introduced new ICT practices in workplace in the last 3 years, 47.9% of the establishments did not introduced ICT at all, and 13.3% reported do not know. Getting to the detail by sector, there was an increase of new ICT practices in ICT sector, as the survey proved that around over three-quarters (76.9%) of the establishments within the sector, about one-fifth did not introduce any new practices, and the rest 4% claimed "do not know". Accommodation was also interesting, half of establishments in the sector reported that there were range of new ICT uses at work, while 40% said there was none at their workplace, and another 10% indicated as they did not know about the uses of ICT. In contrast, rubber and plastics had introduced new ICT practices with the least percentage of around 12.5%, and about 55.4% did not really introduced anything new, whereas the rest percentage (32.1%) reported that they did not know.

The survey shows that green practices were implemented by employers within the seven selected sectors, where 67.4% of the total establishment reported having experienced green practices, 22.0% of the establishments did not experience this, and about 10.6% reported that they did not know.

The study showed that 67.4% of the total establishments reported having experienced a movement towards green practices at the workplace, 22.0% of the establishments did not experience this, and about 10.6% said they did not know whether or not the organization had moved towards green jobs practices. By sector, it is quite interesting to see that a significant proportion of surveyed establishments in garment, footwear, and apparel described that they had experienced movement towards green practices (83.9%), while 11.5% of them did not, and 4.6% said they did not know.

A skills gap is defined as when employees do not have the skills required to perform their jobs at the required level, and about 25.2% of total interviewed establishments declared that they were affected by skills gaps. The highest incidence of this problem appeared in logistics, warehousing, and transportation (37.0%), followed by garment, footwear, and apparel (29.9%). The major causes indicated were that employees were new to the role (36.6%), been on training but their performance has not improved

sufficiently (32.1%), and that companies were unable to recruit staff with the required skills (31.3%). Less common causes of skills gaps seemed to be "introduction of new technology" and "employees lack of commitment", accounting for 8.9% each

Since the end of 2019, about 69.2% of the total sampled establishments provided some forms of training to their staff. The sector with the highest percentage of establishments that provided training was ICT (90.4%), followed by garment, footwear, and apparel (75.9%), and accommodation (74.4%). The study also showed that about 78.6% of establishments that provided training since 2019 offered courses in occupational safety and health, came next the oral communication skills (40.6%), and customer services (38.6%). Those establishments that took share less than 10% tended to provide courses of technical work for specific tasks (7.1%), working with numbers (7.8%), and logistics (7.8%).

Employment and Skills Outlook for The Upcoming Year

When asked about future business opportunities, 17.5% of all establishments claimed that there were potential business opportunities providing by the COVID-19 crisis related issues for their establishments. ICT sector suggested the highest rate of business opportunities with 32.7% of establishments interviewed in the sector. Garment, footwear, and apparel came second with 24.1%, logistics, warehousing, and transportation came third with 21.7%, and food and beverage came fourth with 14.5%. It seems that businesses in construction, rubber and plastics, and accommodation expect that they would not gain many business opportunities due to COVID-19 related issues.

Regarding employers' perception on employment levels in the next 12 months, 25.8% of establishments that participated in the survey expected that the employment level in their establishments will increase to above pre-COVID-19 level, 16.4% expected that the employment level to return to pre-COVID-19 level, and 11.9% expected the employment level to increase but will be below pre-COVID-19 level. There were only 11.5% that thought that the employment will decrease a little and 5.4% who thought that the employment in the next 12 months will decrease a great deal.

The study shows that there is high demand for skills by employers. 53.9% reported that technical skills would be important for the future. Among core skills, the need for problem-solving skills ranks first with 62.7% of establishments reporting such skills as important for the future. Other skills including time management (59.6%), troubleshooting (54.2%), and technical skills (53.9%) come second, third, and fourth ranked respectively. The data also suggests that monitoring (51.2%), coordination (50.8%), and quality control analysis (50.1%) are core skills that are important for the future. 47.0% identified English language skills as important.

Government Intervention During the COVID-19 Crisis

The COVID-19 crisis affected enterprises of all sizes and types in unprecedented ways, including a substantial decline of economic activity and disruption of supply chains across sectors. However, the Royal Government of Cambodia (RGC) has effectively implemented and monitored stimulus measures to support business continuity, employment, and livelihood, and to recover and boost the economic growth. When asked about the helpfulness of government's measures in employment protection, the majority of establishments who participated in the survey stated that the government's measures were extremely helpful (36.2%) and very helpful (40.4%), while only 0.9% thought that they were not helpful at all.

Jobseekers' Profiles

Considering the top 6 methods by jobseekers to look for a job and by employers to recruit staffs, it indicates that the common methods were the Job Center/National Employment Agency (NEA), Facebook, other job websites (HRInc, Bong Thom, CamHR,…), and direct recruitment from training institutions.

From individuals' perspectives, all respondents had similar views on skills that were important or demanded by employers in the future. In overall, more than two-thirds of all respondents thought that English language (79.5%) and time management (70.5%) were the most demanded. Other skills that all respondents thought that were most demanded by employers were basic computer (59.1%), problem solving (54.5%), practical skills (36.4%), and verbal communication (29.5%).

In overall, the majority of respondents (75.0%) reported that they needed or would like to retain their English language, which ranks first among the top 6 skills that they already had and that they thought were most important or demanded by employers. Problem solving (47.7%) and basic computer skills (45.5%) came second and third respectively. Coordination (34.1%) came fourth, and Chinese language (31.8%), and practical skills (29.5%) came fifth and sixth respectively.

Conclusion

The study indicated that there are both employment loss and demand in the midst of the COVID-19 crisis in all sectors; however, recruitment situation is difficult as there are hard-to-fill vacancies, and skills shortages remain a problem. In addition, skills gaps still meet the challenges in labour market as employees did not perform their jobs at the required level. In response to these challenges, some courses and trainings have been delivered by employers to equip their employees with skills and to prepare to deal with possible change of work conditions due to COVID-19 crisis.

Some establishments will expect to recruit more people in order to take advantage of business opportunities during the COVID-19 pandemic and/or when recovery begins. Moreover, there are high demand skills in both soft skills (problem solving, time management, monitoring, coordination, English language, speaking, customer handling, critical thinking skill) and hard skills (technical, quality control analysis, operation monitoring, practical, basic computer, data management, operation analysis, specific software, and system analysis and evaluation skills) by employers in all industries.

Key recommendations

The result from this assessment shows that there is a strong need for short-term and long-term plans to help workers, enterprises, and vulnerable groups during the COVID-19 crisis. The short-term recommendations are (1) improvement and expansion of operations of employment services, (2) ICT and soft skills development, and (3) better health protective and preventive measures at work. The long-term recommendations are (1) a design of reskilling and upskilling program, and (2) public-private partnership between education or vocational training providers and the private sector should be promoted.

1. Introduction

The world of work is being globally profoundly affected by the COVID-19 pandemic. In the first quarter of 2020, this pandemic has intensified and expanded in terms of its global reach, with substantial impacts on public health and unprecedented shocks to economies and labour markets. At the same time, the outbreak of COVID-19 has also triggered most of main sectors contributed to Cambodia economic growth including services sector (tourism and hospitality services), manufacturing sector, and construction sector (World Bank, 2020)[2]. In addition, this pandemic has also affected enterprises of all sizes and types in unprecedented ways, including a substantial decline of economic activity and disruption of supply chains, as a consequence of the virus containment measures which required reduction in mobility and physical interactions of people. Consequently, the economic crisis has a disproportionate impact on certain segments of the population, and workers, in particular, young persons are vulnerable to falling labour demand. However, in response to this economy and labour market downturn, the Royal Government of Cambodia has effectively implemented and monitored stimulus measures to support business continuity, employment, and livelihood, and to recover and boost the economic growth. Even during this period of downturn, and possibly during the recovery period in the future, there are occupations and sectors that are facing increasing demand of labour. Workforce and skills development have an important function in responding to this emerging demand of labour, also enabling the economy to adjust to change, re-stabilizing businesses, and taking advantages of business opportunities.

In this regard, the National Employment Agency (NEA) conducted the first rapid assessment survey called "Rapid assessment of emerging needs for workers and skills in times of the COVID-19 crisis" which aims to understand about employment changes and skills needs during the COVID-19 crisis for a better insightful on current labour market in order to support the employment service operation, in reaching out to the displaced workers, providing the necessary support, and where there are (narrow) windows of income earning opportunities, facilitate access to jobs, including through bridging the skills gaps. Hence, in order to examine the nature of the Cambodian labour market from the demand side, 445 establishments were interviewed across seven sectors nationwide which have affected by the COVID-19 pandemic and have potential growth in employment. These selected sectors are accommodation; construction; food and beverage; garment, footwear, and apparel; information and communication technology (ICT); logistics, warehousing and transportation; and rubber and plastics. In short, the main objectives of this rapid assessment are to contribute towards effective employment service operations by providing the necessary information required to:

- Analyse the current Cambodian labour market situation during the COVID-19 crisis
- Analyse the employment structure, employment loss and employment gain during the COVID-19 crisis
- Assess recruitment situation in the Cambodian labour market during the COVID-19 crisis
- Assess skills and workforce development during the COVID-19 crisis
- Explore employer's perception on employment and business situation for the upcoming year
- Assess skills anticipation for the upcoming year
- Contribute to skills development programs coherent with the future labour demand
- Allow designing and implementing of the employment services needed.

In order to provide structural and concise information, this report is organized into twelve parts as follows: part 1 is this introductory section which presents the background and objectives of the study; part 2 provides the overview of Cambodian labour market; part 3 indicates the research methodology; part 4 illustrates establishments' profile and market development; part 5 focuses on employment change during the COVID-

[2] World Bank (2020). *Cambodia Economic Update: Cambodia in the Time of COVID-19.*

19 crisis; part 6 provides the information related to recruitment situation during the COVID-19 crisis; part 7 concentrates on skills and workforce development during the COVID-19 crisis; part 8 focuses on the insight into the future of employers, related to employment and skills outlook for the upcoming year; and part 9 provides the government interventions during the COVID-19 crisis; part 10 illustrates the jobseeker's profiles; part 11 provides a brief conclusion of the findings; and the last part indicates the key recommendations.

2. Overview of Cambodian Labour Market

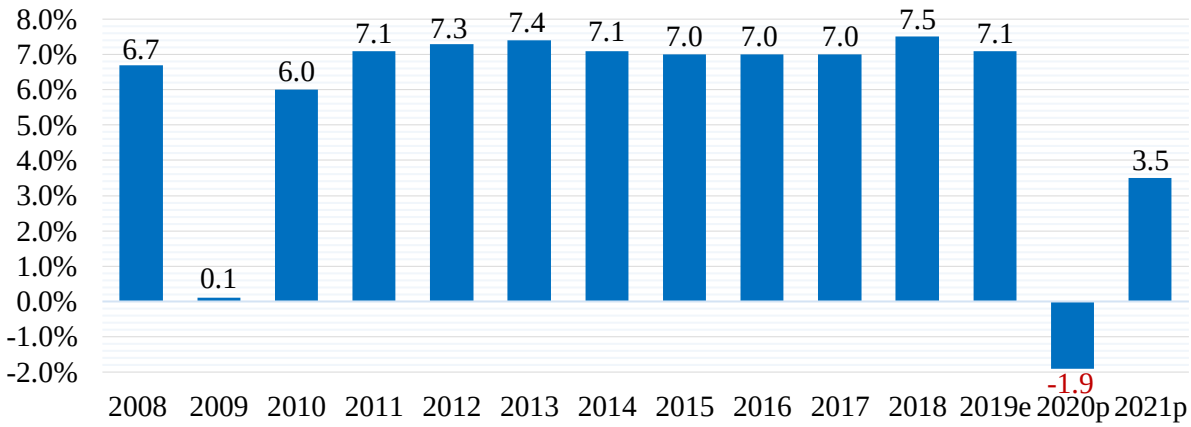
The COVID-19 pandemic has had effects on the Cambodian economy thus the labour market. Therefore, it is relevant to briefly summarize some basic information about the economy and labour market situation as background information which are necessary to better interpret the results of the survey.

2.1. Economic Situation

Prior to the COVID-19 pandemic in 2020, Cambodia had seen major economic achievements over the past decade despite undergoing an external shock by the global financial crisis in 2008-2009. Cambodian GDP had been constantly and steadily growing at an average growth rate of about 7.0% between 2010 and 2019, according to the data from the Ministry of Economy and Finance (MEF, 2020). During this period, the industrial sector had registered the highest growth with average annual rate of 11.3% and was followed by service sector of 6.8% and agriculture sector of only 1.7%. Furthermore, the industrial sector and service sector had been the engines of the Cambodian economic growth with the share of industrial output increased from 21.9% in 2010 to 34.2% in 2019 and the share of service output increased from 38.3% to 38.8%, while that of agriculture output decreased from 33.9% to 20.7%.

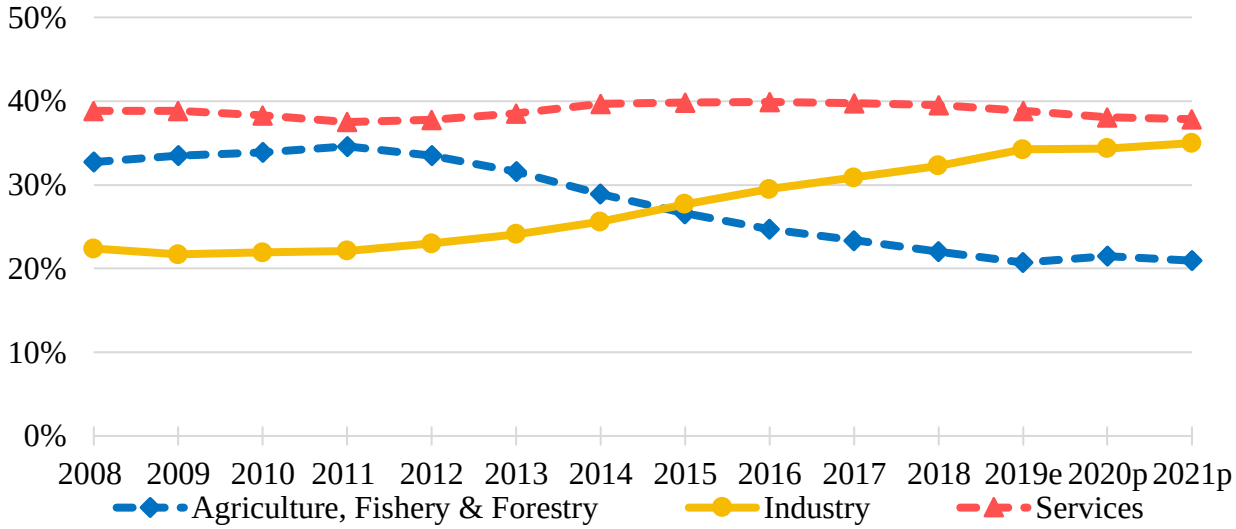
However, the base of Cambodian economy is concentrated in a few sectors, that is, garment and footwear, construction, and tourism related sectors. With this concentration, the country's economy is strongly linked with the activities of export, inflows of foreign direct investment (FDI), and foreign tourism. In 2020, the COVID-19 pandemic has negatively affected the global economy including that of the countries whom Cambodia has strong economic linkages with (World Bank, 2020). Consequently, the Cambodian economy is projected to be negative of 1.9% for the year 2020, potentially to recover with a positive growth of 3.5% in the year 2021 (MEF, 2020).

Figure 2.1: GDP growth rates; 2008-2021p



Source: Ministry of Economy and Finance (2020)
Note: e-estimation; p-prediction

Figure 2.2: Share of GDP by sector; 2008-2021p



Source: Ministry of Economy and Finance (2020)
Note: e-estimation; p-prediction

While the impact of the COVID-19 pandemic has negatively affected the overall growth rate of the Cambodian economy in 2020, the data of GDP growth rates by selected sectors, as presented in Table 2-1 below, shows that there are both negative and positive growths by different sectors. The industrial sector is projected to have a negative growth rate of 2.2% in 2020 and services sector of 3.0%; at the same time, the agriculture sector is projected to have a positive growth of 0.9%. From the table, it can also be seen that rubber manufacturing sector is having a significant increase of 20.3% during this year of the pandemic and is followed by food, beverages, and tobacco with an increase of 12.9% and transport & communications with 0.4%. The hotel and restaurants sector is having a negative growth rate of 9.7% and is followed by textile, wearing apparel, and footwear sector with a negative rate of 6.7% and construction sector with a negative rate of 5.3%. In 2021, all the sectors are expected to positively shift by 4.1% for industry, 3.6% for service, and 1.6% for agriculture. By sub-sector, the rubber manufacturing is expecting a positive shift by 8.5%; food, beverages, and tobacco by 8.4%; transport and communications by 5.9%; hotel and restaurants by 3.8%; construction by 3.3%; and textile, wearing apparel, and footwear by 1.6%.

Table 2.1: GDP growth rates by selected sectors; 2017-2021p

Sector	2017	2018	2019e	2020p	2021p
Real GDP Growth	**7.0%**	**7.5%**	**7.1%**	**-1.9%**	**3.5%**
Agriculture, Fishery & Forestry	**1.7%**	**1.1%**	**-0.5%**	**0.9%**	**1.6%**
Industry	**9.7%**	**11.6%**	**11.3%**	**-2.2%**	**4.1%**
Food, Beverages, and Tobacco	7.3%	6.2%	6.5%	12.9%	8.4%
Textile, Wearing Apparel, and Footwear	5.8%	9.6%	6.6%	-6.7%	1.6%
Rubber Manufacturing	8.4%	7.9%	4.0%	20.3%	8.5%
Construction	18.0%	17.5%	20.8%	-5.3%	3.3%
Services	**7.0%**	**6.8%**	**6.2%**	**-3.0%**	**3.6%**
Hotels and Restaurants	5.9%	5.5%	3.1%	-9.7%	3.8%
Transport and Communication	8.0%	8.0%	8.4%	0.4%	5.9%

Source: Ministry of Economy and Finance (2020)
Note: e-estimation; p-prediction

Furthermore, based on World Bank's report, there was a strong economic linkage between Cambodia and countries that were severely affected by COVID-19; thus, the spill-overs of COVID-19 have brought negative impacts to Cambodia, primarily through main channels such as tourism, exports, and foreign direct investment (FDI), according to World Bank (2020)[3]. From Table 2.2 below suggests that when the top five markets for Cambodia's export, tourism, and FDI inflows have been affected by the pandemic (see left-hand side of Figure), and Cambodia itself has also been impacted. The report implies that export activities from the top market destinations were less active, and international tourist arrivals also decreased due to the spill-over effects. As shown by the chart on the right-hand side below, due to international travel bans and internal lockdowns, the tourism sector has collapsed and even registered a negative growth more severely than what the world experienced during the global financial crisis in 2008.

Concerning foreign direct investment (FDI) inflows, countries like China, Hong Kong PRC SAR, or Taiwan account for more than half of total FDI inflows, and around 50% of the FDI has gone to construction, precisely the real estate sector. This sector is also seen as a driven engine for economic growth in recent years; however, after the COVID-19 outbreak in China, both construction activities and FDI inflows were significantly weakened.

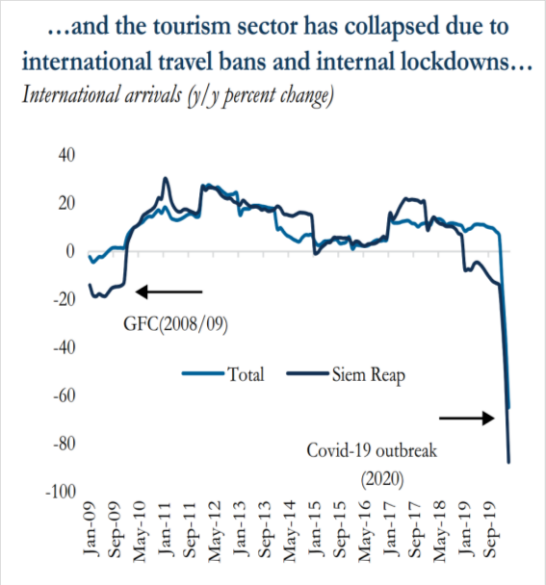
Table 2.2: Cambodia has strong economic linkage with countries affected by COVID-19, and the international arrivals (y/y percent change)

Top 5 markets for Cambodia's merchandise exports, tourist arrivals and FDI origins (2019, percent)

Exports		Tourism		FDI inflows	
U.S.	26.8	China	32.6	China	40.0
E.U.	25	Vietnam	12.9	Hong Kong PRC SAR	10.9
Japan	7.7	Lao PDR	6.9	Korea, Rep.	7.8
Canada	6.2	Thailand	6.2	Singapore	7.1
UK	6.1	Korea, Rep.	4.9	Japan	6.2
ROW	38.2	ROW	36.5	ROW	28.0

Source: U.S. Comtrade; Cambodian authorities; and World Bank staff estimates.

Note: Total merchandise exports=US$25,199.39 million (2019); foreign arrivals=6.61 million (2019); and FDI inflows=US$2,845 million (2019e). ROW=rest of the world.



Source: World Bank (2020). *Cambodia Economic Update: Cambodia in the Time of COVID-19.*

2.2. Labour Market Situation

Before the global health crisis in 2020, along with the achievements of Cambodian economic growth and development, there had been a remarkable change in the labour market landscape as the constant economic growth had played an important role in job creation over the last decade. However, based on ADB's report on Employment and Poverty Impact Assessment: Cambodia (2020)[4], the COVID-19 pandemic has had unprecedented impacts on the Cambodian labour market both directly through lockdown measures resulting in firm closures and work stoppage, and indirectly through aggregate demand drops and supply chain disruption. The report shows that some 390,000-570,000 jobs may be lost in 2020, due to the COVID-19 pandemic. The report also shows that the sectors which are most affected in terms of projected

[3] World Bank (2020). *Cambodia Economic Update: Cambodia in the Time of COVID-19.*
[4] https://www.adb.org/sites/default/files/linked-documents/54195-001-sd-03.pdf, accessed date 05 January 2021

employment losses are construction, manufacturing, hotels and restaurants, transport, storage and communication. As shown in Table 2.3, ADB estimates for the overall employment impact shows that in comparison with the baseline estimate for 2020, employment levels would be lower by about 63,000 to 90,000 in manufacturing, 26,000 to 37,000 in hotels and restaurants, and 24,000 to 35,000 in transport, storage and communication. The construction sector, which had a high employment growth rate in previous years, would also have major job losses of 194,000 to 287,000 from changes in investor sentiment potentially impacting investments in the sector (including forgone new jobs that would have been created under the baseline projection).

Table 2.3: Employment impact of COVID-19 in Cambodia by sector

SECTOR	Employment estimate (000s)–2019	Net change 2019–2020 (000s)			Net change - COVID-19 relative to baseline forecast in 2020			
		Baseline	COVID		(000s)		% Deviation	
			IMF	MEF	IMF	MEF	IMF	MEF
Agriculture, hunting, forestry; fishing	2,999	-107	19	67	126	174	4.3	6.0
Mining and quarrying	22	1	0	-1	-1	-2	-4.4	-6.8
Manufacturing	1,719	52	-11	-38	-63	-90	-3.5	-5.1
Electricity, gas, and water supply	50	-2	1	2	3	5	6.3	9.7
Construction	902	157	-37	-130	-194	-287	-18.3	-27.1
Wholesale, retail trade, repair of motor vehicles, motorcycles, and personal and household goods	1,278	-6	3	9	9	15	0.7	1.2
Hotels and restaurants	415	22	-5	-16	-26	-37	-6.0	-8.6
Transport, storage, and communications	511	20	-4	-15	-24	-35	-4.5	-6.6
Financial intermediation	88	16	-3	-12	-19	-27	-18.3	-26.4
Real estate, renting and business activities	532	44	-10	-34	-54	-78	-9.4	-13.6
Public administration, defense, compulsory social security	308	8	-2	-6	-10	-14	-3.1	-4.4
Education; health and social work; other community, social and personal services	463	-3	1	4	4	7	0.9	1.5
Total or average	9,287	200	-48	-169	-248	-370	-2.6	-3.9
	Gross job losses*				**-390**		**-570**	

Source: ADB Staff Estimates using National Accounts (UNSD) and ILO modelled estimates of sectoral employment.
* Total gross job losses obtained by adding up negative elements of the net change column.

Furthermore, ADB estimates also shows that out of the 390,000-570,000 workers who would lose their jobs, approximately 230,000-345,000 would become unemployed raising the unemployment rate from 0.7% in 2019 to 3.2%-4.4% in 2020. An additional 18,000-25,000 workers, or 5%, would drop out of the labour force altogether, while 140,000-200,000 or approximately 35% would shift to other sectors, mainly agriculture, but also wholesale and retail trade and other sectors.

3. Research Methodology

3.1. Operational Terminologies and Concepts

The key terms in the rapid assessment of emerging needs for workers and skills in times of the COVID-19 crisis report are defined as occupation and industrial classification, skill, recruitment difficulties, and skills gaps.

International Standard Classification of Occupations (ISCO) is one of the main international classifications which were developed by the ILO. ISCO is a tool for organizing jobs into a clearly defined set of groups according to the tasks and duties undertaken in the job. Its main aims are to provide: a basis for the international reporting, comparison, and exchange of statistical and administrative data about occupations; a model for the development of national and regional classifications of occupations; and a system that can be used directly in countries that have not developed their own national classifications.

Whereas the industrial classification is being categorized by the International Standard Industrial Classification (ISIC) which is one of the main international classifications and was developed by the United Nations. ISIC is a tool for categorizing all economic activities and is an international standard for the classification of productive economic activities. It aims to provide a standard set of economic activities so that each establishment can be classified to their respective activities.

The term "skills" is defined as "the ability to perform specified tasks" (Holt, Sawicki, & Sloan, 2010), or to perform "a productive task at a certain level of competence" (Shah & Burke, 2003; Trendle, 2008). In practice, skills are classified into two dimensions, according to: (1) what the particular tasks are, and (2) the level of ability that is needed. This implies that jobs are classified into occupation on that basis. Skills can be acquired through either practical experience or study undertaken by the students. Skills needs are defined in terms of the jobs that employers require to be done (Holt, Sawicki, & Sloan, 2010).

Recruitment difficulties cover all forms of recruitment problems faced by employers (Strietska-Ilina, 2008), including the situation in which employers are unable to hire qualified candidates to perform given tasks even though there is a sufficient supply of labour in the market (Shah & Burke, 2003).

Skills gaps refer to a situation in which employers are hiring workers whom they consider under- skilled, or their existing workforce are under-skilled relative to some desired levels (Shah & Burke, 2003). Skills gaps exist where employers feel that their existing workforce have inadequate skill types or levels to meet their business objectives, or where new entrants appear to be qualified but in fact are not (Strietska-Ilina, 2008). Practically, skills gaps are where employees are not fully proficient, that is, they are not able to perform their jobs to the required level (UKCES, 2012).

3.2. Sampling and response rate

The study covers seven sectors – accommodation; construction; food and beverage; garment, apparel and footwear; information and communication technology (ICT); logistics, warehousing and transportation; and rubber and plastics – which were considered to be able to explain the dynamics of the Cambodian labour market from the demand side during the COVID-19 crisis. The sectors selection was done based on the sector's profile analysis which takes into consideration the following criteria:

- Contribution to GDP in 2019 and 2020p
- Contribution to country's total employment in 2019 and 2020p

- Potential employment growth in 2020
- Degree of impacts of the COVID-19 crisis on the sector
- Government intervention level
- The availability of the sampling list.

All sources of information were used to get the best list of sampling frame in this stage, as the most challenging work is to build this sampling frame because of no updated list of total establishments running their occupation in Cambodia. However, the survey was built from the sampling frame of the previous survey, and updated with other ad-hoc sources in build a representative sampling frame. The process of updating sampling frame is the following:

- Sampling frame in 2012: It was based mainly on Establishment Census 2011 conducted by the National Institute of Statistics (NIS), with some additional establishments updated from the Yellow Pages 2011 and administrative records of the Ministry of Labour and Vocational Training (MLVT).
- Sampling frame in 2013: It was built on the sampling frame in 2012, with some additional establishments updated from the Yellow Pages 2013 and administrative records of the MLVT.
- Sampling frame in 2015: It was built on the sampling frame in 2013, updating with list of establishments from Cambodia Intercensal Economic Survey 2014 and with some additional establishments from the Yellow Pages 2014 and administrative records of the MLVT.
- Sampling frame in 2017: It was built from sampling frame in 2015, with some additional establishments updated from the Yellow Pages 2017 and administrative records of the MLVT and NEA.
- Sampling frame in 2019: It was built from sampling frame in 2017, with some additional establishments updated from administrative records of National Social Security Fund 2019.
- Sampling frame for rapid assessment survey 2020: It was built from sample frame in 2019, with some additional establishments updated from Yellow Page 2020 and administrative records of the MLVT and NEA.

The table below shows the number of establishments distributed by sector and size of employment:

Table 3.1: Number of sampled establishments by sector and size of employment

Sector	Size of Est. selected for interviews (number of employees)			Total Est. selected for interviews	Total Est. achieved interviews	Response rate
	100+	]50-100]	[20-50]			
Accommodation	32	26	50	108	86	79.6%
Construction	18	20	43	81	56	69.1%
Food and beverage	20	16	47	83	62	74.7%
Garment, footwear, and apparel	90	7	5	102	87	85.3%
ICT	15	15	35	65	52	80.0%
Logistics, warehousing and transportation	16	14	38	68	46	67.6%
Rubber and plastics	33	13	20	66	56	84.8%
Grand Total	**224**	**111**	**238**	**573**	**445**	**77.7%**

The survey had to be utilized in a randomly selected set of establishments in the seven selected sectors. The sample was divided into a number of cells which is defined by sectors and the size of the employment (Table 3.1). Due to budget and time constraint, our survey did not cover the establishments whose

employment is less than 20 persons. In terms of employment impact, the establishments with 20 or more employees are more substantive than those whose employees' number is less than 20 persons. Furthermore, the establishments with the selected sizes of employment are more likely to have business record as well as human resource management which lead them to provide accurate data on employment change and be able to provide a rough estimation of future skills demand in case their business will recover from the COVID-19 crisis. The objective of the stratification of the establishments by sizes of employment was to avoid the concentration of observations within the strata with large number of establishments.

The sample was drawn based on stratified random sampling, with probability proportionate to the number of establishments in each sector, and distribution proportional to the size of the workforce (20–50, 51–100, 100+). In each sector, the number of samples is ensured to be high enough so that the inferential statistics in sectoral level can hit the confidence level of 95% with confidence interval equal to 10%. Therefore, the number of sample selection was also considering the non-response rates by sector, which is based on past experiences, in order to guarantee the minimum number of samples.

3.3. Structure of Employer Questionnaire

The questionnaire is designed based on the ILO's guidelines on a Rapid Assessment tool on reskilling and upskilling needs in response to the COVID-19 crisis and adjusted to meet the specific features of the Cambodian economy and employment structure. In addition to this, some additional questions are added based on the NEA's Vacancy Survey 2019, Employer Survey 2017 on Skills Shortages and Skills Gaps in the Cambodian Labour Market, and Employer Survey 2015 on Skills for Trade and Economic Diversification (STED).

In order to collect concise information and a comprehensive picture of the sectors included in the survey, the questionnaire is structured into eight sections, with a total of 55 questions, covering the following sections:

(A) *Demography (questions A1-A16):* This first section aims to collect data that identified the persons interviewed.
(B) *General information of the establishment (questions B1-B10):* This section aims to collect the information on the date on which the establishments start business, to ascertain whether or not the establishments are legally registered, the type of business entity, their main activities and products, and the situation of the establishment three years up to the end of 2019.
(C) *Employment structure (questions C1-C2):* In this section, each establishment is asked to report and estimate the total number of employees, the occupations existed, and the reasons for changes in number of employments at the end of 2019 and at the present.
(D) *Employment Changes (questions D1-D6):* In the section, the questions aim to understand the current incidence of job dismissals and job gains that could arise since the start of the COVID-19 crisis
(E) *Current Vacancy (questions E1-E7):* In this section, the questions aim to understand the situation which establishments might need currently job announcement including number of vacancy, type of occupation, easy to recruit status, and the channel to select the candidates.
(F) *Current workforce and skill development (questions F1-F18):* This section of the questionnaire is about how existing employees have adapted to the COVID-19 crisis, whether or not the establishments have provided training to existing employees and which occupations have been working from home during the COVID-19 crisis.

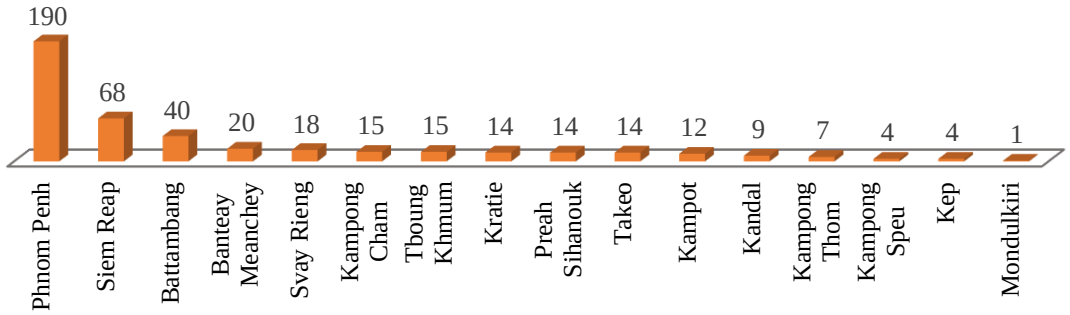
(G) *The Future (questions G1-G7):* This set of questionnaire aims to foresee the expected number of employments in the next 12 months, whether or not there will be opportunities that could be created by COVID-19 related issues and which skills will be needed.

(H) *The government intervention (questions H1-H6):* The last section which the questionnaires was asked the establishments about the situation of business operation and whether they get any supports from government during the COVID-19 crisis.

3.4. Fieldwork

The management levels such as the owners, human resource managers, directors, and senior managers were interviewed face-to-face by using the structural questionnaire. The advantage of this approach was that it allowed the collection of both quantitative and qualitative data on employment changes and skill needs during the COVID-19 crisis. The fieldwork was carried out between the 1st and 30th of November 2020, and the average length of the interview was about 1 hour. The survey consisted of 445 establishments across 16 provinces and Phnom Penh capital, as shown in Figure 3.1 below.

Figure 3.1: Sample distribution by province



The operation manual for fieldwork was developed as the priority for team leaders and enumerators to ensure that they understand the survey materials and consistent with each other about the survey fieldwork process. In addition, the training program was organized for team leaders and enumerators which covered the interview tips and detailed each question in the questionnaire. The selected establishments were called directly to make appointment with providing formal letters and questionnaire in advance. During the field survey, the interviews were monitored by survey team leaders who were responsible for tracking the survey and quality control. Completed questionnaires were checked and double checked by the technical team before they were approved. At the end of the fieldwork, the overall response rate was 77.7%, calculated as "the number of achieved interviews" as a proportion of the "total establishments selected for interview". A detailed breakdown of response rates by sector is shown in table 3.1.

3.5. Interview Tool and Data Analysis

The Epidata application was used for data entry. This allowed for the creation of a questionnaire form and to establish possible correlations and skipped codes (logical relations between answers in different questions) and to check for data error. In order to ensure the data were correct, the double entry technique was adopted. By using Epidata, the survey database could be exported into the Stata and Excel application for analysis and to make the necessary tabulation. To ensure comparability with the previous study and other studies conducted in other countries, the International Standard Industrial Classification (ISIC) and the International Standard Classification of Occupations (ISCO) were used to identify the sub-sectors and occupation types relevant for the analysis.

3.6. Problems Countered and Solutions Adopted

The rapid assessment of emerging needs for workers and skills in times of the COVID-19 crisis in Cambodia survey is the large-scale survey by NEA team. First, the lack of experience and technical capacity was the challenges for the team in implementing the study. However, it is an important opportunity to provide the experience and lesson learned for the team to improve the basic techniques for labour market analysis.

Second, the lack of updated list of establishments for the sampling frame was the key issue for the survey. Simply put, some of the information about the establishments especially addresses and contacts are outdated or obsolete. To overcome this challenge, the survey was conducted a real-time sampling by selecting additional samples if there is an error regarding addresses and contacts. Moreover, the COVID-19 pandemic is the difficult satiation for the survey as some establishments rejected the interview.

The third problem related to the sample establishments. In the survey, the interviewed observations were only the establishments who survive during the COVID-19 crisis. Therefore, we were not able to collect the data from the establishments encountered business bankrupt during the time of the COVID-19 crisis.

Last but not least, by using ISCO and ISIC for coding occupation and economic activities, it spends the most of time in the cleaning process. Moreover, some occupations coding may not reflect accurately, in the Cambodia labour market nature, to its task and responsibilities as describe in the ISCO.

4. Characteristics and Market Development of Establishments Surveyed

4.1. Establishment Characteristics

This section attempts to highlight some of the crucial characteristics of the interviewed establishments, including the number of establishments and employments, age of business, commercial registration, National Social Security Fund (NSSF) membership registration, type of business entity, as well as ownership of the establishments. The survey interviewed a total number of 445 establishments, which accounted for 154,058 total employments, in seven different sectors. The sectors include accommodation; construction; food and beverage; garment, footwear, and apparel; ICT; logistics, warehousing, and transportation; and rubber and plastics. Table 4.1 illustrates the number of establishments and employment by sector and size, classified into three size bands: less than 51 employees, 51-100 employees, and more than 100 employees. Notably, the highest number of establishments that employed more than 100 people are in the garment, footwear, and apparel (77 out of 87); and rubber and plastics (30 out of 56) sectors. 40 out of 86 establishments in accommodation had fewer than 51 employees.

Table 4.1: Establishments by sector and size

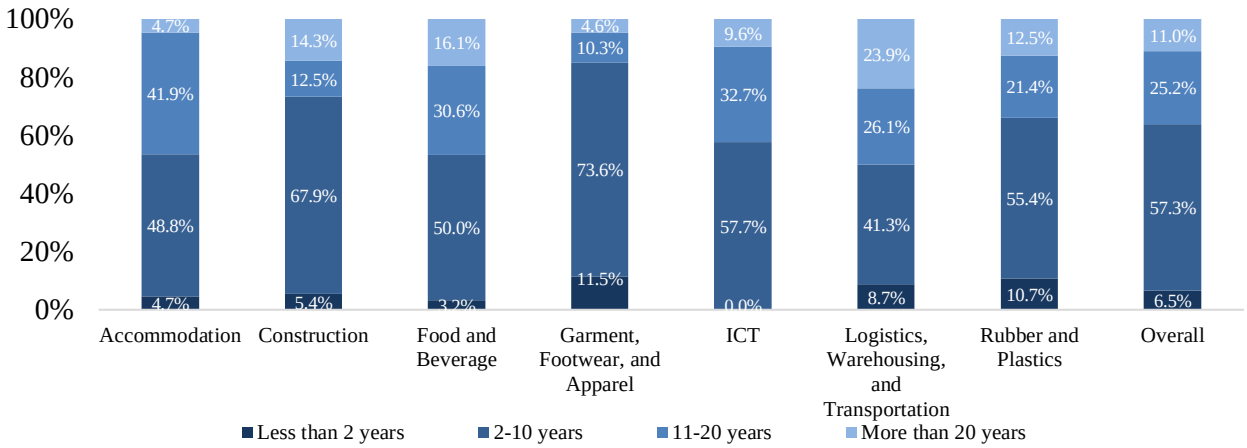
Sector	Less than 51		51-100		More than 100		Total	
	Est.	Emp.	Est.	Emp.	Est.	Emp.	Est.	Emp.
Accommodation	40	1,018	24	1,747	22	4,658	86	7,423
Construction	30	802	11	741	15	2,656	56	4,199
Food and Beverage	38	918	10	724	14	5,736	62	7,378
Garment, Footwear, and Apparel	4	128	6	412	77	95,146	87	95,686
ICT	28	668	11	755	13	4,913	52	6,336
Logistics, Warehousing, and Transportation	23	540	11	716	12	3,411	46	4,667
Rubber and Plastics	14	398	12	815	30	27,156	56	28,369
Overall	**177**	**4,472**	**85**	**5,910**	**183**	**143,676**	**445**	**154,058**

n (total establishments) = 445

From the survey, over half the total interviewed establishments (57.3%) started their business from 2 to 10 years ago, 25.2% from 11 to 20 years ago, 11.0% for more than 20 years ago, and only 6.5% started less than 2 years ago (Figure 4.1). The sectors that began their business from 2 to 10 years ago with more than the overall share for this age cohort are garment, footwear, and apparel (73.6%); construction (67.9%); and ICT (57.7%). For ICT, on the other hand, none of the establishments had operated for less than 2 years.

Analysing those establishments whose business started more than 20 years ago, logistics, warehousing, and transportation; and food and beverage accounted for the greatest share at 23.9% and 16.1% of the establishments in the sector respectively. However, in overall, across all sectors surveyed, few establishments had their business open for more than 20 years, indicating that most business establishments in Cambodia are still relatively young.

Figure 4.1: Share of establishments by sector and age of business operating



n (total establishments) = 445

As presented in Table 4.2 below, most of establishments reported as registered businesses (99.3%), except three enterprises in accommodation; food and beverage; and ICT sectors reported as unregistered businesses. Moreover, among the total interviewed establishments, 93.9% were registered as NSSF members. However, it is worthy to note that our survey has been conducted on the establishments that have been recorded in the official population frame from Establishment Census 2011, Inspection Department of the Ministry of Labour and Vocational Training, NEA's database, and Yellow page 2020. Therefore, it is more natural for establishments to be legally registered.

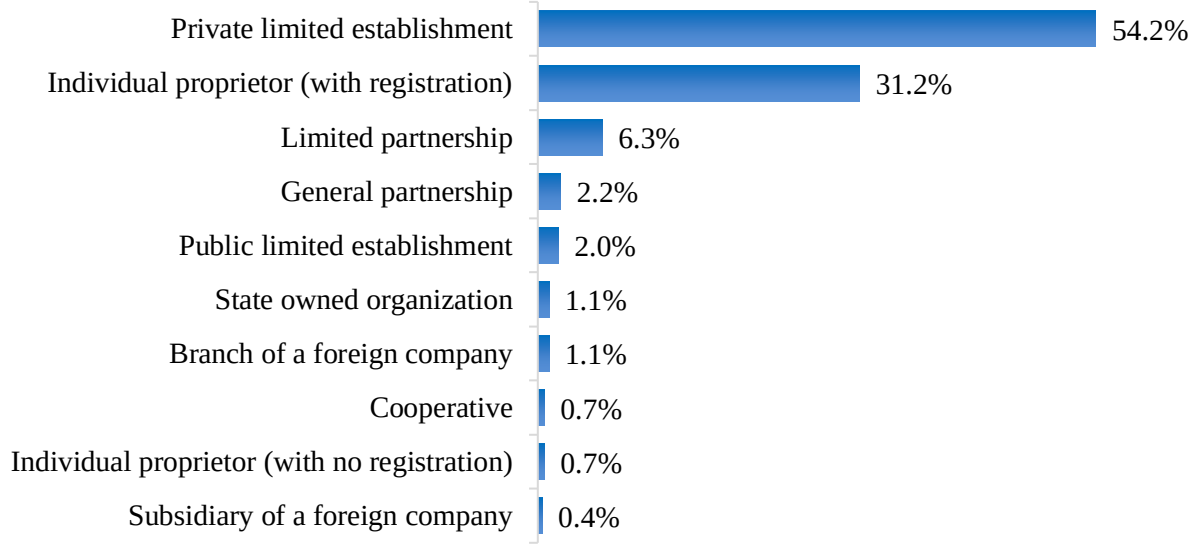
Table 4.2: Share of establishments by sector and commercial and NSSF registration

Sector	Commercial Registration		NSSF Registration	
	Abs. Value (register)	Registration Rates (%)	Abs. Value (register)	Registration Rates (%)
Accommodation	85	98.8%	85	98.8%
Construction	56	100.0%	50	89.3%
Food and Beverage	61	98.4%	55	88.7%
Garment, Footwear, and Apparel	87	100.0%	86	98.9%
ICT	51	98.1%	49	94.2%
Logistics, Warehousing, and Transportation	46	100.0%	40	87.0%
Rubber and Plastics	56	100.0%	53	94.6%
Overall	**442**	**99.3%**	**418**	**93.9%**

n (total establishments) = 445

Among all the sampled establishments, the most common type of business entity was private limited establishment with the highest share of 54.2%, while one third of the establishments were recorded as individual proprietors (with registration). Broken down by sector, seven in ten enterprises in the ICT sector; and in the garment, footwear, and apparel sector were private limited establishment. Similarly, about six in ten enterprises in logistics, warehousing, and transportation; and in construction were also found to be private limited establishments. Half of the establishments in rubber and plastics were also reported as this type of business entity. On the other hand, just over half the establishments in accommodation; and food and beverage were described as individual proprietor (with registration).

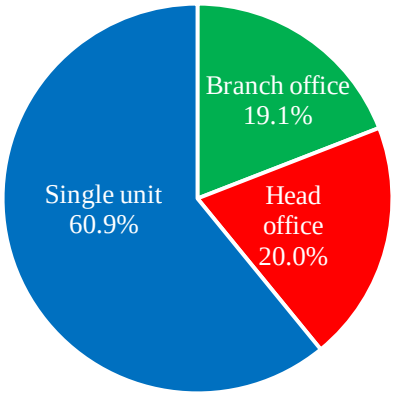
Figure 4.2: Share of establishments by type of business entity



n (total establishments) = 445

Figure 4.3 shows that most establishments in our survey were operated as a single unit, accounting for 60.9% of establishments surveyed, while head offices accounted 20.0%, and branch offices for 19.1%. Of total head offices, the largest contributions are construction (20.2%), ICT (18.0%), and rubber and plastics (18.0%). Of total branch offices, garment, footwear, and apparel; logistics, warehousing, and transportation contributed 28.2%, 17.6%, and 16.5% respectively. Of total single units, the largest contribution is accommodation (23.2%); garment, footwear, and apparel (21.4%); and food and beverage (15.9%).

Figure 4.3: Share of establishments by type of unit



n (total establishments) = 445

As shown in table 4.3, more than half of the sampled establishments were owned by Cambodians (58.4%), while about one-third were reported as foreign-owned enterprises, and the rest were in joint-shared ownership. Food and beverage; accommodation; and logistics, warehousing, and transportation were mainly owned by Cambodians, accounting for 85.5%, 83.7%, and 73.9% of establishments surveyed in those sectors respectively. In the construction and ICT, more than half of establishments surveyed were owned by Cambodians, while foreign-owned establishments accounted for 33.9% and 26.9%, respectively. In the rubber and plastics sector, domestic and foreign ownership was balanced with the value of 48.2% in Cambodian ownership and 48.2% in foreign ownership, and the remainder in joint share ownership.

Table 4.3: Share of establishments by sector and ownership

Sector	Ownership		
	Cambodian	Foreign	Joint Share
Accommodation	83.7%	10.5%	5.8%
Construction	57.1%	33.9%	8.9%
Food and Beverage	85.5%	8.1%	6.5%
Garment, Footwear, and Apparel	12.6%	81.6%	5.7%
ICT	59.6%	26.9%	13.5%
Logistics, Warehousing, and Transportation	73.9%	19.6%	6.5%
Rubber and Plastics	48.2%	48.2%	3.6%
Overall	**58.4%**	**34.6%**	**7.0%**

n (total establishments) = 445

4.2. Market Orientation and Innovation Prior to the COVID-19 crisis

At the end of 2019, the majority of the total sampled establishments (69.0%) serve a local or national market, which refers to the markets that goods and services are served in the country[5], while 31.0% mainly target international/export markets, which refers to the markets that goods and services are served outside the country. Getting to the details by sector, accommodation (100%) was fully run in local/national market. Construction (100%) was also fully operated in local/national market, and that was followed by ICT (94.2%). Garment, footwear, and apparel establishments, on the contrary, mainly (88.5%) have international/export markets as their primary market. For food and beverage; and for logistics, warehousing, and transportation, the survey showed that about seven in ten enterprises aimed their production at the local/national market, while the share of establishments of these two sectors mainly focused on international market or exports were 28.3% for logistics, warehousing, and transportation, and 22.6% for food and beverage. Last but not least, 53.6% of rubber and plastics establishments surveyed run their business for the local/national market, and 46.4% for international/export markets.

Table 4.4: Share of establishments by sector and main market at the end of 2019

Sector	Local/National	International/Export
Accommodation [6]	100.0%	0.0%
Construction	100.0%	0.0%

[5] In case of services, information on the residency status needs to be accounted for to determine market orientation.

[6] All establishments reportedly serviced mainly residents.

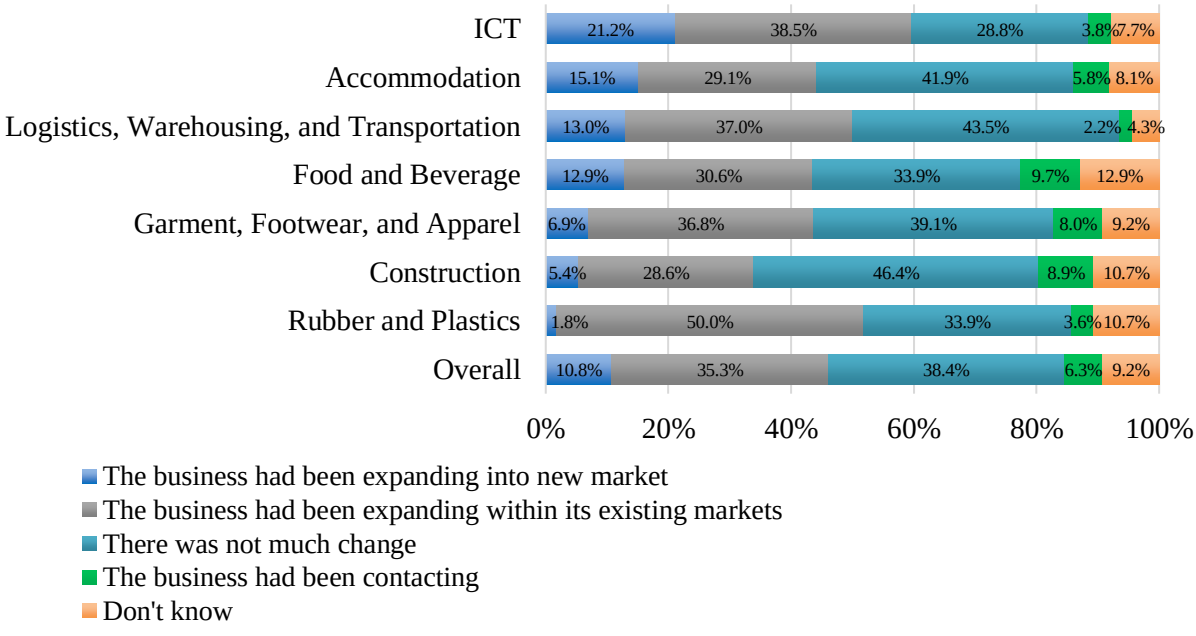
Food and Beverage	77.4%	22.6%
Garment, Footwear, and Apparel	11.5%	88.5%
ICT	94.2%	5.8%
Logistics, Warehousing, and Transportation	71.7%	28.3%
Rubber and Plastics	53.6%	46.4%
Overall	**69.0%**	**31.0%**

n (total establishments) = 445

Figure 4.4 illustrates the business situation of the establishments in the last 3 years up to the end of 2019. For key terms used in this section, "expanding into new market" refers to a situation where businesses are expanded into new target customers with new or existing products, while "expanding within its existing market" refers to a situation where businesses are expanded into existing target customers with new or existing products. On the other hand, "business had been contacting" refers to a situation where businesses had contacted new target market but had not yet made any transaction over that target area.

From the survey, although many establishments reported that they did not make significant changes to their business, almost half of the total samples reported that their business expanded into either new markets or existing markets. Some other enterprises reported that their businesses had been contacting. Of all establishments that had been expanding into new markets, accommodation and ICT tended to make major progress compared to other sectors. While establishments that tried to expand their businesses within its existing markets were primarily garment, footwear, and apparel and rubber and plastics.

Figure 4.4: Share of establishments by sector and business situation in the last 3 years until the end of 2019

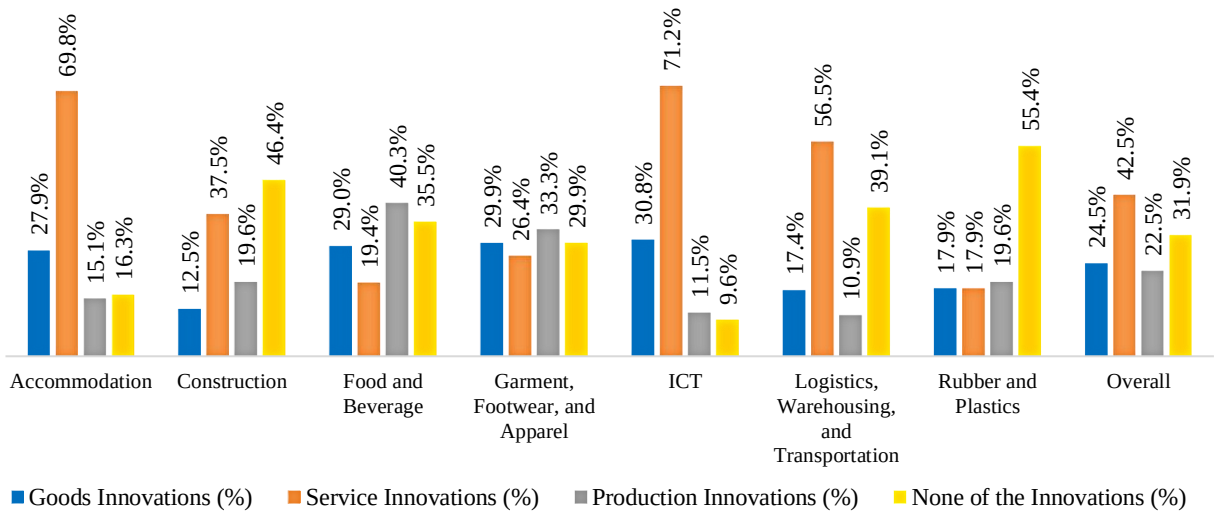


n (total establishments) = 445

Apart from business expansion, there was also an overall improvement in innovation in either goods or services or production within the establishments in the last three years up to the end of 2019. Although the question asked about the innovation in the last three years, it can be suggested that the innovation may or may not be the reason why the establishments interviewed can survive during the COVID-19 crisis. The analysis of this question was that 42.5% of total interviewed establishments claimed to have services

innovations, 24.5% had goods innovations, 22.5% had production innovations, and 31.9% stated that there were none of the innovations in the last three years. The sectors with the highest shares of establishments saying that they had goods innovations were in garment, footwear, and apparel (23.9%), and then accommodation (22.0%), while the smallest share was in construction (6.4%). For services innovations, the highest share was in the accommodation sector and the smallest was in the rubber and plastics sector. For production innovation, the highest share was in the garment, footwear, and apparel sector (29.0%), followed by food and beverage (25.0%). Logistics, warehousing, and transportation had the smallest share at 5.0% only. The sector with the highest share of establishments that reported having none of the types of innovation was in the rubber and plastics sector, while the sector with smallest share reporting no innovations was in ICT.

Figure 4.5: Share of establishments by sector and type of innovation in the last 3 years up to the end of 2019



n (total establishments) = 445

5. Employment Change During the COVID-19 Crisis

This section describes the employment situation in 2020 in the sample of establishments surveyed. By employment situation, there is an analysis of employment structure share by sector, ISCO major group and broad occupational group. This section will also discuss the employment loss and employment gain during this COVID-19 crisis by analysing the share of establishments that reported about employment loss and employment gain (loss or gain of at least one employee) by sector, the incidence and distribution of employment loss and gain by sector, and the causes of the loss and gain.

5.1 Employment Structure in 2020

The survey indicated the total number of employees in the establishments interviewed in the selected sectors. The sample size was 445 establishments accounting for a total of 154,058 employees (Table 5.1). Garment, footwear, and apparel accounted for the highest number of employees with 62.1%, or 95,686 employees. The rubber and plastics sector came next with 18.4%, or 28,369 employees; then accommodation, and food and beverage with about 4.8% each or 7,432 and 7,378 respectively; ICT with 4.1% or 6,336 employees; logistics, warehousing, and transportation with 3.0% or 4,667 employees; and last, construction with only 2.7% or 4,199 employees.

Table 5.1: Employment by sector in 2020

Sector	Absolute value	Distribution
Garment, Footwear, and Apparel	95,686	62.1%
Rubber and Plastics	28,369	18.4%
Accommodation	7,423	4.8%
Food and Beverage	7,378	4.8%
ICT	6,336	4.1%
Logistics, Warehousing, and Transportation	4,667	3.0%
Construction	4,199	2.7%
Overall	**154,058**	**100.0%**

n (total establishments) = 445

The survey also indicated the employment structure by ISCO major group. Plant and machine operators, and assemblers occupations accounted the largest share of employment with 60.1% or 93,300 employees, followed by elementary occupations with 21.6% or 33,305 employees. Six occupational groups, which are manager, professionals, technicians and associated professionals, clerical support workers, service and sales workers, and craft and related trades workers, accounted for between 4.3 % (6,632) and 2.1% (3,200) (Table 5.2). There were very few employed in skilled agricultural, forestry and fishery worker occupations which employed less than 1% or 44 employees. The detailed distribution of employment by ISCO major group and sector is presented in Appendix-B (Table B.1).

Table 5.2: Employment by ISCO major group in 2020

Occupational group	Absolute value	Distribution
Managers	4,730	3.1%
Professionals	4,902	3.2%
Technicians and associate professionals	4,358	2.8%
Clerical support workers	3,587	2.3%
Service and sales workers	6,632	4.3%
Skilled agricultural, forestry and fishery workers	44	0.0%
Craft and related trades workers	3,200	2.1%
Plant and machine operators, and assemblers	93,300	60.6%
Elementary occupations	33,305	21.6%
Overall	**154,058**	**100.0%**

n (total establishments) = 445

The nine ISCO major groups are regrouped here into 4 broad occupational groups, high skilled, skilled non-manual, skilled manual, and low skilled group to indicate the characteristics of the sector which are related to education level and skill level in employment structure (Table 5.3)

Table 5.3: Classification of four broad occupational groups

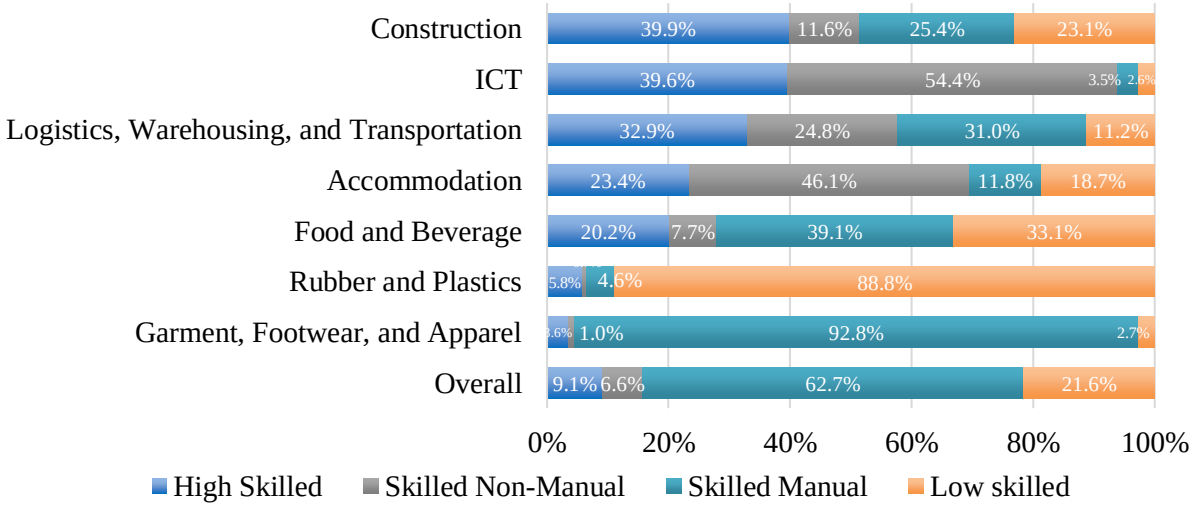
Broad occupational group	ISCO major group	Skill level
High skilled	ISCO_1: Managers	

	ISCO_2: Professionals ISCO_3: Technicians and associate professionals	Tertiary (ISCED 5-6)
Skilled non-manual	ISCO_4: Clerical support workers ISCO_5: Service and sales workers	Secondary (ISCED 2-4)
Skilled manual	ISCO_6: Skilled agricultural, forestry and fishery workers ISCO_7: Craft and related trades workers ISCO_8: Plant and machine operators, and assemblers	
Low skilled	ISCO_9: Elementary occupations	Primary (ISCED 1)

A detailed analysis of employment share by sector and broad occupational groups or skills levels is shown in Figure 5.1 below. The most notable skills levels for each sector are as follows:

- For accommodation: skilled non-manual had the highest share of employment, accounting for 46.1% of total employment in accommodation sector, and high skilled came second with 23.4%.
- For construction: high skilled level made up the most employment with 39.9%, and skilled manual with 25.4%.
- For food and beverage: more than one third of employment in this sector (39.1%) was skilled manual workers, and 33.1% was low skilled workers.
- For garment, footwear, and apparel: the majority of workers in this sector was skilled manual (92.8%).
- For ICT: just above half of employment in this sector (54.4%) was of skilled non-manual workers while 39.6% was high skilled workers.
- For logistics, warehousing, and transportation: about one third of employment in this sector was of high skilled workers (32.9%) and about one third was of skilled manual workers (31.0%).
- For rubber and plastics: in this sector, the majority (88.8%) were low skilled workers.

Figure 5.1: Employment share by sector and broad occupational group in 2020



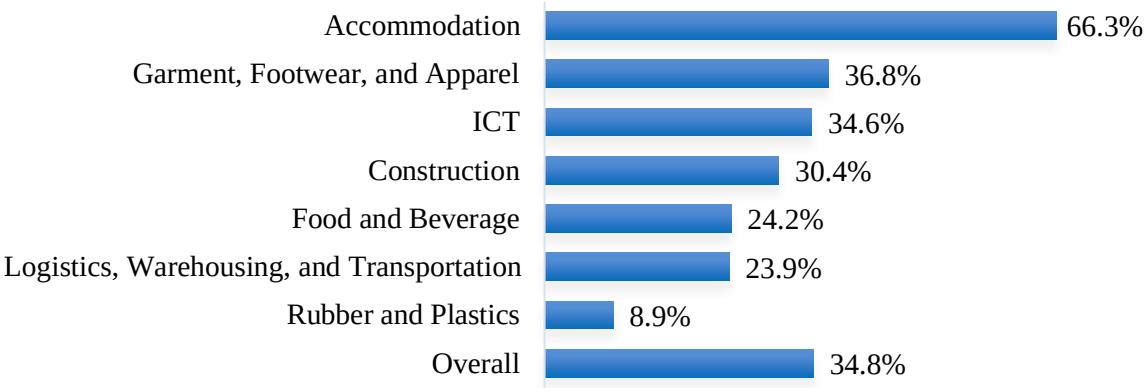
n (total establishments) = 445

5.2 Employment Loss in 2020

Overall, about one-third of total establishments interviewed (34.8%) reported that they had experienced employment loss since the end of 2019 (Figure 5.2). 66.3% of all interviewed establishments in accommodation sector claimed that they had employment loss. The share of establishments with at least

one employment loss in the garment, footwear, and apparel sector, which was 36.8%, was ranked second; while ICT and construction came third and fourth with 34.6% and 30.4% respectively. At the same time, 24.2% of establishments in food and beverage and 23.9% of establishments in logistics, warehousing, and transportation reported employment loss. The rubber and plastic sector experienced the smallest share of establishments with employment loss among the seven sectors.

Figure 5.2: Share of establishments with at least one employment loss by sector



n (total establishments) = 445

Share of establishments with at least one employment loss by age of business operating, by main markets, and by size of establishments differs by sector (Details are presented in Figure B.1, B.2, and B.3 respectively in Appendix-B).

- For accommodation: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (69.4%) and 2-10 years ago (69.0%), run in local/national markets (66.3%), and employed 51-100 employees (83.3%).
- For construction: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (42.9%), run in local/national markets (30.4%), and employed 51-100 employees (45.5%).
- For food and beverage: highest share of this sector was more prevalent in the establishments that had operated for less than 2 years (50.0%), run in international/export markets (28.6%), and employed less than 51 employees (31.6%).
- For garment, footwear, and apparel: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (66.7%), run in local/national markets (50.0%), and employed less than 51 employees (75.0%).
- For ICT: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (58.8%), run in international/export markets (66.7%), and employed more than 100 employees (61.5%).
- For logistics, warehousing, and transportation: highest share of this sector was more prevalent in the establishments that had operated 2-10 years ago (36.8%), run in local/national markets (30.3%), and employed 51-100 employees (27.3%).
- For rubber and plastics: highest share of this sector was more prevalent in the establishments that had operated for less than 2 years (33.3%), run in international/export markets (11.5%), and employed more than 100 employees (10.0%).

Table 5.4 illustrates the incidence and distribution rate of employment loss by sector. The incidence percentage is calculated by the number of employment loss compared to the total employment in the sector. Overall, in term of incidence, there was 7.6% employment loss compared to the total employment in all selected sector. The construction sector showed the highest proportion of the employment loss with 46.0%, and it was followed by the accommodation sector at 21.2%. However, employment loss in the other five sectors was equal to or less than

8.0%. More than that, the highest incidence of employment loss was found in establishments employing 50-100 employees (37.0%) and less than 51 employees (21.9%). The incidence was also high in subsidiaries of foreign companies (32.2%), while other types of business entity had small share less than 10%. For the distribution, garment, footwear, and apparel occupied 64.8% of all employment loss; while construction and accommodation occupied 16.4% and 13.4% respectively. The distribution by size of establishments and type of business entity was high in establishments employing more than 100 employees (72.8%) and private limited company (70.4%).

Table 5.4: Incidence and distribution of employment loss by sector

Sector	Incidence (%)	Distribution (%)
Accommodation	21.2%	13.4%
Construction	46.0%	16.4%
Food and Beverage	1.6%	1.0%
Garment, Footwear, and Apparel	8.0%	64.8%
ICT	5.1%	2.7%
Logistics, Warehousing, and Transportation	1.4%	0.5%
Rubber and Plastics	0.5%	1.1%
Overall	**7.6%**	**100.0%**

n (establishments with at least 1 employment loss) = 155

Table 5.5 below indicates the top 6 occupations (which are grouped into ISCO 3-digit level) with the highest number of employment loss by sector.

Table 5.5: Top 6 occupations that were reported for employment reduction by sector (ISCO_3 digits)

Accommodation
Domestic, Hotel and Office Cleaners and Helpers
Client Information Workers
Sales Workers
Cooks
Waiters and Bartenders
Electrical Equipment Installers and Repairers

n (establishments with at least 1 employment loss) = 57

Construction
Mining and Construction Labourers
Engineering Professionals (excluding Electrotechnology)
Sales Workers
Domestic, Hotel and Office Cleaners and Helpers
Finance Professionals
Administrative and Specialized Secretaries

n (establishments with at least 1 employment loss) = 17

Food and Beverage
Manufacturing Labourers
Sales Workers
Administrative and Specialized Secretaries
Finance Professionals
Transport and Storage Labourers
Sales and Purchasing Agents and Brokers

n (establishments with at least 1 employment loss) = 15

Garment, Footwear, and Apparel
Textile, Fur, and Leather Products Machine Operators
Garment and Related Trades Workers
Manufacturing Labourers
Other Craft and Related Workers
Administrative and Specialized Secretaries
Vehicle, Window, Laundry and Other Hand Cleaning Workers

n (establishments with at least 1 employment loss) = 32

ICT
Sales Workers
Administrative and Specialized Secretaries

Logistics, Warehousing, and Transportation
Sales Workers
Transport and Storage Labourers

ICT Operations and User Support Technicians
Database and Network Professionals
Client Information Workers
Finance Professionals

n (establishments with at least 1 employment loss) = 18

Car, Van and Motorcycle Drivers
Manufacturing, Mining, Construction and Distribution Managers
Database and Network Professionals
Protective Services Workers

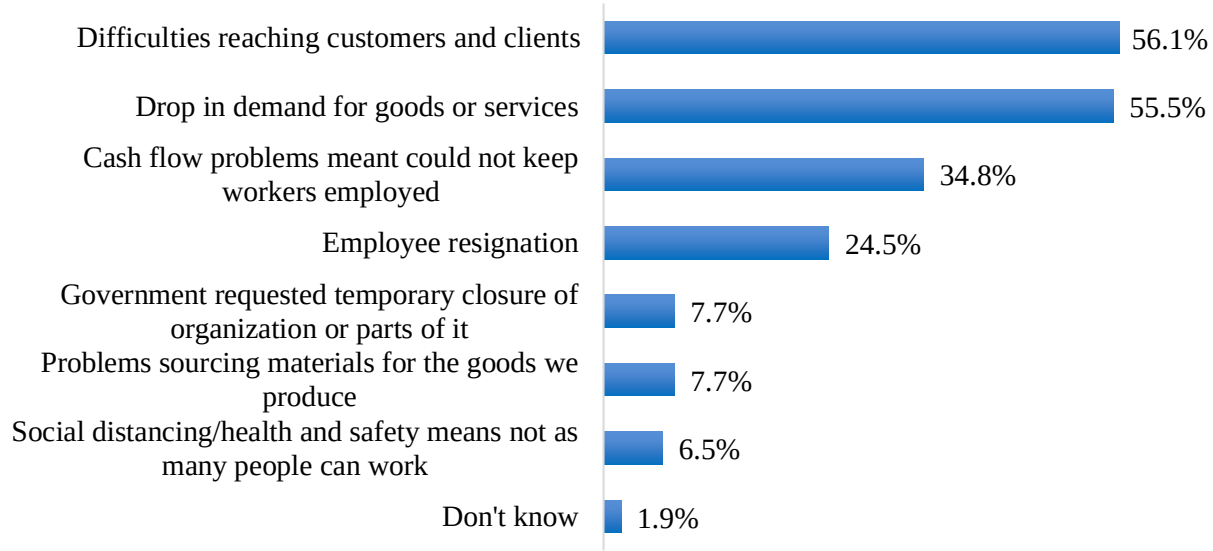
n (establishments with at least 1 employment loss) = 11

Rubber and Plastics
Manufacturing Labourers
Car, Van and Motorcycle Drivers
Market Gardeners and Crop Growers
Rubber, Plastic and Paper Products Machine Operators
Administrative and Specialized Secretaries
Sales Workers

n (establishments with at least 1 employment loss) = 5

When asked about the causes of employment reduction or employment loss, more than half of all the interviewed establishments reported about difficulties reaching customers and clients (56.1%) and drop in demand for goods and services (55.5%). One third of all the establishments reported facing cash flow problems that meant they could not keep workers employed (34.8%). That were followed by employee resignations (24.5%), government-requested temporary closures of organizations or parts of them (7.7%), problems sourcing materials for the goods they produced (7.7%) and implementing social distancing/health and safety practices which meant not as many people could work (6.5%). Only 1.9% who reported that they did not know the causes of employment reduction (Figure 5.3).

Figure 5.3: Causes of employment reduction



n (establishments with at least 1 employment loss) = 155

The details of reasons for employment reduction by sector is reported in Table B.2 in Appendix-B. The most notable reasons for employment reductions for each sector are as follows:

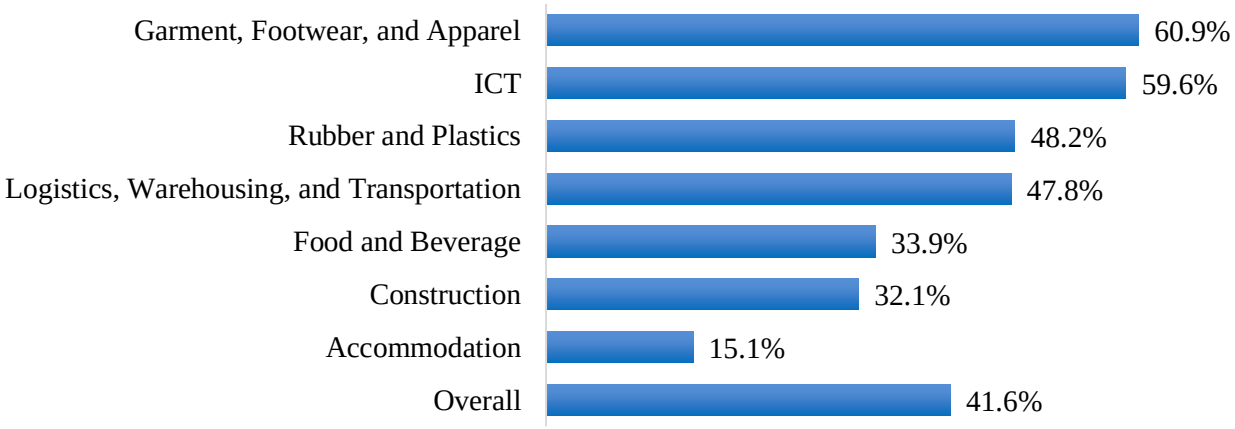
- For accommodation: difficulties reaching customers and clients (89.5%), drop in demand for goods and services (59.6%), and cash flow problems meant could not keep workers employed (52.6%).

- For construction: drop in demand for goods and services (58.8%), difficulties reaching customers and clients (41.2%), and cash flow problems meant could not keep workers employed (29.4%).
- For food and beverage: employee resignation (53.3%), drop in demand for goods and services (33.3%), difficulties reaching customers and clients (20.0%), and cash flow problems meant could not keep workers employed (20.0%).
- For garment, footwear, and apparel: drop in demand for goods and services (75.0%), difficulties reaching customers and clients (59.4%), cash flow problems meant could not keep workers employed (28.1%), and problems sourcing materials for the goods produced (25.0%).
- For ICT: drop in demand for goods and services (38.9%), employee resignation (33.3%), and cash flow problems meant could not keep workers employed (27.8%).
- For logistics, warehousing, and transportation: employee resignation (63.6%), drop in demand for goods and services (36.4%), and difficulties reaching customers and clients (27.3%).
- For rubber and plastics: drop in demand for goods and services (40.0%) and employee resignation (40.0%).

5.3 Employment Gain in 2020

In overall, as shown in Figure 5.4 below, 41.6% of total establishments reported about employment gain or employment increase. Garment, footwear, and apparel sectors had the highest share of establishments with employment increase (60.9%), followed by ICT (59.6%), rubber and plastic (48.2%), logistics, warehousing, and transportation (47.8%), food and beverage (33.9%), and construction (32.1%). The accommodation sector had the smallest share of establishments with increased employment at only 15.1%.

Figure 5.4: Share of establishments with at least one employment gain by sector



n (total establishments) = 445

Share of establishments with at least one employment gain by age of business operating, by main markets, and by size of establishments differs by sector (Details are presented in Figure B.4, B.5, and B.6 respectively in Appendix-B).

- For accommodation: highest share of this sector was more prevalent in the establishments that had operated more than 20 years ago (50.0%), run in local/national markets (15.1%), and employed more than 100 employees (27.3%).
- For construction: highest share of this sector was more prevalent in the establishments that had operated less than 2 years ago (66.7%), run in local/national markets (32.7%), and employed more than 100 employees (53.3%).

- For food and beverage: highest share of this sector was more prevalent in the establishments that had operated for less than 2 years (50.0%) and more than 20 years ago (50.0%), run in international/export markets (35.7%), and employed more than 100 employees (78.6%).
- For garment, footwear, and apparel: highest share of this sector was more prevalent in the establishments that had operated 2-10 years ago (67.2%), run in international/export markets (62.3%), and employed more than 100 employees (62.3%).
- For ICT: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (64.7%), run in international/export markets (66.7%), and employed less than 51 employees (64.3%).
- For logistics, warehousing, and transportation: highest share of this sector was more prevalent in the establishments that had operated 2-10 years ago (57.9%), run in local/national markets (51.5%), and employed more than 100 employees (83.3%).
- For rubber and plastics: highest share of this sector was more prevalent in the establishments that had operated 11-20 years ago (58.3%), run in international/export markets (53.8%), and employed more than 100 employees (63.3%).

The study also reported about the proportion of employment gain or employment increase by sector. In overall, there were 9.8% of employment increase compared to all employments in the seven sectors. Rubber and plastics and garment, footwear, and apparel generated the highest share of employment (around 11.0%) among all the seven sectors. There were followed by logistics, warehousing, and transportation with 8.4%, food and beverage with 5.7%, construction with 4.5%, and ICT with 4.3% employment gain compared to total employment in each sector. Accommodation generated the smallest share of employment gain with only 2.7%. In term of distribution, garment, footwear, and apparel occupied the most employment gain with 69.6%, and that was followed by rubber and plastics with 20.8%.

Table 5.6: Incidence and distribution of employment gain by sector

Sector	Incidence (%)	Distribution (%)
Accommodation	2.7%	1.3%
Construction	4.5%	1.3%
Food and Beverage	5.7%	2.8%
Garment, Footwear, and Apparel	11.0%	69.6%
ICT	4.3%	1.8%
Logistics, Warehousing, and Transportation	8.4%	2.6%
Rubber and Plastics	11.1%	20.8%
Overall	**9.8%**	**100.0%**

n (establishments with at least 1 employment gain) = 185

Table 5.7 below illustrates the top 6 occupations (which are grouped into ISCO 3-digit level) with highest frequency of employment increase by sector.

Table 5.7: Top 6 occupations that have been reported for employment increase by sector (ISCO_3 digits)

Accommodation	Construction
Domestic, Hotel and Office Cleaners and Helpers	Engineering Professionals (excluding Electrotechnology)
Waiters and Bartenders	Mining and Construction Labourers

Sales Workers
Client Information Workers
Clerical Support Workers
Protective Services Workers

n (establishments with at least 1 employment gain) = 13

Sheet and Structural Metal Workers, Moulders and Welders, and Related Workers
Protective Services Workers
Salespersons
Physical and Engineering Science Technicians

n (establishments with at least 1 employment gain) = 18

Food and Beverage
Manufacturing Labourers
Sales Workers
Transport and Storage Labourers
Numerical Clerks
Managing Directors and Chief Executives
Material Recording and Transport Clerks

n (establishments with at least 1 employment gain) = 21

Garment, Footwear, and Apparel
Textile, Fur and Leather Products Machine Operators
Manufacturing Labourers
General Office Clerks
Administrative and Specialized Secretaries
Other Craft and Related Workers
Mining, Manufacturing and Construction Supervisors

n (establishments with at least 1 employment gain) = 53

ICT
Sales Workers
Software and Applications Developers and Analysts
Information and Communications Technology Operations and User Support Technicians
Database and Network Professionals
Keyboard Operators
Managing Directors and Chief Executives

n (establishments with at least 1 employment gain) = 31

Logistics, Warehousing, and Transportation
Sales Workers
Transport and Storage Labourers
Administrative and Specialized Secretaries
Material Recording and Transport Clerks
Mobile Plant Operators
Managing Directors and Chief Executives

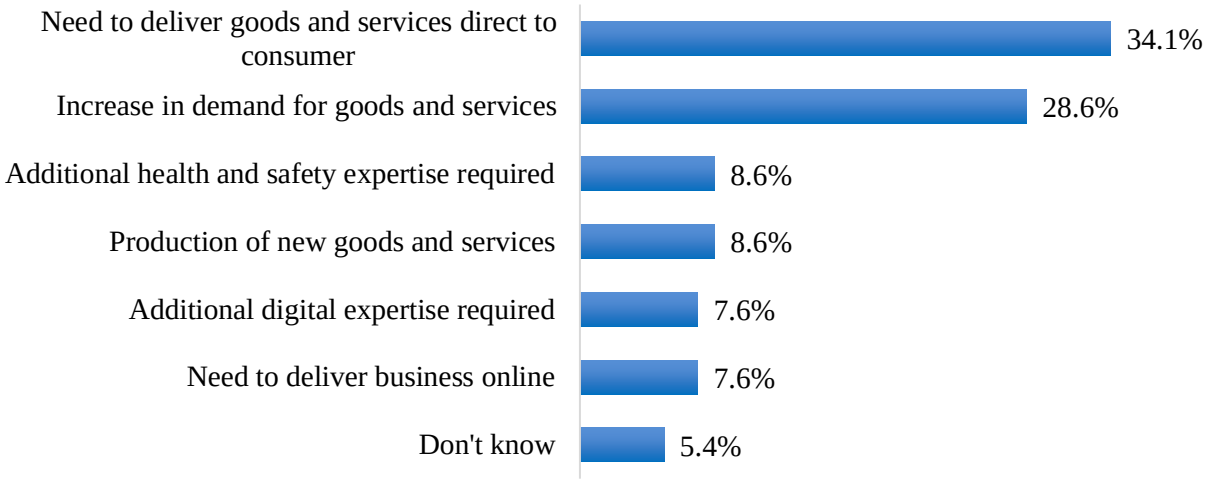
n (establishments with at least 1 employment gain) = 22

Rubber and Plastics
Market Gardeners and Crop Growers
Manufacturing Labourers
Administrative and Specialized Secretaries
Rubber, Plastic and Paper Products Machine Operators
Finance Professionals
Sales Workers

n (establishments with at least 1 employment gain) = 27

When asked about the causes of employment increase, more than one third of the establishments (34.1%) reported about the need to deliver goods and services directly to customers, followed by increase in demand for goods and services (28.6%), additional health and safety expertise required (8.6%), and production of new goods and services, such as producing face masks, ventilators, sanitizers, (8.6%). Other reasons for employment increase were the need of additional digital expertise (7.6%) and the need to deliver business online (7.6%), while 5.4% reported that they did not know the cause of employment increase in their establishments. The first and second ranked causes were mostly reported by large-scale establishments, and establishments that operated 2-10 years ago and less than 2 years ago.

Figure 5.5: Causes of employment increase



n (establishments with at least 1 employment increase) = 185

The details of reasons for employment increase by sector are reported in Table B.3 in Appendix-B. The most notable reasons for employment increase for each sector are as follows:

- For accommodation: increase in demand for goods and services (23.1%), need to deliver business online (15.4%), and need to deliver goods and services directly to consumer (15.4%).
- For construction: increase in demand for goods and services (16.7%), need to deliver goods and services directly to consumer (16.7%), and production of new goods and services (11.1%).
- For food and beverage: increase in demand for goods and services (42.9%), need to deliver goods and services directly to consumer (42.9%), and additional health and safety expertise required (23.8%).
- For garment, footwear, and apparel: need to deliver goods and services directly to consumer (45.3%), increase in demand for goods and services (41.5%), and production of new goods and services (11.3%).
- For ICT: need to deliver goods and services directly to consumer (35.5%), additional digital expertise required (29.0%), and increase in demand for goods and services (16.1%).
- For logistics, warehousing, and transportation: increase in demand for goods and services (22.2%).

6. Recruitment Situation During the COVID-19 Crisis

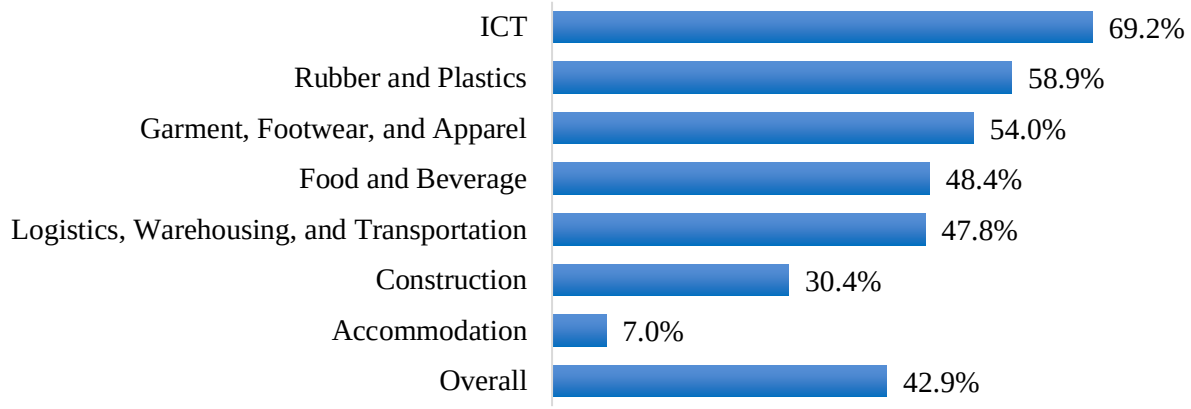
This section discusses the current recruitment situation and identifies hard-to-fill vacancies and skills shortages in the Cambodian labour market in the selected sectors during the COVID-19 crisis. Specifically, it illustrates the demand for skills and evaluates the abilities of the Cambodian labour market to respond to labour demand by employers, the level of hard-to-fill vacancies, the causes of recruitment difficulties, the current skills shortage, the effects of hard-to-fill vacancies on business prospects, and the methods used for recruitment.

6.1. Current Vacancies by Sector

The survey pointed out that there is still labour demand by the seven sectors during this COVID-19 crisis. Overall, 42.9% of all the establishments surveyed declare available vacancies. However, the percentage varied between different sectors as shown in the Figure 6.1 below. The ICT sector stood in the first rank with vacancies in 69.2% of establishments, and it was followed by rubber and plastics (58.9%), garment, footwear, and apparel (54.0%), food and beverage (48.4%), logistics, warehousing, and transportation (47.8%), and construction (30.4%). Accommodation, which had the smallest share of establishments who declared at least one vacancy, ranked the last with only 7.0%. Share of establishments with at least one

vacancy was also more frequent in the establishments that operated 2-10 years ago (62.1%), employed more than 100 employees (92.6%), and owned by foreigners (78.4%).

Figure 6.1: Share of establishments with at least one vacancy by sector



n (total establishments) = 445

Table 5.8 below refers to the incidence and distribution of vacancies by sector. The current available vacancies were reported at 8,848 vacancies during the fieldwork of survey. Overall, the vacancies accounted for about 5.7% of total employment in the seven sectors. The food and beverage sector ranked first with 8.8%, and that was followed by rubber and plastics (7.3%); ICT (6.9%); construction (6.3%); logistics, warehousing, and transportation (6.0%); and garment, footwear, and apparel (5.4%). Accommodation ranked last with only 0.4%. In terms of distribution, the garment, footwear, and apparel sector, which has been a main driver for Cambodia's economy and labour market, remains an important sector providing employment opportunities during this COVID-19 crisis, since it alone accounted for more than half of all vacancies (57.9%). It is worth noting that this sector has been one important employment generator in the formal sector; therefore, it is sensible that the sector generated the highest share of vacancies. At the same time, rubber and plastics accounted for 23.2%. While the two sectors, garment, footwear, and apparel; and rubber and plastics, absorbed the largest share, each of the other five sectors had share less than ten percent. Food and beverage accounted for 7.3%, and it was followed by ICT (5.0%), logistics, warehousing, and transportation (3.2%), construction (3.0%), and accommodation (0.4%). Share of the last three sectors (logistics, warehousing, and transportation; construction; and accommodation) was small, suggesting that this sector had serious negative impacts of the COVID-19 crisis.

Table 6.1: Incidence and distribution of vacancies by sector

Sector	Incidence (%)	Distribution (%)
Accommodation	0.4%	0.4%
Construction	6.3%	3.0%
Food and Beverage	8.8%	7.3%
Garment, Footwear, and Apparel	5.4%	57.9%
ICT	6.9%	5.0%
Logistics, Warehousing, and Transportation	6.0%	3.2%
Rubber and Plastics	7.3%	23.2%
Overall	**5.7%**	**100.0%**

n (establishments with at least 1 vacancy) = 191

Table 6.1 below shows the top 6 occupations with highest number of vacancies reported by survey respondents by sector. The total number of vacancies reported for all these top six occupations accounted for 90.9% of all vacancies reported.

Table 6.8: Top 6 occupations with highest number of vacancies reported by sector (ISCO_3 digits)

Accommodation
Sales Workers
Domestic, Hotel and Office Cleaners and Helpers
Food Preparation Assistants
Hotel and Restaurant Managers *
Transport and Storage Labourers *
Hairdressers, Beauticians and Related Workers *

n (number of vacancies in the sector) = 33

Construction
Mining and Construction Labourers
Building Frame and Related Trades Workers
Engineering Professionals (excluding Electrotechnology)
Architects, Planners, Surveyors and Designers *
Other Craft and Related Workers *
Sales Workers *

n (number of vacancies in the sector) = 263

Food and Beverage
Manufacturing Labourers
Transport and Storage Labourers
Sales Workers
Other Craft and Related Workers *
General Office Clerks *
Machinery Mechanics and Repairers *

n (number of vacancies in the sector) = 647

Garment, Footwear, and Apparel
Textile, Fur and Leather Products Machine Operators
Other Craft and Related Workers *
Machinery Mechanics and Repairers *
Manufacturing Labourers *
Garment and Related Trades Workers *
Manufacturing, Mining, Construction and Distribution Managers *

n (number of vacancies in the sector) = 5,127

ICT
Sales Workers
ICT Operations and User Support Technicians *
Client Information Workers *
Software and Applications Developers and Analysts *
ICT Services Managers *
Database and Network Professionals *

n (number of vacancies in the sector) = 440

Logistics, Warehousing, and Transportation
Sales Workers
Transport and Storage Labourers
Material Recording and Transport Clerks *
Car, Van and Motorcycle Drivers *
Client Information Workers *
ICT Operations and User Support Technicians *

n (number of vacancies in the sector) = 281

Rubber and Plastics
Market Gardeners and Crop Growers
Manufacturing Labourers *
Rubber, Plastic and Paper Products Machine Operators *
Mining, Manufacturing and Construction Supervisors *
Finance Professionals *
Machinery Mechanics and Repairers *

n (number of vacancies in the sector) = 2,057

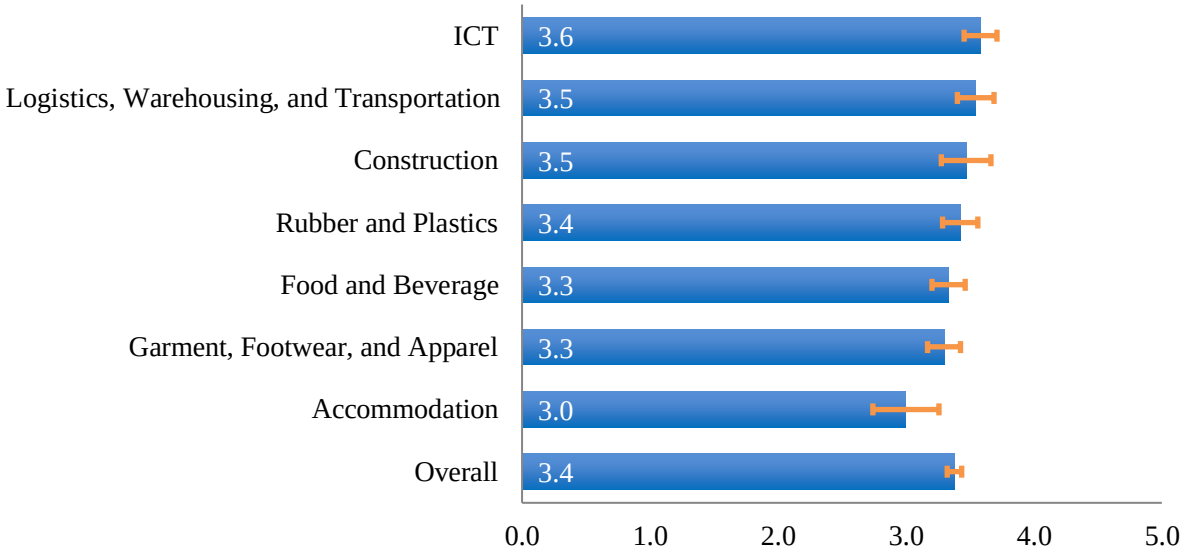
Note:
* Percentage of vacancies is <10.0%

6.2. Recruitment Difficulties

In order to illustrate the recruitment situation in the labour market, a recruitment assessment index was constructed based on the survey data on employer's experiences and expectations of recruitment needs. The assessment index used was on the following scale: 1 = very easy to recruit, 2 = easy to recruit, 3 = normal, 4 = difficult to recruit, and 5 = very difficult to recruit.

Based on the survey results, the overall recruitment situation was evaluated to be difficult as reflected by the index value of 3.4. Some sectors might have more difficulties in recruitment than others, and vice versa. The sectors that faced high recruitment difficulties, where indexes were above 3.2, were ICT (3.6), logistics, warehousing, and transportation (3.5), construction (3.5), rubber and plastics (3.4), food and beverage (3.3), and garment, footwear, and apparel (3.3). The recruitment situation in accommodation sector (3.0) was in the boundary of balance between demand and supply of labour. However, the higher index of recruitment situation also means better opportunities for work, from the perspective of a jobseeker. Therefore, these results also mean that there were good opportunities for jobs in some of the establishments surveyed.

Figure 6.2: Index of current recruitment difficulties by sector

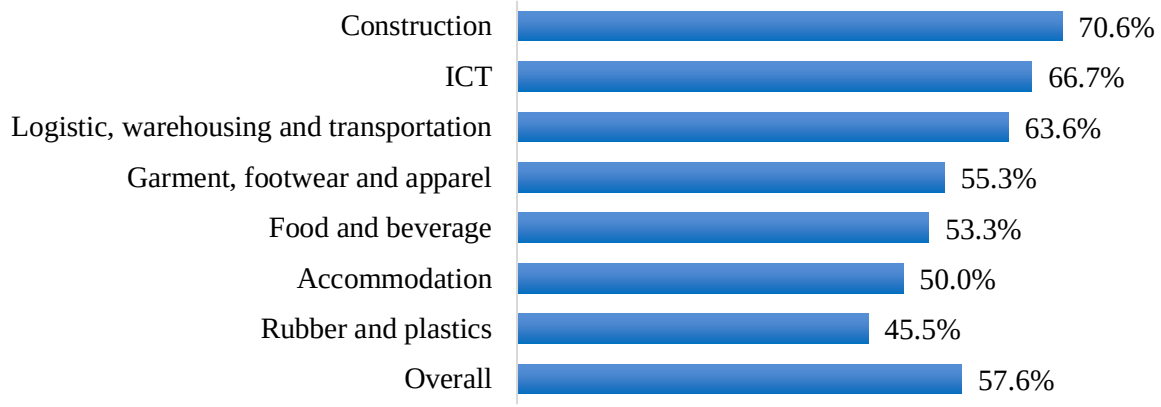


Note: standard error
n (establishments with at least 1 vacancy) = 191

Although the overall recruitment situation was difficult, there were establishments (10.5% of establishments with at least 1 vacancy) that reported that they find it easy or very easy to recruitment people (see Table B.4 in Appendix-B for details). There were also many establishments (42.4%) which said that the recruitment situation is normal or there is balance between demand and supply of labour.

Around 57.6% of establishments reported about hard-to-fill vacancies. This proportion varied across sectors from the highest value of 70.6% in construction sector to the lowest of 45.5% in rubber and plastics sector, as shown in the Figure 6.3 below. In addition, share of establishments reporting hard to fill vacancies above overall are ICT (66.7%) and logistics, warehousing and transportation (63.6%).

Figure 6.3: Share of establishments reporting hard-to-fill vacancies (% of establishment with at least 1 vacancy) by sector



n (establishments with at least 1 vacancy) = 191

Table 6.2 below shows the top 6 occupations with the highest number of hard to fill vacancies by sector.

Table 6.9: Top 6 occupations with highest number of hard to fill vacancies by sector (ISCO_3 digits)

Accommodation
Food Preparation Assistants
Domestic, Hotel and Office Cleaners and Helpers
Protective Services Workers
Hotel and Restaurant Managers *
Artistic, Cultural and Culinary Associate Professionals *
Market Gardeners and Crop Growers *

n (number of vacancies in establishment with at least 1 vacancy) = 24

Construction
Mining and Construction Labourers
Building Frame and Related Trades Workers
Engineering Professionals (excluding Electrotechnology)
Finance Professionals *
Sales Workers *
General Office Clerks *

n (number of vacancies in establishment with at least 1 vacancy) = 233

Food and Beverage
Manufacturing Labourers
Transport and Storage Labourers
Sales Workers
General Office Clerks *
Machinery Mechanics and Repairers *
Food Processing and Related Trades Workers *

n (number of vacancies in establishment with at least 1 vacancy) = 560

Garment, Footwear, and Apparel
Textile, Fur and Leather Products Machine Operators
Machinery Mechanics and Repairers *
Other Craft and Related Workers *
Garment and Related Trades Workers *
Secretaries (general) *
Manufacturing Labourers *

n (number of vacancies in establishment with at least 1 vacancy) = 2905

ICT
Sales Workers
Software and Applications Developers and Analysts
ICT Operations and User Support Technicians *
ICT Services Managers *
Client Information Workers *
Database and Network Professionals *

n (number of vacancies in establishment with at least 1 vacancy) = 378

Logistics, Warehousing, and Transportation
Sales Workers
Material Recording and Transport Clerks *
Car, Van and Motorcycle Drivers *
Transport and Storage Labourers *
Manufacturing, Mining, Construction and Distribution Managers *
Finance Professionals *

n (number of vacancies in establishment with at least 1 vacancy) = 162

Rubber and Plastics
Market Gardeners and Crop Growers
Manufacturing Labourers *
Sales Workers *
Life Science Technicians and Related Associate Professionals *
Domestic, Hotel and Office Cleaners and Helpers *
Machinery Mechanics and Repairers *

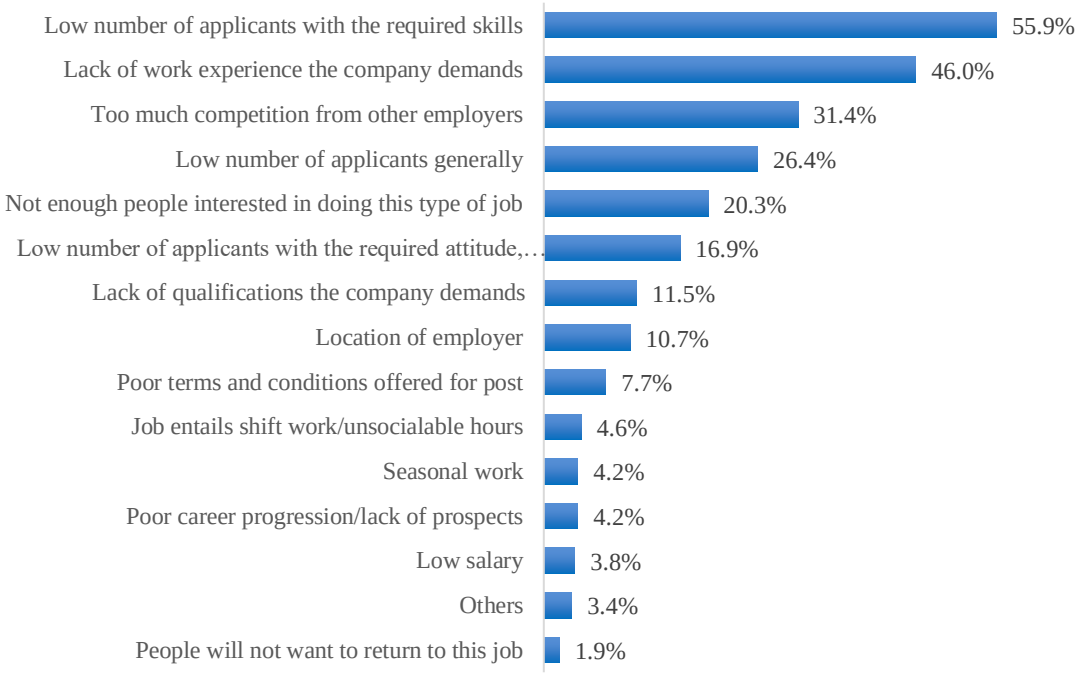
Note:
* Percentage of vacancies is <10.0%

n (number of vacancies in establishment with at least 1 vacancy) = 1563

There are several reasons behind those hard-to-fill vacancies matter. Understanding these causes is an essential precondition to design and introduce active meaasures aimed at easing the recruitment problems and improving the functioning of the labour market.

When asking why vacancies were hard to fill, the most usual cause indicated (55.9%) was the low number of applicants with the required skills (see Figure 6.4). The second reason indicated was the lack of work experience the company demands (46.0%). The third reason was there were too much competition from other employers (31.4%). Low number of applicants generally (26.4%) and not enough people interested in doing this type of job (20.3%) ranked in fourth and fifth respectively. That was followed by low number of applicants with the required attitude, motivation or personality (16.9%), lack of qualifications the company demands (11.5%), location of employers (10.7%), and poor terms and conditions offered for post (7.7%). As seen in Figure 6.4 below, the following possible causes were only identified infrequently: job entails shift work/unsociable hours; seasonal work; poor career progression/lack of prospects; low salary; or the fact that people will not want to return to this job. The analysis of reasons for hard-to-fill vacancies is reported by sector in Table B.5 in Appendix-B.

Figure 6.4: Causes of hard-to-fill vacancies

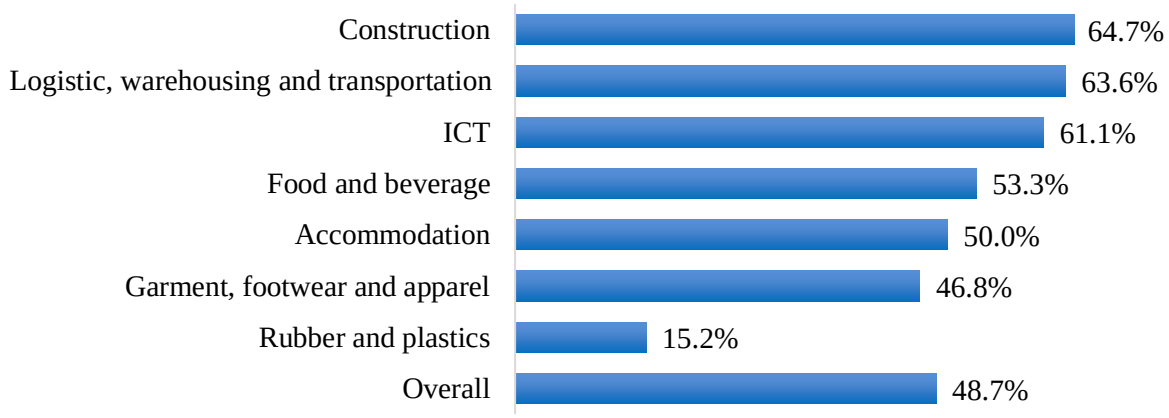


n (establishments with hard-to-fill vacancies) = 90

6.3. Skills Shortage by Sector

In this assessment survey, skills shortage is defined when establishments have hard-to-fill vacancies due to a lack of skills, lack of qualifications, and lack of experiences among the applicants. By contrast, those hard-to-fill vacancies that arise due to other reasons besides the three reasons noted above are not skills-shortage vacancies. The survey showed that 48.7% of establishments were affected by skills shortages. As presented in Figure 6.5, establishments affected by skills shortage were concentrated in: construction; logistics, warehousing, and transportation; and ICT, accounting for 64.7%, 63.6%, and 61.1% respectively, while on the other hand, rubber and plastics sector seemed to have a low incidence of skills shortages with a percentage of 15.2%.

Figure 6.5: Share of establishments reporting skills shortages vacancies (% of establishment with at least 1 vacancy) by sector



n (establishment with at least 1 vacancy) = 191

The analysis of responses by occupation from establishments affected by skills shortages showed that about 19.0% of skills shortage were concentrated in professional occupation, followed by service and sales workers (16.2%). Craft and related trades workers, and elementary occupations shared similar proportions of 15.5% and 15.2% respectively. Breaking down by detailed occupation, Table 6.3 below presents the top 6 occupations having skills shortages for each sector.

Table 6.10: Top 6 occupations having skills shortages by sector (ISCO_3 digits)

Accommodation
Cooks
Market gardeners and crop growers
Waiters and bartenders
Administrative and specialized secretaries
Artistic, cultural and culinary associate professionals
Building frame and related trades workers

n (establishments with skills shortages) = 3

Construction
Engineering professionals (excluding electrotechnology)
Finance professionals
Electrical equipment installers and repairers
Administrative and specialized secretaries
Mining and construction labourers
Shop salespersons

n (establishments with skills shortages) = 11

Food and Beverage
Manufacturing labourers
Street and market salespersons

Garment, Footwear, and Apparel
Textile, fur and leather products machine operators
Machinery mechanics and repairers

Machinery mechanics and repairers
Transport and storage labourers
Finance professionals
General office clerks

n (establishments with skills shortages) = 16

Other craft and related workers
Garment and related trades workers
Manufacturing labourers
Authors, journalists and linguists

n (establishments with skills shortages) = 22

ICT
Other sales workers
ICT operations and user support technicians
Software and applications developers and analysts
Authors, journalists and linguists
Client information workers
Database and network professionals

n (establishments with skills shortages) = 22

Logistics, Warehousing, and Transportation
Other sales workers
Transport and storage labourers
Car, van and motorcycle drivers
Client information workers
Material-recording and transport clerks
Finance professionals

n (establishments with skills shortages) = 14

Rubber and Plastics
Manufacturing labourers
Domestic, hotel and office cleaners and helpers
Market gardeners and crop growers
Administrative and specialized secretaries
Authors, journalists and linguists
Car, van and motorcycle drivers

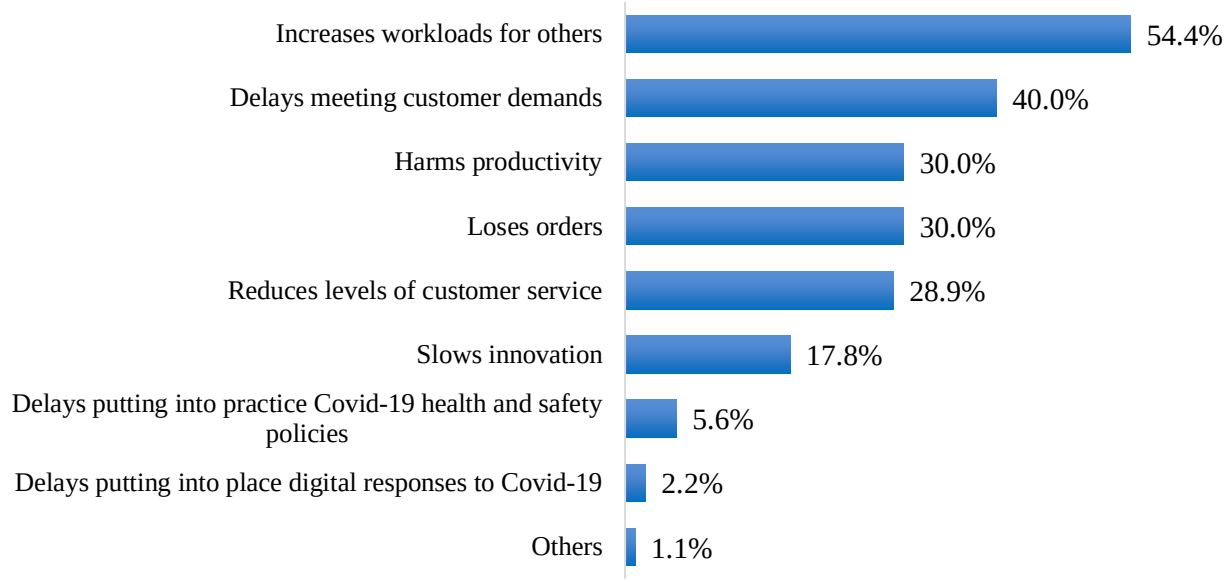
n (establishments with skills shortages) = 5

6.4. Impacts of Recruitment Difficulties

Recruitment difficulties in filling vacancies are unavoidable among employers, and some of the establishments raised common major consequences. More than half of the total interviewed establishments revealed that recruitment difficulties would result in an increase of workload for other staff (54.4%); and 40.0% indicated that they delayed meeting customer's demands. Almost one-third reported that the impacts would harm productivity and result in loss of orders. Within the new context of the COVID-19 outbreak, a small percentage of establishments also agreed on the consequences of delayed putting into practice the COVID-19 health and safety (5.6%), and delayed putting into place digital responses to the COVID-19 pandemic (2.2%).

The impacts of an increase workload for others and a delay meeting customer demand were mostly reported by ICT and garment, footwear, and apparel establishments. Harms productivity and putting into practice the COVID-19 health and safety were primarily reported by garment, footwear, and apparel. Many establishments in rubber and plastics; and garment, footwear, and apparel also claimed that they had problems of losing their business orders. While the impact of a delay putting into place digital responses to the COVID-19 pandemic was solely reported by the ICT establishments.

Figure 6.6: Impacts of recruitment difficulties (% of establishments reporting recruitment difficulties)

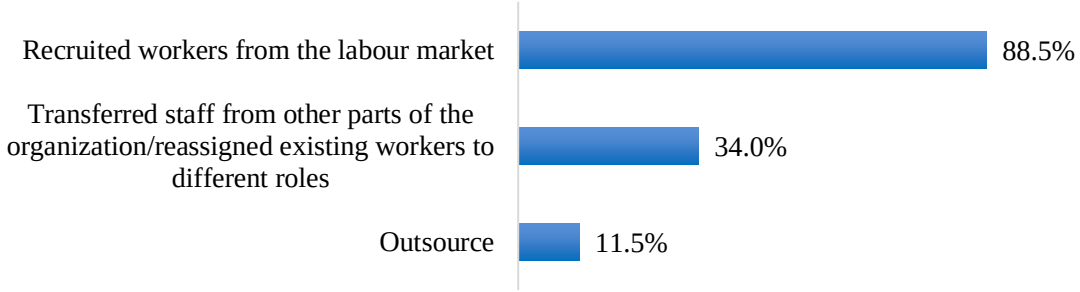


n (establishments with hard to fill vacancies) = 90

6.5. Recruitment Methods

Looking at how the establishments recruit staff, the survey showed that 88.5% of establishments with at least one vacancy reported that they recruited workers from the labour market, while around one-third said that they transferred staff from other parts of the organization or reassigned them to different roles. About 11.5% of the establishments indicated that they would outsouce. The sources of labour recruits are presented by sector in Table B.6 in Appendix-B.

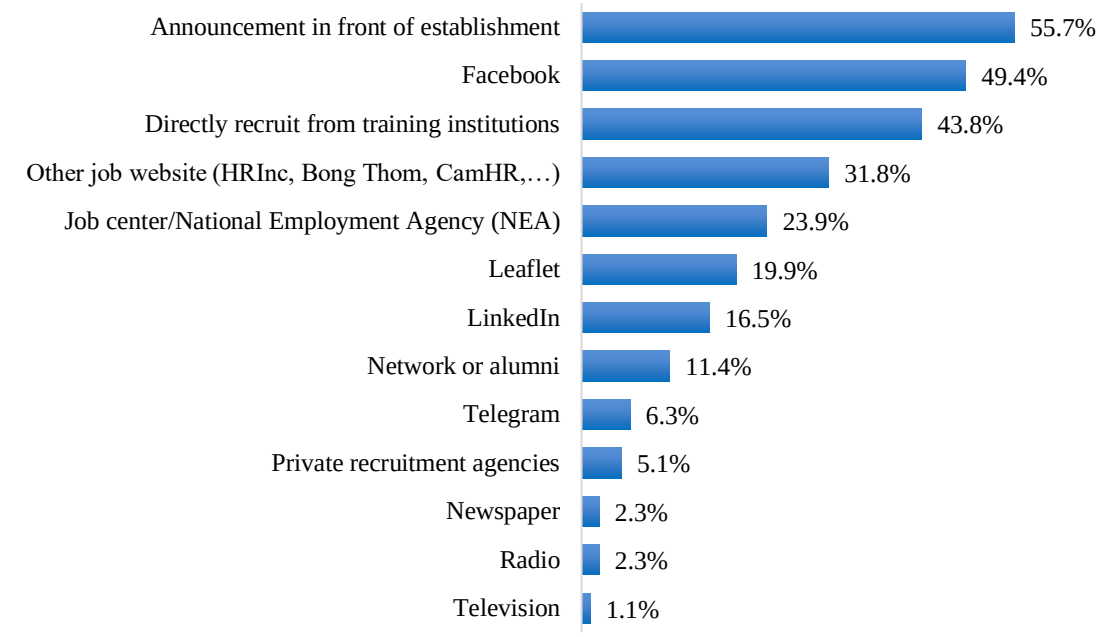
Figure 6.7: Sources of labour recruits



n (establishments with at least 1 vacancy) = 191

In addition, the survey also studied the main type of channels employed by the establishments as stated in figure below. Among all establishments that recruited workers from the labour market, 55.7% of them announced job vacancies in front of the establishment, which was mostly done by establishments in the garment, footwear, and apparel sector. Facebook was also popular as it is free and convenient. As shown in Figure 6.8 below, 49.4% of the establishments chose to post job announcements and recruit staff through Facebook. All of the sectors employed this channel, but ICT, accommodation, and construction tended to use this channel most of all. Moreover, the public employment services of the job center/National Employment Agency (NEA) employed by all sectors for their recruitment purposes, and it was accounted for 23.9% of total establishments interviewed. From our survey, the top three employers that had a profound contact with job center or NEA were employers from accommodation; ICT and food and beverage, and half of them were large-scale establishments which employed more than 100 employees. Details of types of channels used to recruit are presented by sector in Table B.7 in Appendix-B.

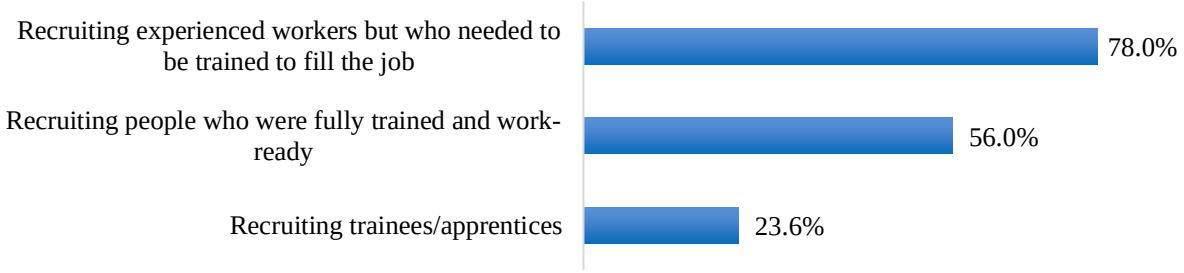
Figure 6.8: Type of channels used to recruit



n (establishments who recruited workers from labour market and outsource) = 176

Besides methods and channels used for recruitment, it is interesting to see what kind of workers would be preferred by establishments when recruiting staff; Figure 6.9 below summarizes responses on the types of workers that interviewed establishments were recruiting. Of all establishments with at least one vacancy, 78.0% of them were recruiting experienced workers who needed to be trained to fill the job, 56.0% of the establishments were trying to recruit people who were fully trained and work-ready, and 23.6% stated that they were recruiting trainees/apprentices. The distribution by sector of types of workers that establishments were recruiting is presented in Table B.8 in Appendix-B.

Figure 6.9: Type of workers that establishment were recruiting



n (establishments with at least 1 vacancy) = 191

7. Skills and Workforce Development During the COVID-19 Crisis

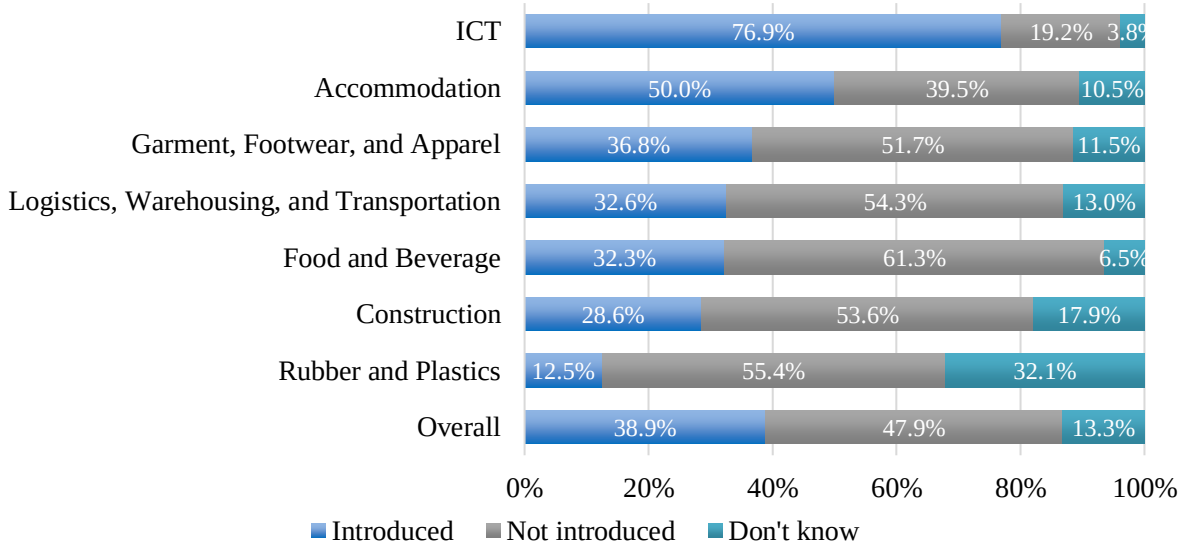
7.1. ICT Within Workplace

The use of information communication technology has grown rapidly in the last few years, and this survey attemped to study the use of ICT in workplace. Figure 7.1 below highlights the share of establishments who introduced the uses of ICT in workplace in the last three years across seven sectors. The survey indicates that 38.9% of total establishments reported introducing uses of ICT in the workplace, 47.9% of the establishments did not introduce ICT at all, and 13.3% reported that they did not know whether or not the organization had introduced ICT practices in the last three years.

Getting to the detail by sector (Figure 7.1), there was an increase of the uses of ICT in the ICT sector. The survey showed that over three-quarters of the establishments within the sector said they made new use of ICT available at workplace, while about one fifth did not introduce any new practices, and the rest 4% said that they "did not know". The accommodation sector was also interesting, half of establishments in the sector reported that they introduced new ICT uses at work in the last three years, while 40% said that they did not, and another 10% indicated that they did not really know whether they did so. In contrast, around 12.5% of respondents in the rubber and plastics sector said that they had introduced ICT, while 55.4% did not really introduce new ICT practices, whereas the rest said that they did not know.

Furthermore, the establishments that introduced new ICT uses differed by size. For the survey, those large-scale establishments of more than 100 employees had the highest number and then followed by those whose employees were less than 51 persons. Moreover, the analysis by type of business showed that single unit had the largest number which was almost half of all establishments that introduced new ICT uses, and then followed by branch offices. Besides, the characteristics differed by age of starting business in which most of the establishments that started their business from 2 to 10 years had introduced the new ICT uses at workplace, and then followed by those who began their business operation from 11 to 20 years.

Figure 7.1: Share of establishments who introduced the uses of ICT in workplace in the last three years by sector



n (total establishments) = 445

The survey showed that about half of all occupations that have experienced increased ICT use in the workplace were at professional level and technicians and associate professional level, while about one-third were among services and sales workers, and clerical support workers. The rest proportion were spread out across the other major occupational groups. The top 6 occupations by sector that have experienced the increase in the use of or requirement for ICT skills are presented in Table 7.1 below.

Table 7.1: Top 6 occupations who have experienced the increase of use or requirement of ICT skills in the last three years by sector (ISCO_3 digits)

Accommodation
Client information workers
Protective services workers
Database and network professionals
Other sales workers
Finance professionals
Information and communications technology operations and user support technicians

n (establishments experienced increase of ICT skills) = 43

Construction
Administrative and specialized secretaries
Engineering professionals (excluding electrotechnology)
Finance professionals
Other clerical support workers
Shop salespersons
Architects, planners, surveyors and designers

n (establishments experienced increase of ICT skills) =16

Food and Beverage
Finance professionals
Manufacturing labourers
Street and market salespersons
Database and network professionals
Administrative and specialized secretaries
Information and communications technology operations and user support technicians

n (establishments experienced increase of ICT skills) = 20

Garment, Footwear, and Apparel
Administrative and specialized secretaries
Finance professionals
Textile, fur and leather products machine operators
Other clerical support workers
Business services agents
Database and network professionals

n (establishments experienced increase of ICT skills) =32

ICT
Information and communications technology operations and user support technicians
Database and network professionals
Software and applications developers and analysts
Other sales workers
Administrative and specialized secretaries
Client information workers

n (establishments experienced increase of ICT skills =40

Logistics, Warehousing, and Transportation
Other sales workers
Material-recording and transport clerks
Database and network professionals
Finance professionals
Administrative and specialized secretaries
Information and communications technology operations and user support technicians

n (establishments experienced increase of ICT skills) =15

Rubber and Plastics
Administrative and specialized secretaries
Finance professionals
Manufacturing labourers
Mining, manufacturing and construction supervisors
Architects, planners, surveyors and designers
General office clerks

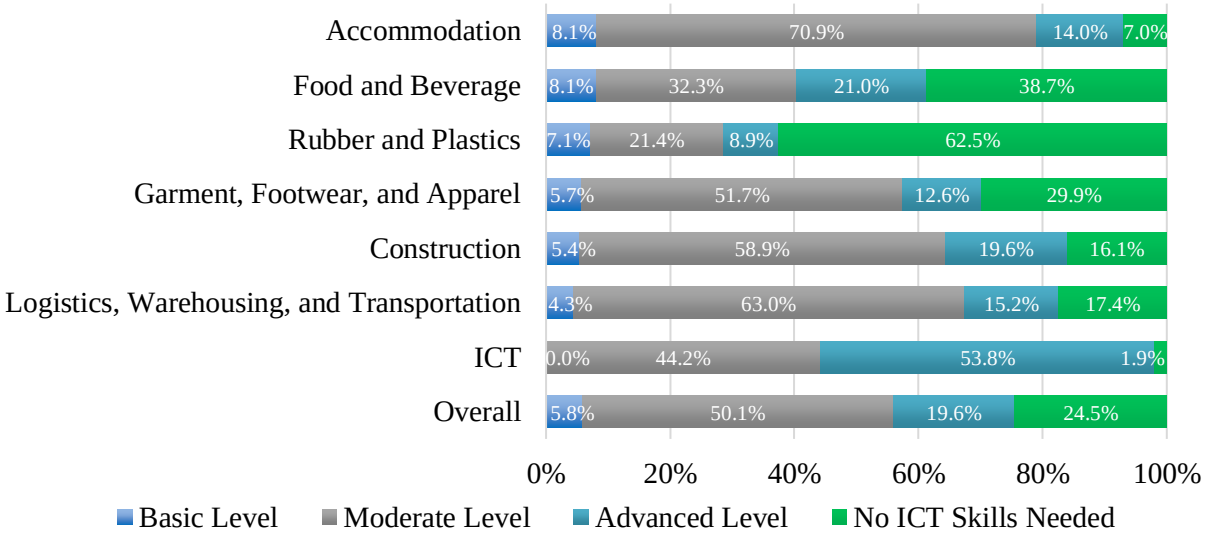
n (establishments experienced increase of ICT skills) = 7

Figure 7.2 below illustrates the share of establishments in each sector requiring different levels of ICT skills. The level of ICT skills in this report is categorised into three main levels: basic, moderate and advanced levels. Basic ICT skill may refer to the individual's understanding of computer basics and have ability to use, for instance, PC, tablet or mobile devices for email, and internet of thing. Moderate ICT skill may refer to the ability of an individual to understand and use Microsoft offices such as word, excel, PDF,

and power point. Finally, advanced ICT skill may refer to the ability of an individual to use or create documents, spreadsheets, excel calculation, or the ability to develop software, applications or programming and to use computer syntax or statistical analysis packages.

The survey data confirmed that most of the sectors covered require significant ICT skills, the exception of the rubber and plastics sector in which the majority of establishments reported that they did not require ICT skills. For the accommodation; logistics, warehousing, and transportation sectors, the level of ICT skill most commonly reported as being needed was moderate. A majority of ICT sector establishments said they required advanced level ICT skills and all of the others in the sector said they required moderate level skills.

Figure 7.2: Share of establishments by sector and highest level of ICT skills required



n (total establishments) = 445

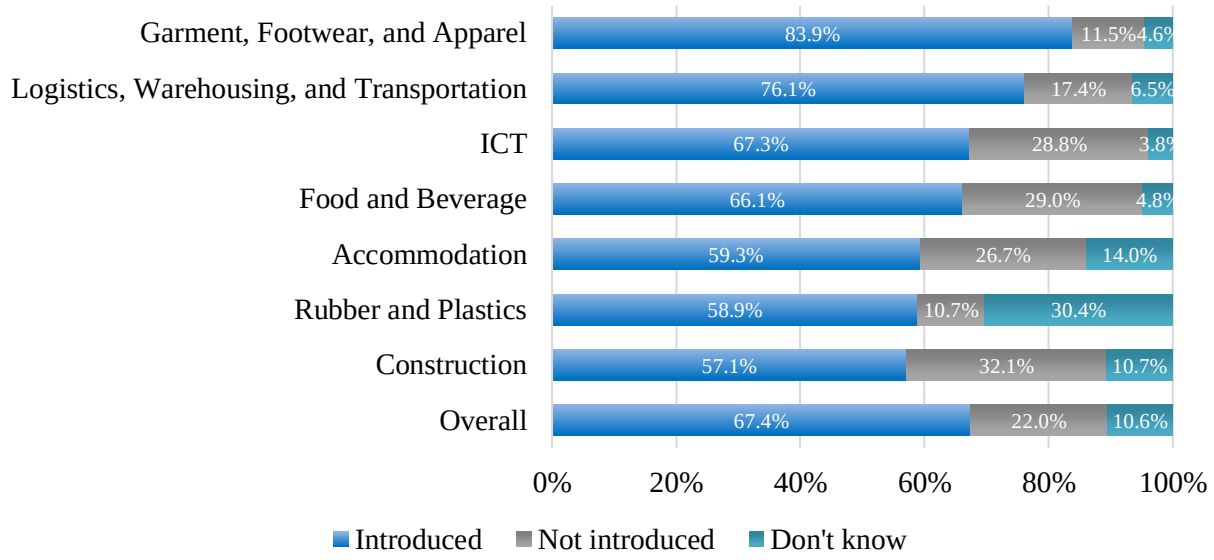
7.2. Green Practices Within Workplace

Green jobs refer to the jobs in organization and industries that produce goods and services that are environmentally-friendly goods (Klaus et all., 2015). In this assessment survey, the interviewees were asked about experienced changes toward green jobs, and rather than talking about green jobs, they expresses their green practices in workplace such as recycling paper and saving electricity and water.

Figure 7.3 below indicates the share of establishments surveyed that have experienced green practices in workplace in the last three years. The survey shows that green practices were implemented by employers within the seven selected sectors, where 67.4% of the total establishment reported having experienced green practices, 22.0% of the establishments did not experience this, and about 10.6% reported that they did not know.

By sector, it is quite interesting to see that a significant proportion of surveyed establishments in garment, footwear, and apparel described that they had experienced green pratices (83.9%), while 11.5% of them did not, and 4.6% did not know whether they had moved towards green jobs practices. Next was logistics, warehousing, and transportation, in which 76.1% of the establishments of the sector clamied to have experienced green practices, and those who did not have any changes towards green pratices or did not know anything about movement towards green practices were 17.4% and 6.5% respectively.

Figure 7.3: Share of establishments that have experienced green practices in the last three years by sector



n (total establishments) = 445

Below are top 6 occupations that have experienced green practices in workplace

Table 7.2: Top 6 occupations that have experienced green practices in the last three years by sector (ISCO_3 digits)

Accommodation
Domestic, hotel and office cleaners and helpers
Waiters and bartenders
Cooks
Other clerical support workers
Hotel and restaurant managers
Market gardeners and crop growers

n (establishments who experienced change towards green jobs) = 51

Construction
Administrative and specialized secretaries
Finance professionals
Mining and construction labourers
Engineering professionals (excluding electrotechnology)
Material-recording and transport clerks
General office clerks

n (establishments who experienced change towards green jobs) = 32

Food and Beverage
Manufacturing labourers
Administrative and specialized secretaries
Finance professionals
Domestic, hotel and office cleaners and helpers
Other clerical support workers
Food processing and related trades workers

n (establishments who experienced change towards green jobs) = 41

Garment, Footwear, and Apparel
Textile, fur and leather products machine operators
Administrative and specialized secretaries
Garment and related trades workers
Manufacturing labourers
Domestic, hotel and office cleaners and helpers
Finance professionals

n (establishments who experienced change towards green jobs) = 73

ICT
Administrative and specialized secretaries
Other sales workers
Finance professionals

Logistics, Warehousing, and Transportation
Administrative and specialized secretaries
Finance professionals
Other sales workers

Other clerical support workers Information and communications technology operations and user support technicians Client information workers

n (establishments who experienced change towards green jobs) = 35

Transport and storage labourers Manufacturing, mining, construction, and distribution managers Domestic, hotel and office cleaners and helpers

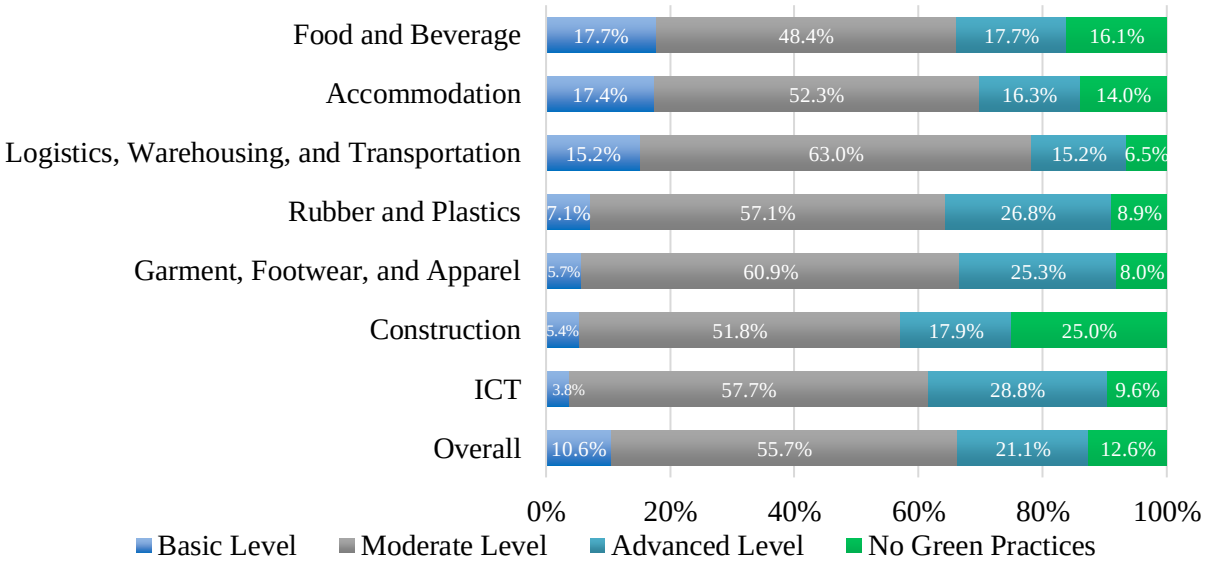
n (establishments who experienced change towards green jobs) = 35

Rubber and Plastics
Administrative and specialized secretaries Manufacturing labourers Market gardeners and crop growers Finance professionals General office clerks Manufacturing, mining, construction, and distribution managers

n (establishments who experienced change towards green jobs) = 33

Change towards green practices is widespread across the sectors covered, although some have moved considerably greatly and some have just made moderate progress.

Figure 7.4: Share of establishments by sector and level of green practices in the establishment



n (total establishments) = 445

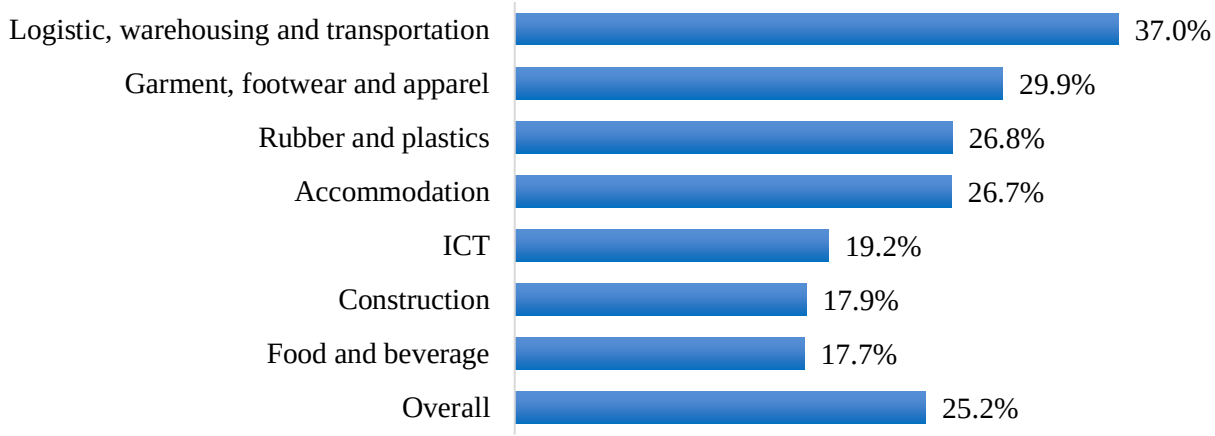
7.3. Skills Gaps

Many literature reviews define skill gaps to which employees lack some competencies needed to perform their tasks or the skills necessary to do their current job (Seamus et all., 2017; Francis, 2016). In most cases, the skill gaps are measured from employer's perspectives toward their employees' work performance in relative to their perceived skills. A skills gap in this assessment survey is defined when employees do not perform their jobs at the required level.

The survey data confirmed that about 25.2% of total interviewed establishments said that they have affected by skills gaps. The highest incidence of this problem appeared in logistics, warehousing, and transportation (37.0%), followed by garment, footwear, and apparel (29.9%). The smallest share of establishments

affected by skills gaps were found in food and beverage (17.7%), and construction (17.9%). Furthermore, it seems from the survey that each size of establishments classified in this survey reported similar percentage in regard to skills gap problem, between 23.7% to 28.4% of total establishments in the same size; however, compared to total establishments, large scale (more than 100 employees) and small-scaled establishments (less than 51 employees) also indicated that they had problems of their employees having a lack some necessary skills required to do their tasks, accounting for 11.7% and 9.2% of total establishments interviewed respectively. The highest percentage of single units also reporting about skills gaps in their establishments was accounting for 14.2% of total establishments interviewed, while branch units and head offices shared similar percentage at 5.8% and 5.2% of total establishments interviewed respectively.

Figure 7.5: Share of establishments affected by skills gaps by sector



n (total establishments) = 445

To explore this in more detail, the survey also looked at the occupations with skills gaps, as shown in Table 7.5 below. Occupations identified as having skills gaps in the manufacturing sector (food and beverage; garment, footwear, and apparel; and rubber and plastics) were at the highest frequency among manufacturing labourers; textile, fur and leather products machine operators; and crop growers, respectively. Occupations in services sector (accommodation and ICT) were found especially among cleaners and among other sales workers. Occupations with skills gaps in construction sectors were at highest frequency among construction labourers and those who work as administrative and specialized secretaries. Logistics, warehousing, and transportation establishments reported that their skill gaps were at highest frequency among drivers, as well as sales workers.

Furthermore, skills gaps were more prevalent in establishments whose owners were Cambodian (59.8%), single units (56.3%), and establishments that started its business operation for 2-10 years (52.3%). Although many companies have provided training to their employees, but those companies were still facing the skills gaps problem. The survey data confirmed that 75.9% of skills gaps establishments were more frequent in companies that provided training to their staff.

Table 7.3: Top 6 occupations with skills gaps (ISCO_3digits)

Accommodation	Construction
Domestic, hotel and office cleaners and helpers	Mining and construction labourers
Other sales workers	Administrative and specialized secretaries
Protective services workers	Building frame and related trades workers
Client information workers	Engineering professionals (excluding electrotechnology)
Waiters and bartenders	Protective services workers

Cooks

n (establishments with skills gaps) = 23

Database and network professionals

n (establishments with skills gaps) = 10

Food and Beverage
Manufacturing labourers
Car, van and motorcycle drivers
Machinery mechanics and repairers
Street and market salespersons
General office clerks
Mining, manufacturing and construction supervisors

n (establishments with skills gaps) = 11

Garment, Footwear, and Apparel
Textile, fur and leather products machine operators
Other craft and related workers
Garment and related trades workers
Machinery mechanics and repairers
Manufacturing labourers
Vehicle, window, laundry and other hand cleaning workers

n (establishments with skills gaps) = 26

ICT
Other sales workers
Administrative and specialized secretaries
Authors, journalists and linguists
Information and communications technology operations and user support technicians
Numerical clerks
Sales, marketing and development managers

n (establishments with skills gaps) = 10

Logistics, Warehousing, and Transportation
Car, van and motorcycle drivers
Other sales workers
Material-recording and transport clerks
Transport and storage labourers
Administrative and specialized secretaries
Finance professionals

n (establishments with skills gaps) = 17

Rubber and Plastics
Market gardeners and crop growers
Manufacturing labourers
Administrative and specialized secretaries
Finance professionals
Food and related products machine operators
Other craft and related workers

n (establishments with skills gaps) = 15

7.4. Causes of Skills Gaps

As shown in figure 7.6, the major causes behind the skills gaps behind underperformance of employees were "being new to the role" (36.6%), "having been on training but their performance has not improved sufficiently" (32.1%), and "unable to recruit staff with the required skills" (31.3%). Minor causes of skills gaps seemed to be "introduction of new technology" and "employees' lack of commitment", accounting for 8.9% each. Being new to the role was more common in garment, footwear, and apparel, and accommodation sectors and among the establishments that operated business for 2-10 years, while having been on training but their performance has not improved sufficiently was more frequent in garment, footwear, and apparel, and logistics, warehousing, and transportation sectors. A detailed analysis on factors associated with employees not performing to the required level by sector is presented in Table B.9 in Appendix-B.

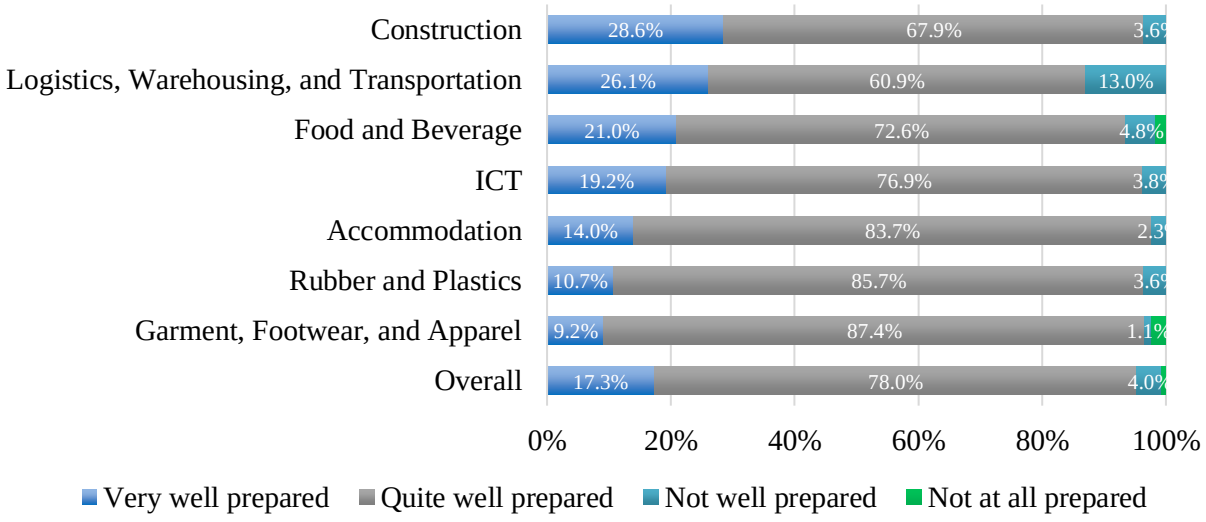
Within the global outbreak of COVID-19 in early of 2020, employees at all level and all sectors were affected with no exception. Thus, the survey also tried to study how well their preparedness was in order to deal with the changes which affect how they have to work during the COVID-19 crisis. From Figure 7.7, it can be seen that the largest proportion of surveyed establishments reported that their employees were

quite well prepared (78.0%), and about 17.3% were very well prepared. Only a minor percentage of establishments reported that their staff were not well prepared or not at all prepared.

Figure 7.6: Causes of skills gaps

n (establishments with skills gaps) = 112

Figure 7.7: Preparedness of employees to deal with changes which affect how they have to work in the midst of the COVID-19 crisis by sector



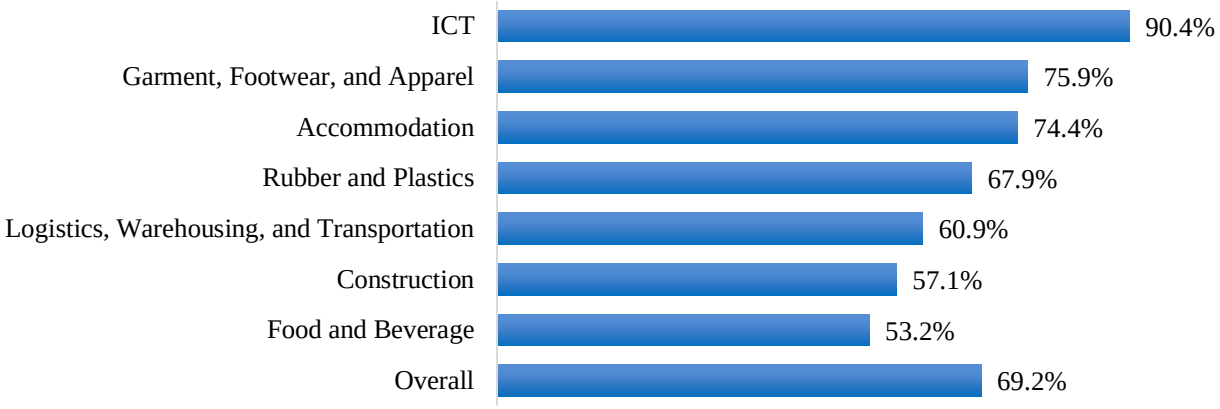
n (total establishments) = 445

7.5. Workforce Development

This section presents the main training activities undertaken by establishments since the end of 2019, training courses offered, training methods used, as well as difficulties in organizing training. Since the end of 2019, about 69.2% of the total establishments sampled provided some forms of training to their staff. The highest percentage of establishments that provided trainings were found in ICT (90.4%), followed by garment, footwear, and apparel (75.9%), and accommodation (74.4%). Moreover, regardless of commercial registration, establishments that either legally registered or not registered stated that they had training provided to their employees since the end of 2019. Also, large private limited companies and

individual proprietor (with registration) seemed to provide training more than others, especially those that run as single unit and head offices.

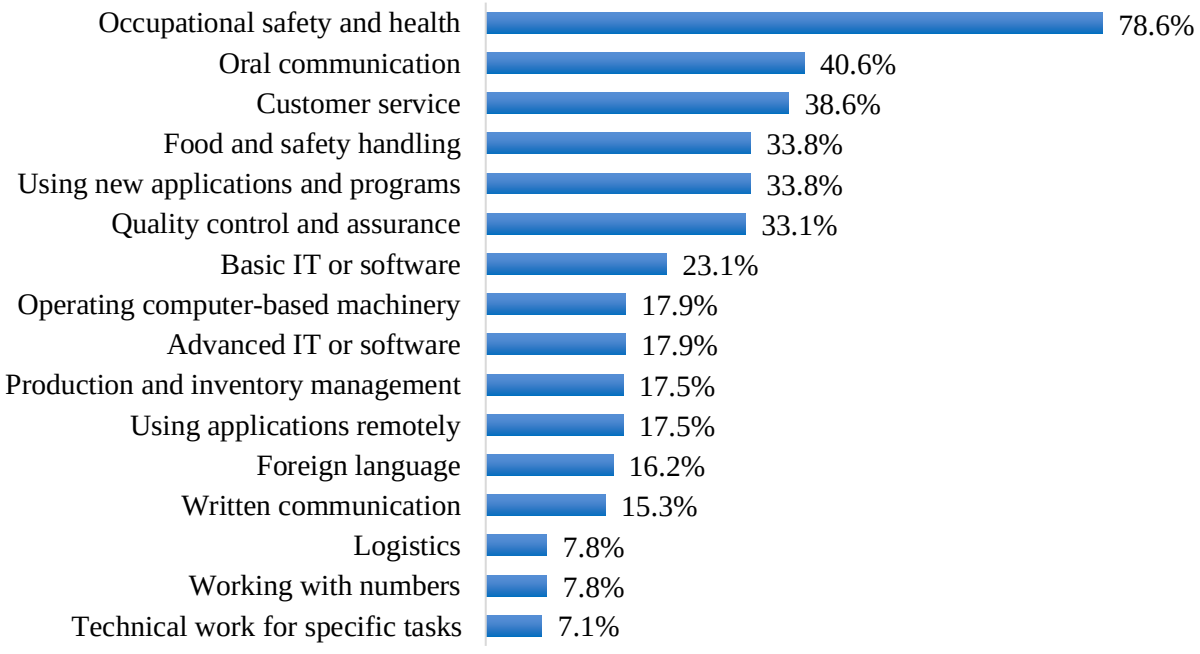
Figure 7.8: Share of establishments providing training since the end of 2019 by sector



n (total establishments) = 445

Figure 7.9 below is training courses offered since the end of 2019, and it showed that about 78.6% of establishments that provided training courses in occupational safety and health. This highest number may suggest that it is a good side-effect for which establishments were still able to offer training to their employees despite the pandemic crisis. The training was more frequent in large scale establishments (more than 100 employees) in garment, footwear, and apparel and small-scaled establishments (less than 51 employees) in accommodation sector. Soft skills such as oral communication and customer services were still important for service sector either with or without the COVID-19 crisis. Oral communication skills and customer services shared 40.6% and 38.6%, respectively. These trainings were more common in the service sector, primarily accommodation and ICT sectors. However, the former training was more prevalent in large scale establishments of more than 100 employees, while the latter was more prevailing in small-scaled establishment of less than 51 employees. On the flip side, less than 10% of establishments surveyed provided courses on technical work for specific tasks (7.1%), working with numbers (7.8%), and logistics (7.8%). A detailed analysis on the training courses offered since the end of 2019 by sector (% of establishments providing training) is presented in Table B.10 in Appendix-B.

Figure 7.9: Training courses offered since the end of 2019 (% of establishments providing training)



n (establishments who provided training) = 308
The top 6 training courses offered by sector are presented in Table 7.4 below.

Table 7.4: Top 6 training courses offered since the end of 2019 by sector

Accommodation
Occupational health and safety
Customer service
Food and safety handling
Oral communication
Foreign language
Written communication

n (establishments who provided training) = 64

Construction
Occupational health and safety
Using new applications and programs
Basic IT or software
Quality control and assurance
Customer service
Oral communication

n (establishments who provided training) = 32

Food and Beverage
Occupational health and safety
Quality control and assurance
Oral communication
Food and safety handling
Using new applications and programs
Customer service

n (establishments who provided training) = 33

Garment, Footwear, and Apparel
Occupational health and safety
Quality control and assurance
Food and safety handling
Oral communication
Production and inventory management
Using new applications and programs

n (establishments who provided training) = 66

ICT
Using new applications and programs
Customer service
Advanced IT or software
Occupational health and safety
Oral communication
Using applications remotely

n (establishments who provided training) = 47

Logistics, Warehousing, and Transportation
Customer service
Occupational health and safety
Using new applications and programs
Oral communication
Basic IT or software
Advanced IT or software

n (establishments who provided training) = 28

Rubber and Plastics
Occupational health and safety
Quality control and assurance
Technical work for specific tasks
Oral communication
Production and inventory management
Using new applications and programs

n (establishments who provided training) = 38

The ideal training methods that were used since the end of 2019 seemed to be a training delivered internally and a training delivered in person. From our survey, 85.4% of the establishments that provide trainings claimed that they delivered training internally, and 63.6% claimed that they delivered training to their employees in person. Furthermore, the use of external training organiztions to deliver trianing was primarily adopted by garment, footwear, and apparel, while ICT sector seemed to deliver training to their employee by online mode.

Table 7.5: Training methods used since the end of 2019 (% of establishments providing training) by sector

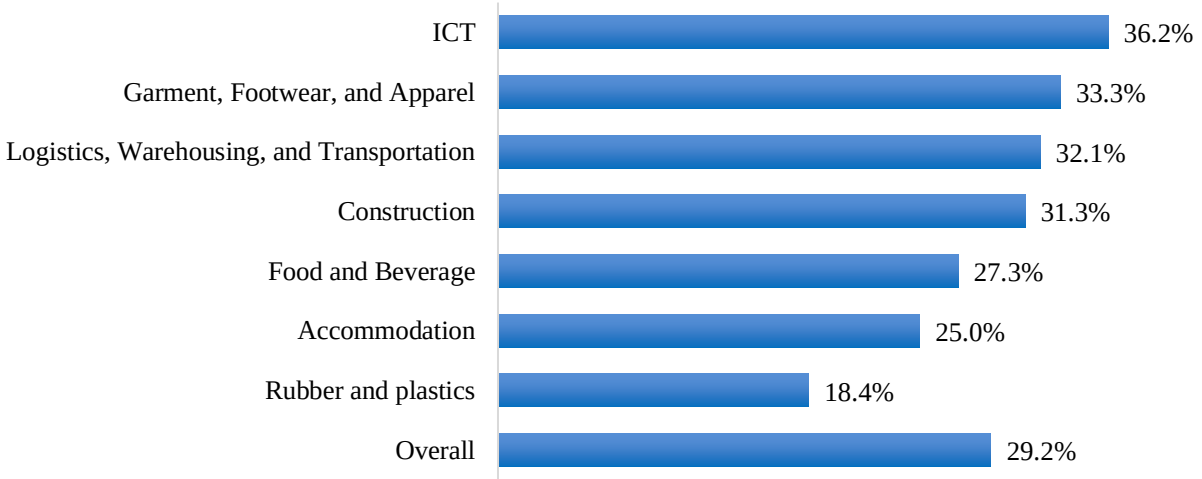
Course	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Used external training organizations to deliver training	17.2%	34.4%	24.2%	28.8%	25.5%	17.9%	34.2%
Delivered training internally	90.6%	71.9%	87.9%	90.9%	78.7%	96.4%	76.3%
Delivered training online	20.3%	9.4%	21.2%	10.6%	44.7%	14.3%	2.6%
Delivered training in person	73.4%	59.4%	54.5%	65.2%	61.7%	71.4%	52.6%
Set up a technical help line for staff	35.9%	21.9%	15.2%	16.7%	25.5%	10.7%	10.5%
Staff have provided advice and solutions to other staff as needed	31.3%	28.1%	30.3%	36.4%	29.8%	25.0%	18.4%

Note:
Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments who provided training) = 308

From the survey, establishments that provided training courses also reported any difficulties in organizing the training to employees. As indicated in Figure 7.10, the sector with the highest share of establishments reporting having training difficulties is ICT (36.2%). It is followed by garment, footwear, and apparel (33.3%), logistics, warehousing, and transportation (32.1%). The lowest proportion was highighted in rubber and plastics (18.4%).

Figure 7.10: Difficulty in organizing training courses since the end of 2019 (% of establishments providing training)

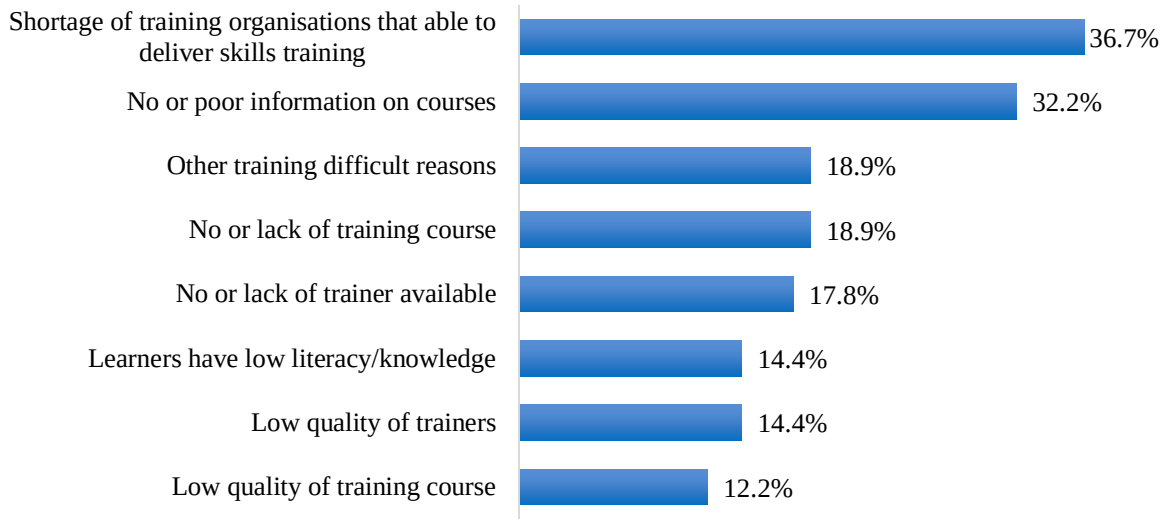


n (establishments who provided training) = 308

Figure 7.11 shows reasons reported by the interviewed establishments when it comes to difficulty in organizing training courses. First of all, about one third of establishments that organized training courses agreed on a main reason of shortage of training organisations that able to deliver skills training (36.7%). The training courses may refer to the content of the courses. The second ranked was no or poor information on courses (32.2%), while the quality of trainers may refer to the ability of the trainers to deliver the message of the training to the trainees. A detailed analysis on reasons for difficulty in organizing training

courses (% of establishments having difficulty in organizing training course) is presented in Table B.11 in Appendix-B.

Figure 7.11: Reasons for difficulty in organizing training courses (% of establishments having difficulty in organizing training course)



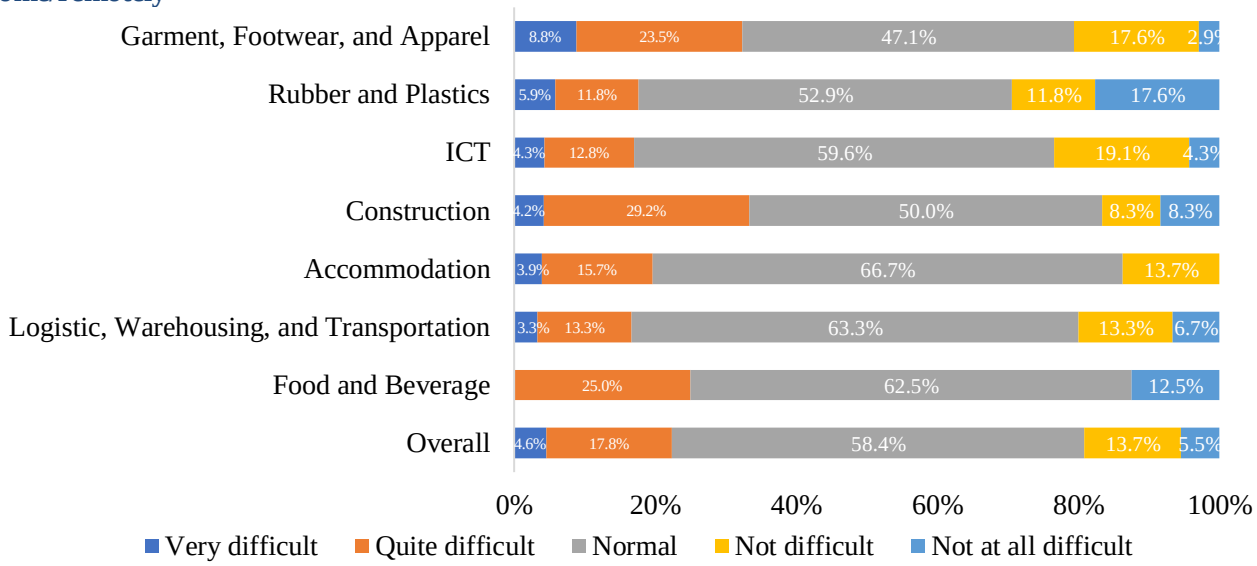
n (establishments who had difficulty in organizing training) = 90

Furthermore, due to the outbreak of COVID-19, some other establishments also stated level of difficulty in providing training to staff. Of total establishments, 49.2% claimed that they had training provided to staff in order that they might work from home/remotely, while 41.6% said that they had no training provided to staff in order that they might work from home/remotely, and 9.2% of them reported that they did not know.

Of total 49.2%, a common level of difficulty indicated by employers was normal. At difficult level, establishments that reported very difficult and quite difficult were primarily found in construction; garment, footwear, and apparel; and food and beverage. On the other hand, establishments that reported not difficult and not at all difficult were primarily found in rubber and plastics; and ICT.

Moreover, among the establishments that provided training to employees so that they might work from home also implemented work from home arrangements. The survey indicated that there were six sectors that implemented such arrangements, in an exception of rubber and plastics sector that did not arrange work from home. The surveyed data showed that the largest proportion of survey establishment reported that they arranged their employees to work from home were in accommodation (29.4%); ICT (19.1%); logistics, warehousing, and transportation (16.7%); and food and beverage (12.5%). Other two sectors which are in construction and garment, footwear, and apparel shared only a minor percentage of 8.3% and 2.9% respectively.

Figure 7.12: Level of difficulty in providing training to staff in order that they might work from home/remotely

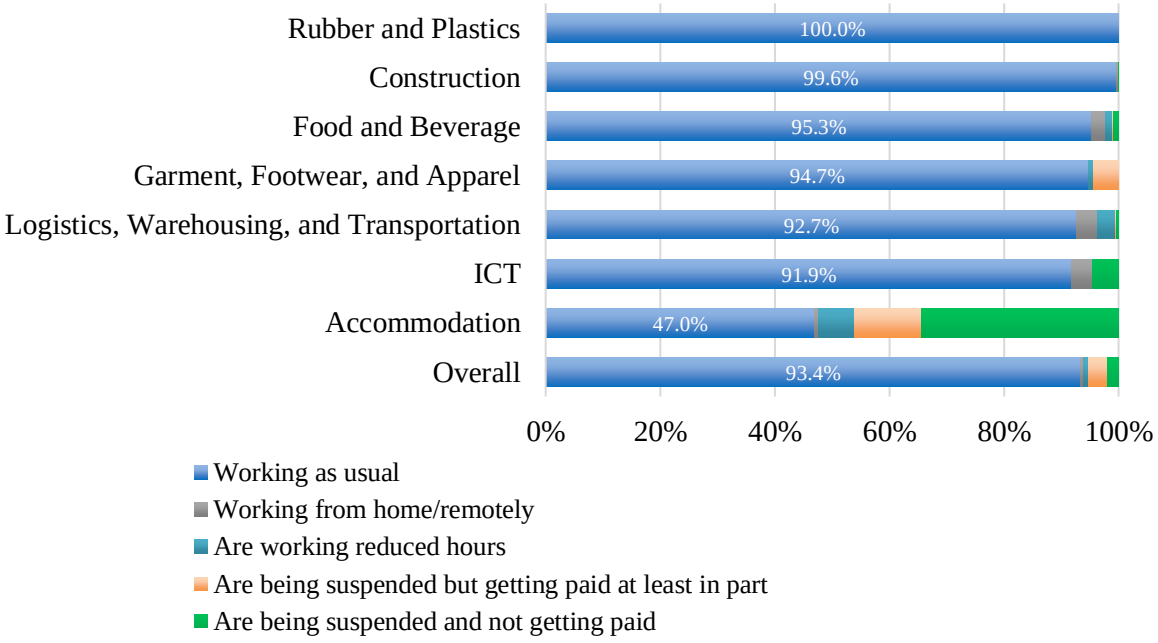


n (establishments that provided training to staff in order that they might work from home/remotely) = 219

7.6. Work Situation

The report pointed out the work situation in the times of the COVID-19 pandemic. As of the date of interview, the survey showed that most employees were working as usual. All establishments in rubber and plastics worked as usual. Even garment, footwear, and apparel establishments that had business suspended during the hardest-hit period of the COVID-19 crisis had now resumed work as normal. As shown in figure below, only the accommodation sector still had major work suspensions in which some of the employees were being suspended and not getting paid (34.5%), and some are suspended but getting paid at least in part (11.6%).

Figure 7.13: Work situation (% of employment at the present) by sector



n (total establishments) = 445

Table 7.6 below illustrated the top 6 occupations which have been working from home/remotely by sector.

Table 7.6: Top 6 occupations who have been working from home/remotely by sector (ISCO_3 digits)

Accommodation
Administrative and specialized secretaries
Sales workers
Finance professionals
Numerical clerks
Hotel and restaurant managers
Other clerical support workers

n (establishments with at least 1 occupation working from home/remotely) = 15

Construction
Business services and administration managers
Manufacturing, mining, construction, and distribution managers
Architects, planners, surveyors and designers
Finance professionals
General office clerks

n (establishments with at least 1 occupation working from home/remotely) = 2

Food and Beverage
Database and network professionals
Street and market salespersons
Business services and administration managers
Finance professionals
Administrative and specialized secretaries
Secretaries (general)

n (establishments with at least 1 occupation working from home/remotely) = 2

Logistics, Warehousing, and Transportation
Material-recording and transport clerks
Sales workers
Other elementary workers
Manufacturing, mining, construction, and distribution managers
Professional services managers
Finance professionals

n (establishments with at least 1 occupation working from home/remotely) = 6

ICT
Sales workers
Database and network professionals
Other clerical support workers
Finance professionals
Information and communications technology operations and user support technicians

n (establishments with at least 1 occupation working from home/remotely) = 9

Garment, Footwear, and Apparel
Textile, fur and leather products machine operators

n (establishments with at least 1 occupation working fromhome/remotely) = 1

The survey attempted to study the business situation during the COVID-19 pandemic. As shown in Table 7.7, in overall, 12.1% of establishments reported to have experienced whole business suspension, 13.0% for partial business suspension, 6.3% for reduction in operating hours, 11.9% for negotiation and agreement with employees to reduce wage/salary, but maintain the same working hours, 6.7% for negotiation with landlords to reduce or delay rental fee payment, and about 65.2% of all establishments did not experience any of the mentioned situations. However, it is worth noting that the situation varied depending on nature of different sector. The sectors in which more than 50% of establishments reported to not have experienced any listed business situation since the end of 2019 were food and beverage (90.3%), construction (89.3%), rubber and plastics (85.7%), ICT (84.6%), and logistics, warehousing, and transportation (78.3%). The results suggested that only accommodation and garment, footwear, and apparel experienced business

situation the most among the selected sectors. For accommodation, 41.9% of establishments reported to have whole business suspension, 43.0% negotiated and agreed with employees to reduce wage/salary but maintained the same working hours, 19.8% had partial business suspension, 16.3% negotiated and agreed with landlords to reduce or delay rental fee payment, and 15.1% reduced operation hours. For garment, footwear, and apparel, 29.9% of establishments had partial business suspension, 16.1% had whole business suspension, and 11.5% had reduction in operating hours.

Table 7.7: Experience of establishments since the end of 2019

Sector	Establishments' experience					
	(1)	(2)	(3)	(4)	(5)	(6)
Accommodation	41.9%	19.8%	15.1%	43.0%	16.3%	18.6%
Construction	0.0%	7.1%	1.8%	0.0%	0.0%	89.3%
Food and Beverage	1.6%	4.8%	1.6%	1.6%	1.6%	90.3%
Garment, footwear, and apparel	16.1%	29.9%	11.5%	5.7%	5.7%	46.0%
ICT	1.9%	3.8%	0.0%	7.7%	7.7%	84.6%
Logistics, Warehousing, and Transportation	2.2%	6.5%	2.2%	10.9%	8.7%	78.3%
Rubber and Plastics	1.8%	5.4%	3.6%	1.8%	3.6%	85.7%
Overall	12.1%	13.0%	6.3%	11.9%	6.7%	65.2%

Note:
(1) Whole business suspension
(2) Partial business suspension
(3) Reduction in operating hours
(4) Negotiation and agreement with employees to reduce wage/salary, but maintain the same working hours
(5) Negotiation with landlords to reduce rental fee or delay in rental fee payment
(6) No

The establishments who experienced whole business suspension pointed out that the average duration in days that they did the suspension was 169 days for accommodation and 75 days for garment, footwear, and apparel. In addition, average durations in days that establishments experienced partial business suspension was 186 days for accommodation and 73 days for garment, footwear, and apparel. In term of reduction in operation hours, the average durations that the establishment reduced hours was 16 days and 11 hours per day for accommodation and 12 days and 3 hours per day for garment, footwear, and apparel.

8. Employment and Skills Outlook for The Upcoming Year

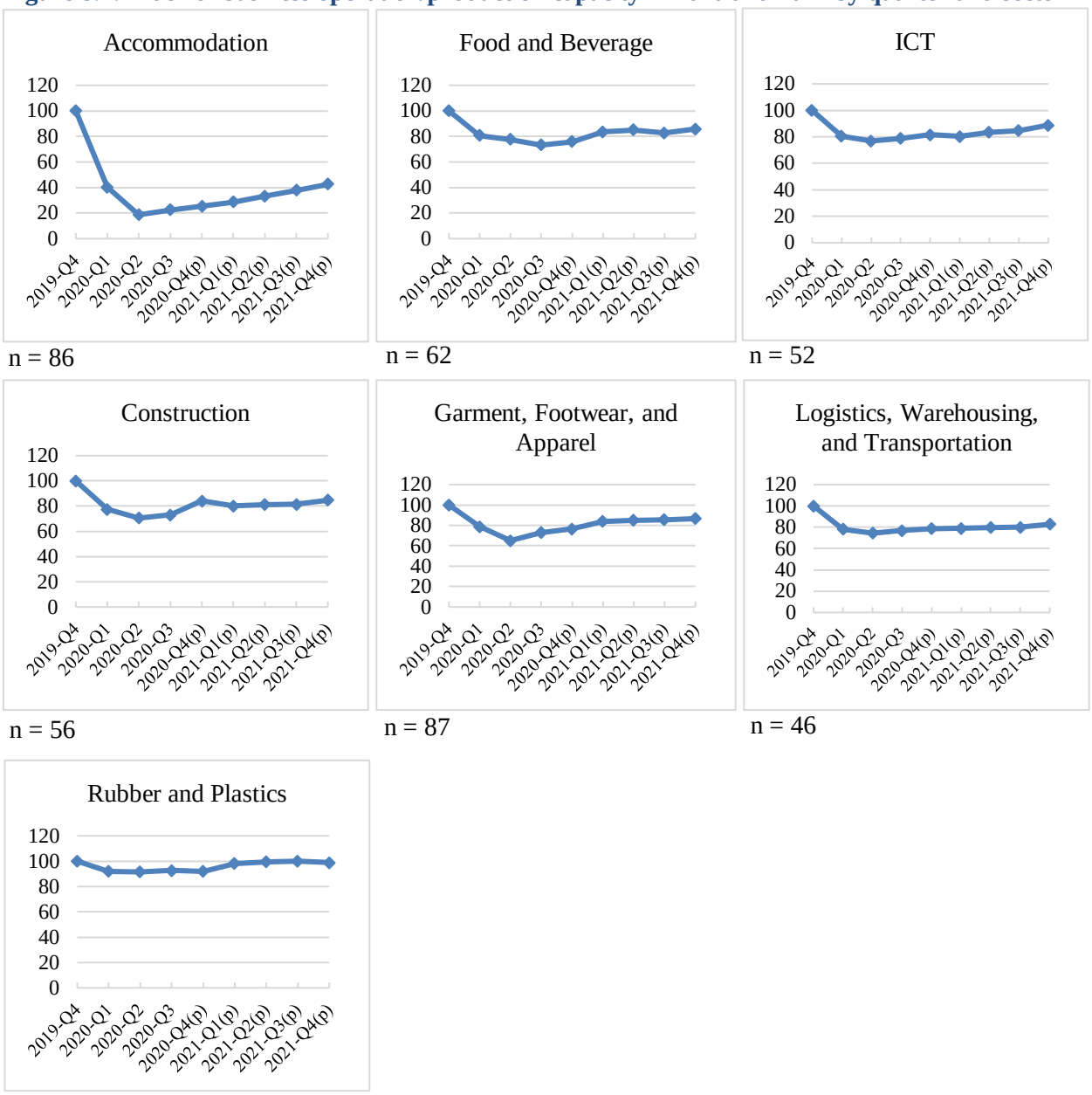
8.1. Business Situation

To assess business operations/production capacity in 2020 and 2021 by quarter, the report utililzed the quarter four of 2019 as the index to represent full operations/production capacity, calculated based on the number of working days and employments in the whole quarter. Overall, the trend was similar for all sectors, dropping in quarter 1 and 2 in 2020 and starting to increase in quarter 3 and 4 in the same year based on the survey data. The trend is expected to slightly increase in the year of 2021.

The opereration/production capacity for the accomodation sector followed this pattern, but dropped more sharply than for the other sectors and has been slower to recover. It dropped to about 40% of baseline in 1st quarter and about 17.8% in 2nd quarter in 2020. However, it slightly increased in 3rd and 4th quarter to about 42.7% of baseline. For rubber and plastic, business dropped only slightly during the COVID-19 crisis

in the year 2020 and is expected to have the full operation/production capacity in 2021 (Figure 8.1). The other five sectors also reported similar impacts by the COVID-19 pandemic with their operation/production capacity decreasing in the 1st and 2nd quarter in 2020 by about 25% to 35% respectively and increasing slightly to the 4th quarter in 2021 between 82% and 88% among the sectors.

Figure 8.1: Index of business operation/production capacity in 2020 and 2021 by quarter and sector



n = 86 | n = 62 | n = 52

n = 56 | n = 87 | n = 46

n = 56

Note: (p) refers to "projection"

Source: Rapid assessment of emerging needs for workers and skills in times of the COVID-19 crisis, 2021

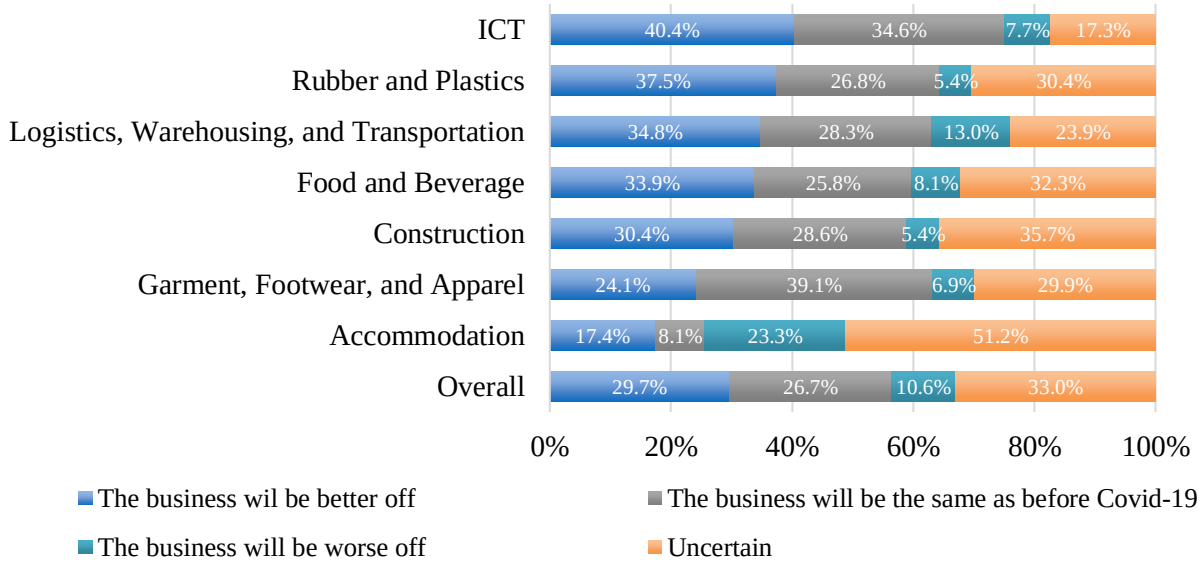
Figure 8.2 below illustrates the share of establishments with how business will emerge after the long-term crisis by sector. The most notable establishments' perspective on the business situation are as follows:

- For accommodation: more than half of the interviewed establishments (51.2%) is uncertain about their business situation after the long-term crisis.

- For constuction: more than one-third (35.7%) were not sure about the business situation while 30.4% thought that "the business will be better off" and 28.6% thought that "the business will be the same as before the COVID-19 crisis".
- For food and beverage: 33.9% thought that "the business will be better off" and 32.3% thought that the business situation was uncertain.
- For garment, footwear, and apparel: 39.1% thought "the business will be the same as before the COVID-19 crisis" and 29.9% thought that the business situation was uncertain.
- For ICT: about 40.4% thought that "the business will be better off" and 34.6% thought that "the business will be the same as before the COVID-19 crisis".
- For logistics, warehousing, and transportation: 34.8% thought that "the business will be better off" and 28.3% thought that "the business will be the same as before the COVID-19 crisis".
- For rubber nad plastics: 37.5% thought that "the business will be better off" and 30.4% said that they were uncertain about the business situation after the long-term crisis.

From the following figure (Figure 8.2), the establishments that reported uncertainty of their business recovery after the COVID-19 crisis was quite noticeable (around one-third in overall), though it varied across sectors. Observably, the uncertianty may be associated with a number of reasons. Accommodation may be linked to the fact that the international travel restrictions remain in place.

Figure 8.2: Share of establishments with how business will emerge after the long-term crisis by sector



n (total establishments) = 445

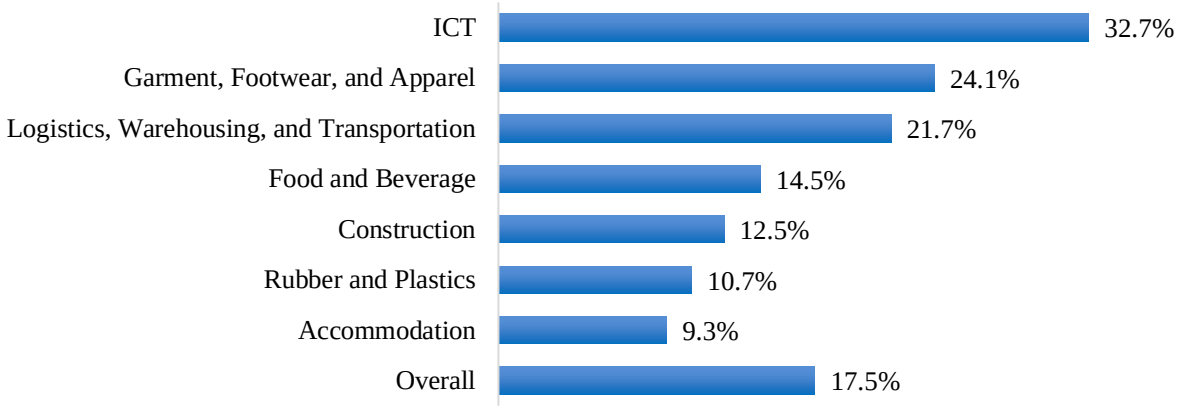
8.2. Business Opportunities and Employment

This part focuses on the perceptions of employers related to business opportunities provided by the COVID-19 crisis related issues and future demands of labour. The purpose is to provide an overview of the analysis in the context of situation with the impacts of the COVID-19 crisis.

When asked about future business opportunities, 17.5% of all establishments surveyed claimed that there were potential business opportunities provided by the COVID-19 crisis related issues for their establishments. As shown in Figure 8.3 below, 32.7% of the surveyed establishments in the ICT sector were most likely to identify business opportunities. Garment, footwear, and apparel came second with 24.1%; logistics, warehousing, and transportation came third with 21.7%; and food and beverage came

fourth with 14.5%. It seems that, according to establishments surveyed, the construction, rubber and plastics, and accommodation sectors would not gain many business opportunities from the COVID-19 crisis related issues.

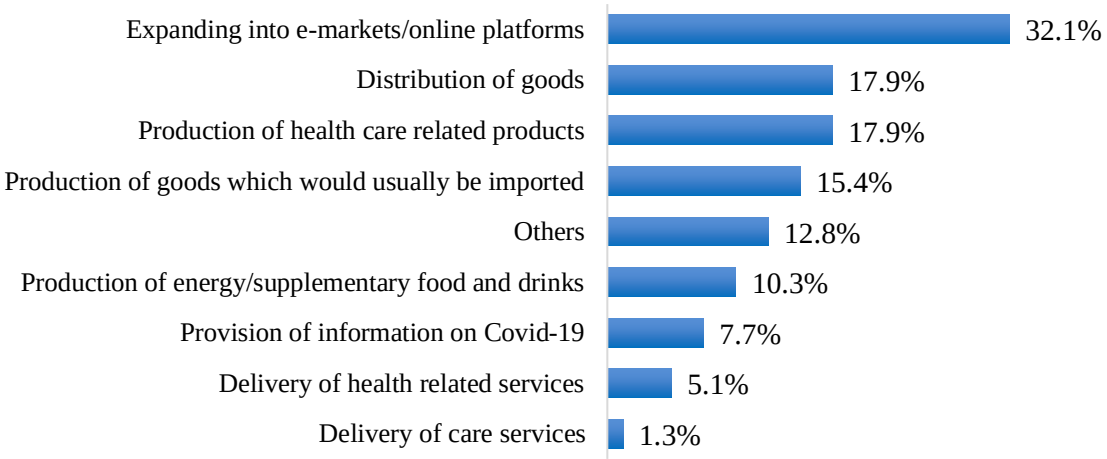
Figure 8.3: Share of establishments who might have business opportunities provided by the COVID-19 crisis related issues by sector



n (total establishments) = 445

As shown in Figure 8.4 below, the business opportunities most frequently identified as being provided by the COVID-19 crisis related issues were expansion into e-markets/online platforms (32.1%). This was followed by distribution of goods (17.9%), production of health care related products (17.9%), and production of goods which would usually be imported (15.4%). Other healthcare related business opportunities included production of energy/supplementary food and drinks (10.3%), provision of information on COVID-19 (7.7%), delivery of health related services (5.1%), and delivery of care services (1.3%). In addition, other business opportunities (12.8%) were also mentioned, including the expansion of establishment's current market, expansion of current production, and export of more products.

Figure 8.4: Business opportunities provided by the COVID-19 Crisis related issues (% of establishments with business opportunities)

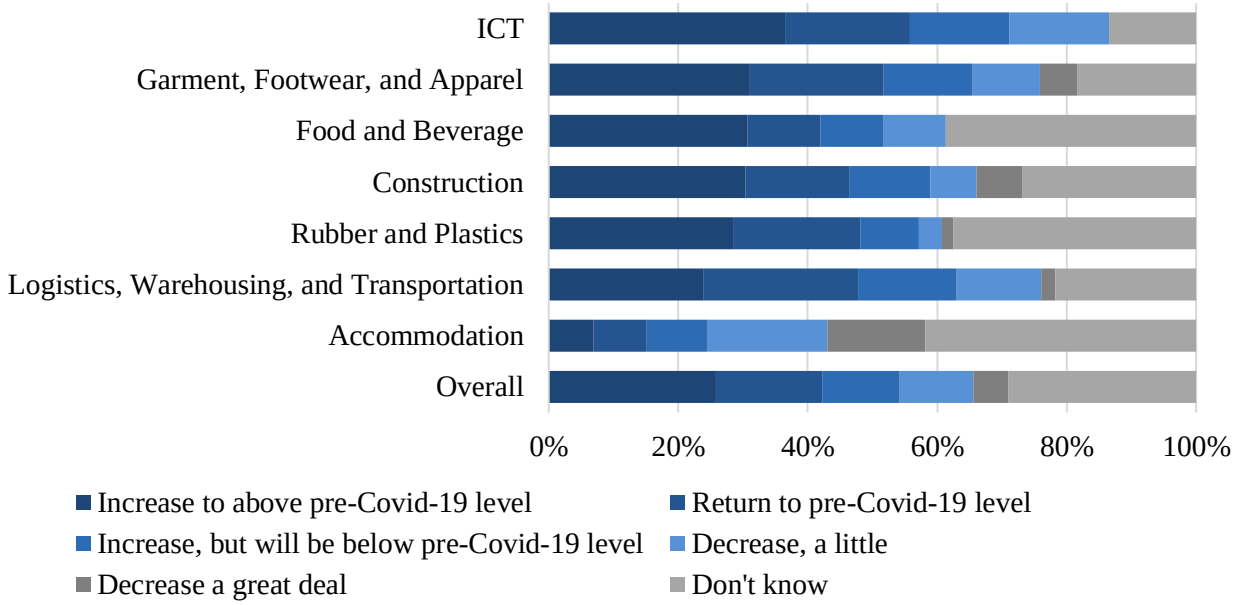


n (establishments with business opportunities) = 78

Regarding the perceptions of employers on employment level in the next 12 months, 25.8% of establishments who participated in the survey expected that the employment level in their establishments will increase to above pre-COVID-19 level, 16.4% expected that the employment level will return to pre-COVID-19 level, and 11.9% expected the employment level will increase but will be below pre-COVID-19 level. Only 11.5% who thought that the employment will decrease a little and another 5.4% who thought that the employment in the next 12 months will decrease a great deal. About 29.0% reported that they did

not know about the expected employment level in the next 12 months which showed the uncertainty of the labour market or employment situation in the future. This perception on employment level varies by sector (see Figure 8.5 below).

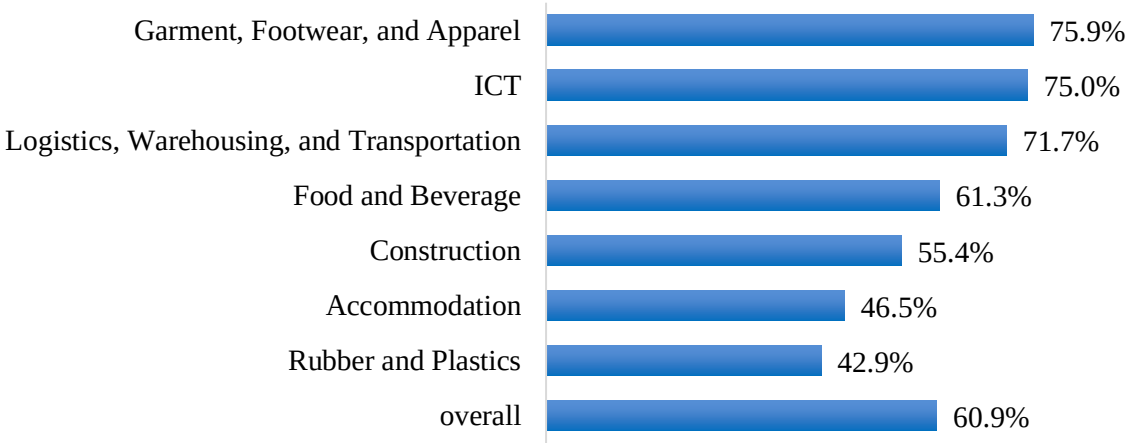
Figure 8.5: Share of establishments by expected employment level in the next 12 months by sector



n (total establishments) = 445

Figure 8.6 below shows the information on the share of establishments who reported that they will need to recruit more people when the recovery begins and/or in order to take advantage of business opportunities by sector. Overall, 60.9% of the surveyed establishments think that they will need to recruit more people. Notably, the highest share of the surveyed establishments is in garment, footwear, and apparel with 75.9% of establishments surveyed in this sector, followed by ICT with 75.0% and logistics, warehousing, and transportation with 71.7%. In addition, it is worth noting that the establishments in the other four sectors also claimed that they will need to recruit more people. The percentages are 61.3% in food and beverage, 55.4% in construction, 46.5% in accommodation, and 42.9% in rubber and plastics.

Figure 8.6: Share of establishments who will need to recruit more people when the recovery begins and/or in order to take advantage of business opportunity by sector



n (total establishments) = 445

The table below shows the top 6 occupations in which establishments say they will be looking to recruit, for each of the sectors.

Table 8.1: Top 6 occupations in which establishments will be looking to recruit by sector (ISCO_3 digits)

Accommodation
Domestic, hotel and office cleaners and helpers
Waiters and bartenders
Cooks
Client information workers
Protective services workers
Other sales workers

n (establishments who will be looking to recruit) = 40

Construction
Engineering professionals (excluding electrotechnology)
Mining and construction labourers
Building frame and related trades workers
Shop salespersons
Protective services workers
Sheet and structural metal workers, moulders and welders, and related workers

n (establishments who will be looking to recruit) = 31

Food and Beverage
Manufacturing labourers
Street and market salespersons
Machinery mechanics and repairers
Transport and storage labourers
Car, van and motorcycle drivers
Food processing and related trades workers

n (establishments who will be looking to recruit) = 38

Garment, Footwear, and Apparel
Textile, fur and leather products machine operators
Manufacturing labourers
Garment and related trades workers
Other craft and related workers
Machinery mechanics and repairers
Transport and storage labourers

n (establishments who will be looking to recruit) = 66

ICT
Other sales workers
Information and communications technology operations and user support technicians
Software and applications developers and analysts
Client information workers
Database and network professionals
Car, van and motorcycle drivers

n (establishments who will be looking to recruit) = 39

Logistics, Warehousing, and Transportation
Other sales workers
Transport and storage labourers
Material-recording and transport clerks
Car, van and motorcycle drivers
Finance professionals
Administrative and specialized secretaries

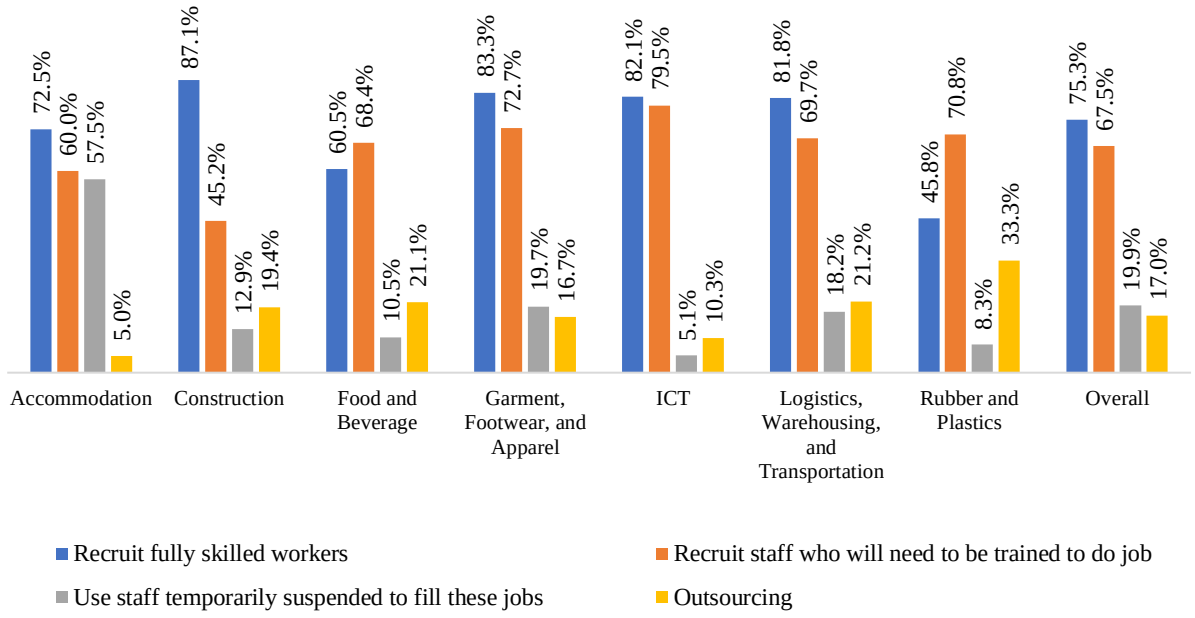
n (establishments who will be looking to recruit) = 33

Rubber and Plastics
Manufacturing labourers
Market gardeners and crop growers
Other sales workers
Car, van and motorcycle drivers
Food and related products machine operators
General office clerks

n (establishments who will be looking to recruit) = 24

The establishments surveyed reported that they would recruit different types of labour to fill their posts. The most common was to recruit "fully skilled workers" (75.3%) and "recruit staff who will need to be trained to do job" (67.5%). Some establishments also reported to "recruit staff who had been temporarily suspended" to fill these jobs (19.9%) and "outsourcing" (17.0%). Although how establishment will fill their posts varies by sector, recruiting "fully skilled workers" and "recruiting staff who will need to be trained to do the jobs" are still the most common ones in each of the seven sectors.

Figure 8.7: Share of how establishments will fill posts (% of establishments who will need to recruit more people) by sector

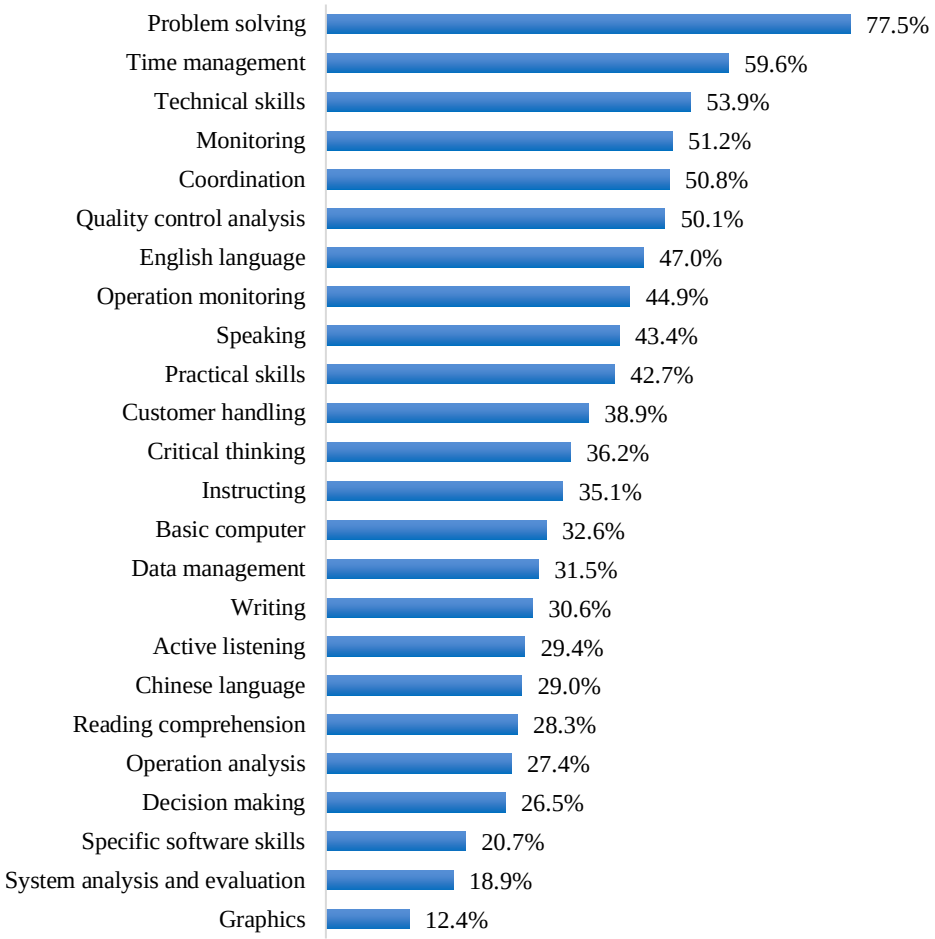


n (establishments who will need to recruit more people) = 271

8.3. Skills Anticipated to be Important in the Future

The study shows that demand of employers for skills including soft and hard skills is high. Soft skills or core competencies refer to the capabilities that are important for success in employment and in life, for example communication, teamwork skills; while hard skills are capabilities that are specific jobs or occupations, for example computer programming, welding skills, carpentry skills (ILO, 2015). The study illustrates soft skills which includes problem solving, time management, monitoring, coordination, English language, speaking, customer handling, critical thinking, instructing, writing, active listening, Chinese language, reading compression, and decision making skills; meanwhile hard skills are technical, quality control analysis, operation monitoring, practical, basic computer, data management, operation analysis, specific software, and system analysis and evaluation skills. Figure 8.8 shows soft skills and hard skills that establishments think will be important for the future. The top 5 of these skills are important in the future related to problem solving skills which ranks the first with 77.5% of establishments. Other skills including time management (59.6%), technical skills (53.9%), and monitoring (51.2%) come second, third, and fourth ranks respectively. And the last top 5 is coordination which represents to 50.8% of employers' response. More details may be seen in the figure below.

Figure 8.8: Establishments' anticipation on important skills for the future



n (total establishments) = 445

The top 6 areas of skills that establishment thinks are important for the future varies across sectors, as summarized in the table below.

Table 8.2: Top 6 skills that are important for the future by sector (order by percentage share)

Accommodation
Problem solving
English language
Time management
Coordination
Speaking
Monitoring

n (total establishments) = 86

Construction
Problem solving
Technical skills
Quality control analysis
Time management
English language
Operation monitoring

n (total establishments) = 56

Food and Beverage
Quality control analysis
Problem solving
Time management
Operation monitoring
Technical skills
Monitoring

n (total establishments) = 62

Garment, Footwear, and Apparel
Problem solving
Time management
Monitoring
Quality control analysis
Technical skills
Coordination

n (total establishments) = 87

ICT
Problem solving
Technical skills
Customer handling
English language
Time management
Specific software skills

n (total establishments) = 52

Logistics, Warehousing, and Transportation
Problem solving
Time management
English language
Coordination
Customer handling
Monitoring

n (total establishments) = 46

Rubber and Plastics
Problem solving
Practical skills
Technical skills
Quality control analysis
Monitoring
Operation monitoring

n (total establishments) = 56

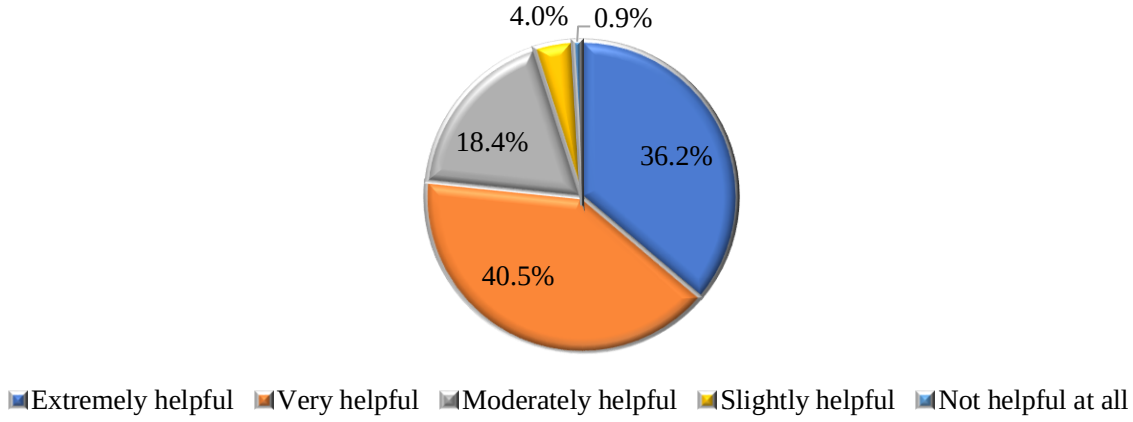
9. Government Intervention During the COVID-19 Crisis

The COVID-19 crisis affected enterprises of all sizes and types in unprecedented ways, including a substantial decline of economic activity and disruption of supply chains across sectors. However, the Royal Government of Cambodia (RGC) has effectively implemented and monitored stimulus measures to support business continuity, employment, and livelihood, and to recover and boost the economic growth.

At the time of questionnaire development for the survey, RGC has implemented 6 rounds of measures to support private sector and workers who are affected by the COVID-19 crisis and to revive the post-COVID-19 economy. The measures include job vacancy advertisement and recruitment service by the National Employment Agency (NEA) and loans and loans restructuring (Agricultural and Rural Development Bank, SME Bank, Microfinance institutions). For tourism sector, there are other main measures including exemption on minimum tax for aviation sector (for airlines companies only), exemption of payment for the National Social Security Fund (NSSF), wage subsidies for suspended workers, tax exemption, including all types of monthly taxes (such as VAT, tax on property rental, patent tax, tax on salary), exemption from comprehensive tax audit, exemption from payment of all types of tourism license renewal, and other measures that aims specifically to support the tourism sector. For garment sector, there are other main measures including exemption of payment for the NSSF, wage subsidies for suspended workers, soft skills training for suspended workers, tax holiday on income for garment sector and other measures that aim specifically to support the garment sector.

When asked about the helpfulness of government's measures in employment protection, the majority of establishments who participated in the survey stated that the government's measures were extremely helpful (36.2%) and very helpful (40.5%), while only 0.9% thought that they were not helpful at all (Figure 9.1).

Figure 9.1: Helpfulness of government's measures in employment protection



n (total establishments) = 445

The study also tried to identify what kind of government's supports that would be helpful for better employment or skills development outcomes. From the survey, as shown in Table 9.1 below, tax exemption and technical skills trainings would be very important in terms of employment protection and skills development during this COVID-19 crisis.

Table 9.1: Top 3 supports which establishments think would be helpful for better employment or skills development outcomes (% of establishments who responded to this question)

No.	Type of support	Percentage
Accommodation (n=73)		
1	Tax exemption	56.2%
2	Relevant skills training	20.5%
3	Soft skills training	16.4%
Construction (n=39)		
1	Tax exemption	33.3%
2	Support in organizing the practical and technical skill training	15.4%
3	Relevant skills training	15.4%
Food and Beverage (n=39)		
1	Tax exemption	15.4%
2	Support in organizing the practical and technical skill training	12.8%
3	Relevant skills training	10.3%
Garment, Footwear, and Apparel (n=64)		
1	Tax exemption	21.9%
2	Wage subsidy to workers	12.5%
3	Support in organizing the practical and technical skill training	10.9%
ICT (n=37)		
1	Tax exemption	32.4%
2	COVID-19 preventive measures	21.6%
3	Support in organizing the practical and technical skill training	13.5%
Logistics, Warehousing, and Transportation (n=35)		
1	Tax exemption	25.7%
2	Support in organizing the practical and technical skill training	14.3%

3	COVID-19 preventive measures	14.3%
Rubber and Plastics (n=42)		
1	Tax exemption	31.0%
2	Improvement of public employment services	21.4%
3	Electricity cost reduction	9.5%

10. Jobseekers' Profiles

As a part of the rapid assessment, this section presents data obtained from sample interviews of 44 individuals who registered to use employment services with job centres of the National Employment Agency (NEA) at Phnom Penh city and provinces. This data aimed at assessing current employment situation, transition from education to employment, and skills development and anticipation from individuals' perspective, as a compliment to the findings derived from the employers' perspective.

10.1. Respondents' Characteristics and Employment Situation

Of all the respondents in our sample, 61.4% were employed and 38.6% were not in employment. When comparing employment and not in employment rates by gender, there were large differences between female and male respondents. Employment rate for female respondents was 73.1% and for male respondents, the rate was only 44.4%, when not in employment, the rate for female respondents was 26.9% and for male respondents, the rate was almost twice as high with 55.6% (Table 10.1).

In terms of employment and not in employment by age, there were large differences between respondents in the age groups of 18-22 years old (56.0% for employed and 44.0% for not in employment) and 23-27 years old (58.3% for employed and 41.7% for not in employment). The most significant gap was the high employment rate for the age group of 28 years old or older (85.7% for employed and 14.3% for not in employment). For employment status by location of residence, the employment rate for respondents in Phnom Penh city (68.4%) was higher than respondents in provinces (56.0%).

With respect to education attainment, the data shows that the employment rate was higher for respondents who had higher education level. The employment rate for respondents with bachelor's degree or higher was 87.5% when only 54.5% and 16.7% for respondents who were attending university and grade 12 or lower respectively.

Table 10.1: Distribution of respondents' current employment status by background characteristics

Background Characteristics	Current Status		Total	n
	In employment	Not in employment		
Gender				
Female	73.1%	26.9%	100.0%	26
Male	44.4%	55.6%	100.0%	18
Age				
18-22	56.0%	44.0%	100.0%	25
23-27	58.3%	41.7%	100.0%	12
28 or older	85.7%	14.3%	100.0%	7
Residence				

Phnom Penh	68.4%	31.6%	100.0%	19
Provinces	56.0%	44.0%	100.0%	25
Highest Education Attainment				
Bachelor's degree or higher	87.5%	12.5%	100.0%	16
Attending university	54.5%	45.5%	100.0%	22
Grade 12 or lower	16.7%	83.3%	100.0%	6
Total	**61.4%**	**38.6%**	**100.0%**	**44**

10.2. Respondents' Transition to Employment

10.2.1 Job search experience

As presented in the section above, all the jobseekers could be classified by their employment status as "employed" and "not in employment". All the employed respondents registered with the job center/the National Employment Agency (NEA) and this might be explained by the selection of the sample. Besides the job center, the most common method that the employed respondents used to search for a job was via network or alumni (59.3%). That was followed by Facebook (22.2%), other job websites (HRInc, Bong Thom, CamHR,…) (14.8%), and private recruitment agencies (7.4%). Only 3.7% of the employed respondents who were directly recruited from their training institutions.

For not in employment respondents, due to sample selection, all of them were also using job placement service of the Job Center/National Employment Agency (NEA) to look for a job. Almost half of the not-in-employment respondents (47.1%) were also searching for a job via network or alumni and some respondents (41.2%) were using Facebook as a method to look for a job. Only about 17.6% were using other job websites (HRInc, Bong Thom, CamHR…). This indicates that each respondent was using more than one channel to search for job.

Considering the top 6 methods by jobseekers to look for a job and by employers to recruit staffs, it indicates that the common methods were the Job Center/National Employment Agency (NEA), Facebook, other job websites (HRInc, Bong Thom, CamHR,…), and direct recruitment from training institutions.

Table 10.2: Top 6 methods used by jobseekers and employers

Ranking	Methods used by jobseekers*	Methods used by employers**
1	Job Center / National Employment Agency (NEA)	Announcement in front of establishment
2	Network or alumni	Facebook
3	Facebook	Direct recruitment from training institutions
4	Other job website (HRInc, Bong Thom, CamHR,…)	Other job websites (HRInc, Bong Thom, CamHR,…..)
5	Private recruitment agencies	Job center/National Employment Agency (NEA)
6	Direct recruitment from training institutions	Leaflet

*n (total jobseekers) = 44
**n (total establishments) = 445

The majority of employed respondents found it difficult (33.3%) and very difficult (25.9%) to get their current jobs. About 22.2% claimed to find it normal (not difficult nor easy) to get their jobs. The rest found it easy (14.8%) and very easy (3.7%) to get jobs. Among the respondents who found it difficult and very

difficult to get their current jobs, about half of them (52.9%) claimed that the reason was low number of job advertisements due to the COVID-19 crisis. About one-third (35.3%) explained that the reason was because they lacked skills that the company demanded. The other reasons for difficulty in getting their jobs were lack of qualifications the company demanded (5.9%) and lack of work experience the company demanded (5.9%).

More than half of the not-in-employment respondents (58.8%) reported that it was very difficult for them to search for a job, while the rest of the not-in-employment respondents (41.2%) reported that it was difficult. However, none of the respondents reported that their job search was normal nor easy nor very easy. The reasons of the not-in-employment respondents' job search difficulties were "no recruitment of new staff due to the COVID-19 crisis" (52.9%), "difficult to find the matched skill" (23.5%), "not enough work experience" (11.8%), and "lack of skill" (11.8%).

In overall, 2 reasons among the top 6 reasons that jobseekers reported their difficulties in getting a job were lacking skills the company demands and work experiences the company demands, and this aligned with the top reasons that employers reported their difficulties in recruitment. It indicates that the major reason is skills shortage. However, this is different views by jobseekers and employers in the number of recruitments. For jobseekers, there was a low number of job advertisements due to the COVID-19 crisis; when for employers, there were too much competition from other employers, low number of applicants generally, and not enough people interested in doing this type of job.

Table 10.3: Top 6 reasons for difficulty reported by jobseekers and employers

Ranking	Reasons reported by jobseekers*	Reasons reported by employers**
1	Low number of job advertisements due to the COVID-19 crisis	Low number of applicants with the required skills
2	Lack of skills the company demands	Lack of work experience the company demands
3	Difficult to find the matched skill	Too much competition from other employers
4	Lack of work experience the company demands	Low number of applicants generally
5	Lack of qualifications the company demands	Not enough people interested in doing this type of job

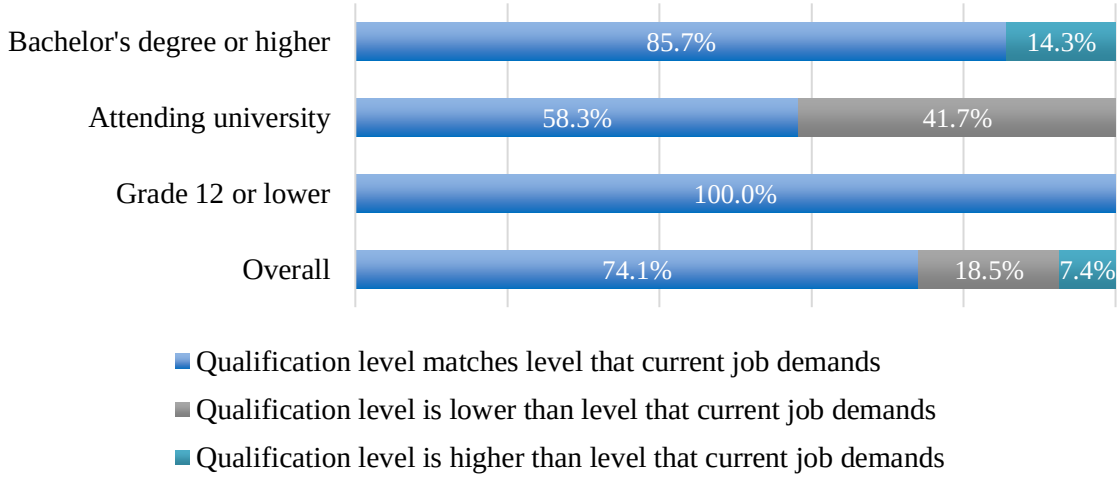
*n (jobseekers who found it hard to look for a job) = 34
**n (establishments with hard to fill vacancies) = 90

10.2.2 Perception on degree or qualification level which best matches their current job

When it comes to employed respondents' perception on their degree or qualification regarding the level which best suits their current job, more than two-thirds of employed respondents agreed that their current qualification level suit their current job (Figure 10.4). However, 18.5% of employed respondents claimed that their jobs are more challenging and require higher qualification level, while about 7.4% claimed that their qualification level was higher than what their current job demanded.

By education level, the qualification level that best suits what the current job demands were among respondents who completed grade 12 or lower degree (100.0%), and that was followed by respondents who had bachelor's degree or higher (85.7%). Only about more than half of the employed respondents who were still in university (58.3%) thought that their qualification level suited their current jobs.

Figure 10.1: Perception of employed respondents on qualification level matching their current job



n (employed respondents) =27

10.3. Respondents' Skills Development and Anticipation

When asking about the top 6 skills that respondents needed, the most common skills were English language (68.2%), basic computer (59.1%), time management (54.5%), verbal communication (43.2%), problem solving (40.9%), and coordination (38.6%). By employment status, the top 6 skills remain the most common skills among both employed and not in employment respondents.

When asking about helpfulness of the top 6 skills utilized in current occupations, the majority of employed respondents reported that English language was moderately helpful (57.1%) and very helpful (23.8%). For basic computer, employed respondents reported that this skill was moderately helpful (44.4%), very helpful (38.9%), and extremely helpful (16.7%). For time management, it was reported to be extremely helpful (43.8%), moderately helpful (31.3%), and very helpful (18.8%). Similarly, for problem solving, the majority of employed respondents that this skill was extremely helpful (41.7%), very helpful (33.3%), and moderately helpful (25.0%). For verbal communication skills, it was reported to be extremely helpful (72.7%) when only about 18.2% reported that this skill was very helpful (18.2%) and moderately helpful (9.1%). Coordination, which ranked last among the top 6 skills, was reported to be very helpful (50.0%), moderately helpful (30.0%), and extremely helpful (20.0%).

Table 10.4: Helpfulness of the top 6 skills utilized in employed respondents' current occupations

Skills	Extremely helpful	Very helpful	Moderately helpful	Slightly helpful	Not helpful at all
English language	9.5%	23.8%	57.1%	9.5%	0.0%
Basic computer	16.7%	38.9%	44.4%	0.0%	0.0%
Time management	43.8%	18.8%	31.3%	6.3%	0.0%
Problem solving	41.7%	33.3%	25.0%	0.0%	0.0%
Verbal communication	72.7%	18.2%	9.1%	0.0%	0.0%
Coordination	20.0%	50.0%	30.0%	0.0%	0.0%

n (employed respondents) =27

From individuals' perspective, all respondents had similar view on skills that were important or demanded by employers in the future. In overall, more than two-thirds of all respondents thought that English language (79.5%) and time management (70.5%) were most demanded. Other skills that all respondents thought that were most demanded by employers were basic computer (59.1%), problem solving (54.5%), practical skills (36.4%), and verbal communication (29.5%).

Among the top 6 skills anticipation by jobseekers and employers, the common skills that were reported were time management and problem solving.

Table 10.5: Top 6 skills that jobseekers and employers anticipated to be important in the future

Ranking	Skills reported by jobseekers*	Skills reported by employers**
1	English language	Problem solving
2	Time management	Time management
3	Basic computer	Technical skills
4	Problem solving	Monitoring
5	Practical skills	Coordination
6	Verbal communication	Quality control analysis

*n (total jobseekers) = 44
**n (total establishments) = 445

In overall, the majority of respondents (75.0%) reported that they needed or would like to retain their English language, which ranks first among the top 6 skills that they already had and that they thought were most important or demanded by employers. Similarly, problem solving (47.7%) and basic computer skills (45.5%) which were also among the top 6 skills that respondents already had and thought to be most important or demanded by employers, came second and third respectively. Coordination (34.1%), which was reported to be one of the top 6 skills that respondents had but was not in the top 6 skills that were most demanded by employer, came fourth in term of skills that respondents needed or would like to retrain. The top fifth and sixth skills that respondents needed or would like to retrain were Chinese language (31.8%), which was not among the top 6 skills that respondents had and thought were most demanded, and practical skills (29.5%), which was not in the top 6 skills that respondents had but thought was one among the most demanded skilled by employers. Compared to this overall view, by employment status, there was slightly different proportion among employed respondents and not-in-employment respondents.

Among the top 6 skills that jobseekers wanted to retrain, problem solving and coordination were the skills among the top 6 skills that employers anticipated to be important in the future.

Table 10.6: Top 6 skills that jobseekers wanted to retrain and anticipated by employers

Ranking	Skills that jobseekers want to retrain	Skills anticipated by employers
1	English language	Problem solving
2	Problem solving	Time management
3	Basic computer	Technical skills
4	Coordination	Monitoring
5	Chinese language	Coordination
6	Practical skills	Quality control analysis

*n (total jobseekers) = 44
**n (total establishments) = 445

11. Conclusion

The last part of this report is intended to provide a short highlight of the most notable results of the rapid assessment and to provide a short conclusion and recapitulation of the characteristics and the interesting findings for each of the seven sectors in the study.

The rapid assessment presented the following key findings:

(1) There are both employment loss and demand during the COVID-19 crisis.

- There was employment reduction which was accounted for 7.6% and employment increase which was accounted for 9.8% of all employment in the selected sectors. At the time of the fieldwork of this study, there were also available vacancies which were accounted for 5.7% of total employment in the sectors. This data suggested that the positive effect of the COVID-19 crisis on the employment was bigger than the negative effect.

(2) Recruitment situation is difficult, and skills shortages remains a problem.

- The recruitment situation was evaluated to be difficult and around 57.6% of all the establishments with at least one vacancy reported to have hard-to-fill vacancies. Moreover, there were 48.7% of establishments with at least one vacancy who reported skills shortages as a major challenge for recruitment. This data showed that skills shortages remained a major problem in the labour market.
- There were about 25.2% of all interviewed establishments who reported to have skills gaps as employees did not perform their jobs at the required level.

(3) Courses and trainings have been delivered by employers to equip their employees with skills and to prepare to deal with possible change of work conditions due to the COVID-19 crisis.

- 69.2% of all interviewed establishments claimed to have provided at least one training to their employees since the end of 2019. Among these establishments who provided training, 29.2% experienced difficulties in organizing the training courses.
- The majority of all interviewed establishments reported that their employees were quite well prepared (78.0%) and very well prepared (17.3%) to deal with changes which affect how they have to work during the COVID-19 crisis.

(4) Establishments will need to recruit more people in order to take advantage of business opportunities and/or when the recovery begins.

- When asked about future business opportunities, 17.5% of all establishments surveyed claimed that there were potential business opportunities provided by the COVID-19 crisis related issues for their establishments. In order to take advantage of the business opportunities and/or when the recovery begins, 60.9% of the surveyed establishments expected to recruit more people.

(5) There is a high demand of skills by employers in all industries.

- Some of soft skills and hard skills are important in the future related to problem solving skills which ranks the first with 77.5% of establishments. Other skills including time management (59.6%), technical skills (53.9%), and monitoring (51.2%) come second, third, and fourth ranks respectively. And the last top 5 is the data also suggest that coordination which represents to 50.8% of employers

12. Key recommendations

The result from this assessment shows that there is a need for immediate measures to help workers, especially on their skills, during the COVID-19 crisis. While the government containment measures are made available for workers, enterprises, businesses, and the vulnerable groups, there is still a strong need for short-term and long-term plans to help workers, enterprises, or businesses to be more resilient in the future. Both government and employers play key role in supporting workers and as well as enterprises. Therefore, some key recommendations to help workers are presented as follows:

12.1. Short-term recommendations

Recommendation 1.1: Improve and expand the operations of employment services

The result of the rapid assessment shows that although there is employment loss during this COVID-19 crisis, there are also employment increases and available job vacancies. Besides, both employers and jobseekers reported that the recruitment and job seeking situation are difficult which indicate that there is mismatch between supply and demand in the labour market. To promote better labour market outcomes, both employers and workers need information and supports to find the best possible candidates or jobs. Therefore, it is recommended there is a need for urgent measures to enhance efficient employment services including public, private employment agencies and relevant partners.

Practically, the National Employment Agency (NEA) of the Ministry of Labour and Vocational Training should expand their operations to collect on a more timely manner the data on job vacancies and disseminate information of the job vacancies on a prompt manner. At the same time, the NEA should also enhance the registration of more jobseekers, especially unemployed or displaced workers who are affected by the COVID-19 crisis, so that it results in more job placements with appropriate positions. Furthermore, NEA should also enhance their services of career counseling to guide jobseekers in their job search process, pre-employment training to equip jobseekers with necessary skills and ready to enter/re-enter the labour market, as well as soft skill training to displaced workers during this COVID-19 crisis.

The use of ICT solutions plays a crucial role in the development of employment services especially during this time of health crisis. Although the NEA is already using technology and mobile phone application to reach their customers including employers and jobseekers, there is a need to foster the use of the ICT to improve the operation and management practices. It is also recommended that the NEA expands ICT infrastructure to ensure easier and faster nationwide access to employers and jobseekers.

Collaboration between public employment agency or the NEA and local authorities is a valuable mechanism to ensure a wider and faster reach to local people as well as workers who could be affected by the COVID-19 crisis.

Recommendation 1.2: ICT and soft skills development

The study shows that even during the COVID-19 crisis, there is still demand for skills, mainly ICT and soft skills. ICT is the highly required skill during the Covid-19 pandemic and recovery period in workplace to respond the employment market demand. Beside this, soft skills are needed as the establishments in the survey believe that those are important skills for improving employment productivity. The study suggests the stakeholders, especially training providing agents should take more actions to promote and enhance ITC and soft skills which include problem solving, time management, monitoring, coordination, English language, speaking, customer handling, critical thinking skills.

Recommendation 1.3: A more improved health protectives and preventives measures at work

This assessment is a study of the impact of the COVID-19 crisis on labour market in Cambodia; thus, our assessment of the preparedness of employees to the crisis revealed that, in overall, a large number of employees were very well prepared. In spite of government's bold efforts to support workers, employers should take more active measures to protect their workers and prevent the outbreak of COVID-19 at workplace.

12.2. Long-term recommendations

Recommendation 2.1: A design of reskilling and upskilling programs

In relation to skills needs, it is recommended that there is a need for a range of mechanisms for reskilling or upskilling (especially a technical skill training program within 3, 4 or 5 months or 1 years) for suspended or displaced workers, so that they are able to adapt to unexpected changes, to move away from a labour-intensive industry to a skill-driven industry, as well as to be ready for recovery; and displaced workers who are affected by the COVID-19 crisis can return to the labour market. A central element to foster skill development is; therefore, a system of education and vocational training program that is capable both of short-term responses to the needs to reskill or upgrade the skill of workforces, and of long-term responses to the needs of the market. Eventually, it will be up to the national development policies to implement and enforce the policies or mechanism that allow a high-skilled labour in the country.

Recommendation 2.2: Public-private partnership between education or vocational training providers and the private sector should be promoted.

Public-private partnership (PPP) between the Technical and Vocational Education and Training (TVET) and the private sector should be fostered and strengthened. The two actors should work closely to exchange the information regarding the needs of skills, for which the private sector is demanding so that TVET institutions can update curricular and training courses to better respond to the demand. In addition, the private sector should provide more internship and apprenticeship opportunities for TVET trainees in order for them to practice and advance their skills and get ready for the labour market.

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Appendix A: International Standard Industrial Classification (ISIC)

The table below shows the 7 sectors covered by the survey and their corresponding ISIC (revision 4) definitions.

Code	Description
Accommodation	
55	***Accommodation***
5510	Short term accommodation activities
Construction	
41	***Construction of buildings***
4100	Construction of buildings
42	***Civil engineering***
4210	Construction of roads and railways
43	***Specialized construction activities***
4329	Other construction installation
Food and beverage	
10	***Manufacture of food products***
1030	Processing and preserving of fruit and vegetables
1050	Manufacture of dairy products
1061	Manufacture of grain mill products
1062	Manufacture of starches and starch products
1071	Manufacture of bakery products
1074	Manufacture of macaroni, noodles, couscous and similar farinaceous products
1079	Manufacture of other food products n.e.c.
1080	Manufacture of prepared animal feeds
11	***Manufacture of beverages***
1101	Distilling, rectifying and blending of spirits
1102	Manufacture of wines
1104	Manufacture of soft drinks; production of mineral waters and other bottled waters
Garment, footwear, and apparel	
13	***Manufacture of textiles***
1311	Preparation and spinning of textile fibres
1391	Manufacture of knitted and crocheted fabrics
14	***Manufacture of wearing apparel***
1410	Manufacture of wearing apparel, except fur apparel
1430	Manufacture of knitted and crocheted apparel
15	***Manufacture of leather and related products***
1511	Tanning and dressing of leather; dressing and dyeing of fur
1512	Manufacture of luggage, handbags and the like, saddlery and harness
1520	Manufacture of footwear

Code	Description
ICT	
60	***Programming and broadcasting activities***
6020	Television programming and broadcasting activities
61	***Telecommunications***
6110	Wired telecommunications activities
6120	Wireless telecommunications activities
6190	Other telecommunications activities
62	***Computer programming, consultancy and related activities***
6202	Computer consultancy and computer facilities management activities
6209	Other information technology and computer service activities
63	***Information service activities***
6311	Data processing, hosting and related activities
6312	Web portals
6399	Other information service activities n.e.c.
Logistic, warehousing and transportation	
49	***Land transport and transport via pipelines***
4921	Urban and suburban passenger land transport
4923	Freight transport by road
50	***Water transport***
5012	Sea and coastal freight water transport
51	**Air transport**
5110	Passenger air transport
5120	Freight air transport
52	***Warehousing and support activities for transportation***
5210	Warehousing and storage
5221	Service activities incidental to land transportation
Rubber and plastics	
20	***Manufacture of chemicals and chemical products***
2013	Manufacture of plastics and synthetic rubber in primary forms
21	***Manufacture of basic pharmaceutical products and pharmaceutical preparations***
2100	Manufacture of pharmaceuticals, medicinal chemical and botanical products
22	***Manufacture of rubber and plastics products***
2220	Manufacture of plastics products

Appendix B: Additional Figures and Tables

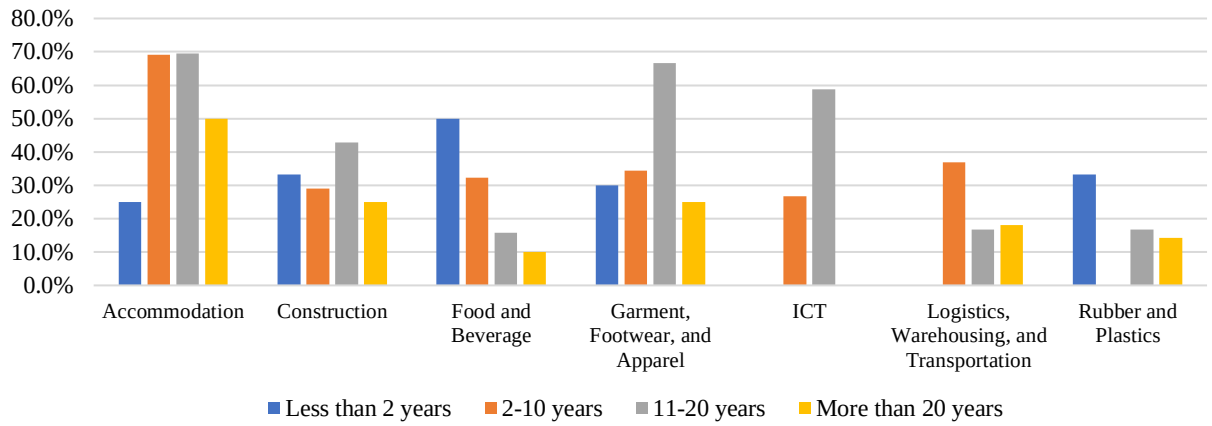
Table B.1: Share of employment by sector and occupational group in 2020 (ISCO_1digit)

Sector	Occupational group	Percentage
Accommodation	Managers	7.1%
	Professionals	5.0%
	Technicians and associate professionals	11.4%
	Clerical support workers	10.4%
	Service and sales workers	35.7%
	Skilled agricultural, forestry and fishery workers	0.0%
	Craft and related trades workers	8.4%
	Plant and machine operators, and assemblers	3.4%
	Elementary occupations	18.7%
Total		**100.0%**
Construction	Managers	7.0%
	Professionals	16.6%
	Technicians and associate professionals	16.4%
	Clerical support workers	5.8%
	Service and sales workers	5.7%
	Skilled agricultural, forestry and fishery workers	0.4%
	Craft and related trades workers	14.7%
	Plant and machine operators, and assemblers	10.4%
	Elementary occupations	23.1%
Total		**100.0%**
Food and Beverage	Managers	5.8%
	Professionals	8.5%
	Technicians and associate professionals	5.8%
	Clerical support workers	3.6%
	Service and sales workers	4.0%
	Skilled agricultural, forestry and fishery workers	0.4%
	Craft and related trades workers	7.5%
	Plant and machine operators, and assemblers	31.2%
	Elementary occupations	33.1%
Total		**100.0%**
Garment, Footwear, and Apparel	Managers	1.9%
	Professionals	0.6%
	Technicians and associate professionals	1.0%
	Clerical support workers	0.8%
	Service and sales workers	0.2%
	Skilled agricultural, forestry and fishery workers	0.0%
	Craft and related trades workers	0.1%
	Plant and machine operators, and assemblers	92.6%
	Elementary occupations	2.7%
Total		**100.0%**
ICT	Managers	8.3%
	Professionals	17.4%
	Technicians and associate professionals	13.9%
	Clerical support workers	15.5%
	Service and sales workers	38.9%

	Skilled agricultural, forestry and fishery workers	0.0%
	Craft and related trades workers	0.5%
	Plant and machine operators, and assemblers	3.0%
	Elementary occupations	2.6%
Total		**100.0%**
Logistics, Warehousing, and Transportation	Managers	9.4%
	Professionals	17.3%
	Technicians and associate professionals	6.2%
	Clerical support workers	11.7%
	Service and sales workers	13.1%
	Skilled agricultural, forestry and fishery workers	0.0%
	Craft and related trades workers	20.4%
	Plant and machine operators, and assemblers	10.6%
	Elementary occupations	11.2%
Total		**100.0%**
Rubber and Plastics	Managers	2.3%
	Professionals	2.4%
	Technicians and associate professionals	1.1%
	Clerical support workers	0.2%
	Service and sales workers	0.6%
	Skilled agricultural, forestry and fishery workers	0.0%
	Craft and related trades workers	1.0%
	Plant and machine operators, and assemblers	3.6%
	Elementary occupations	88.8%
Total		**100.0%**

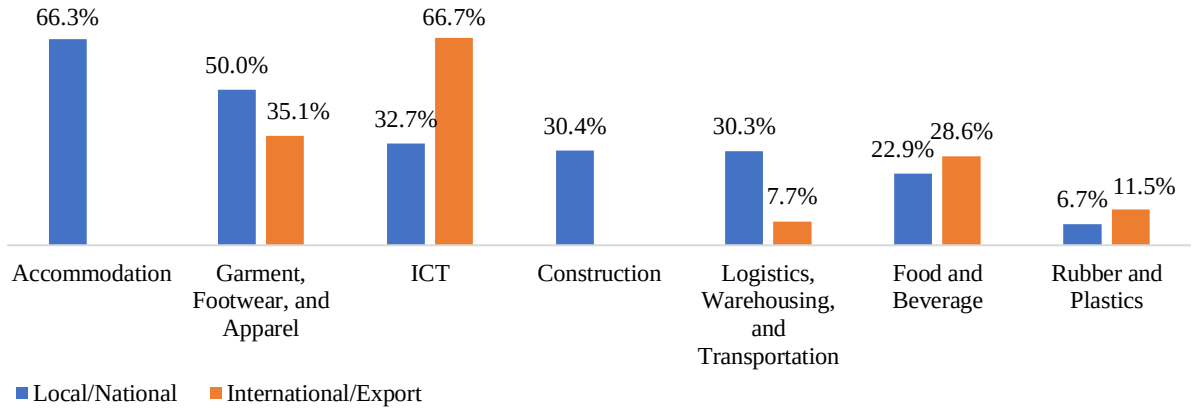
n (total establishments) = 445

Figure B.1: Share of establishments with at least one employment loss by sector and age of business operating



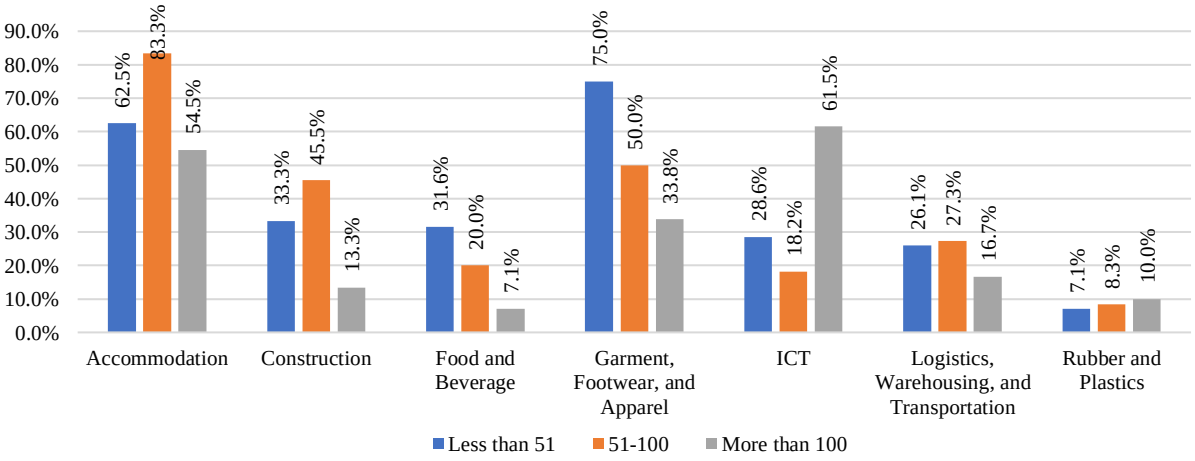
n (total establishments) = 445

Figure B.2: Share of establishments with at least one employment loss by sector and main markets



n (total establishments) = 445

Figure B.3: Share of establishments with at least one employment loss by sector and size



n (total establishments) = 445

Table B.2: Reasons for employment reduction by sector

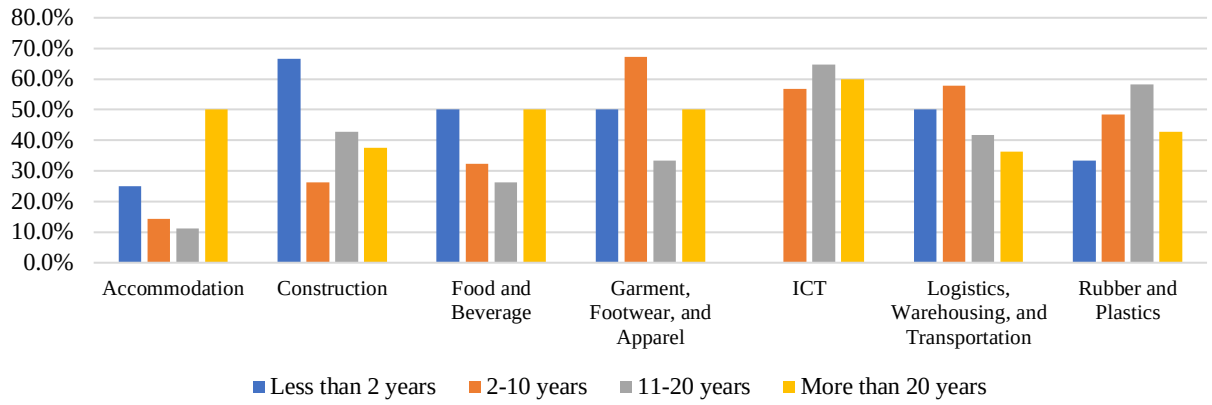
Reason	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Drop in demand for goods or services	59.6%	58.8%	33.3%	75.0%	38.9%	36.4%	40.0%
Social distancing/health and safety means not as many people can work	8.8%	0.0%	0.0%	12.5%	5.6%	0.0%	0.0%
Problems sourcing materials for the goods we produce	0.0%	5.9%	13.3%	25.0%	0.0%	9.1%	0.0%
Difficulties reaching customers and clients	89.5%	41.2%	20.0%	59.4%	22.2%	27.3%	0.0%
Government requested closure of organization or parts of it	12.3%	0.0%	6.7%	9.4%	5.6%	0.0%	0.0%
Cash flow problems meant could not keep workers employed	52.6%	29.4%	20.0%	28.1%	27.8%	18.2%	0.0%
Employee resignation	8.8%	11.8%	53.3%	9.4%	33.3%	63.6%	40.0%
Don't know	0.0%	11.8%	6.7%	0.0%	0.0%	0.0%	0.0%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

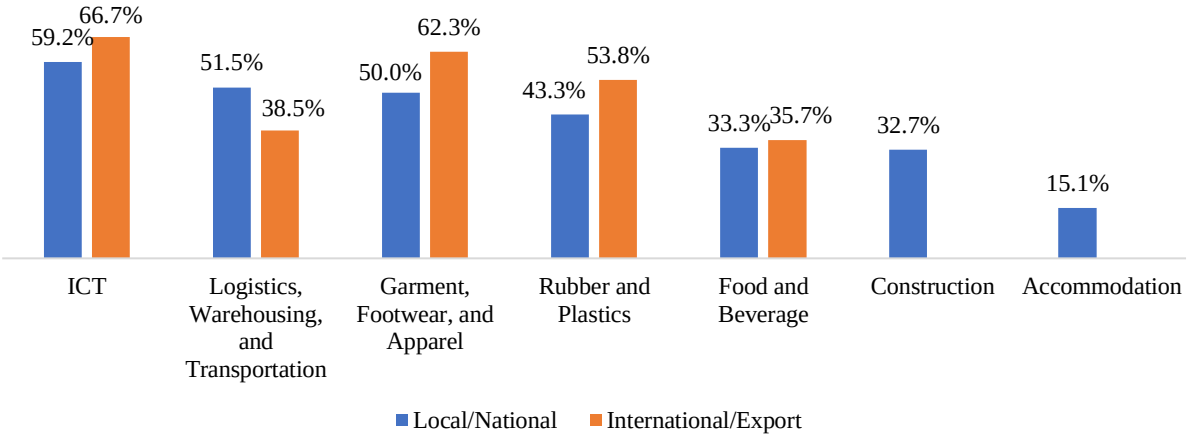
n (establishments with at least 1 employment loss) = 155

Figure B.4: Share of establishments with at least one employment gain by sector and age of business operating



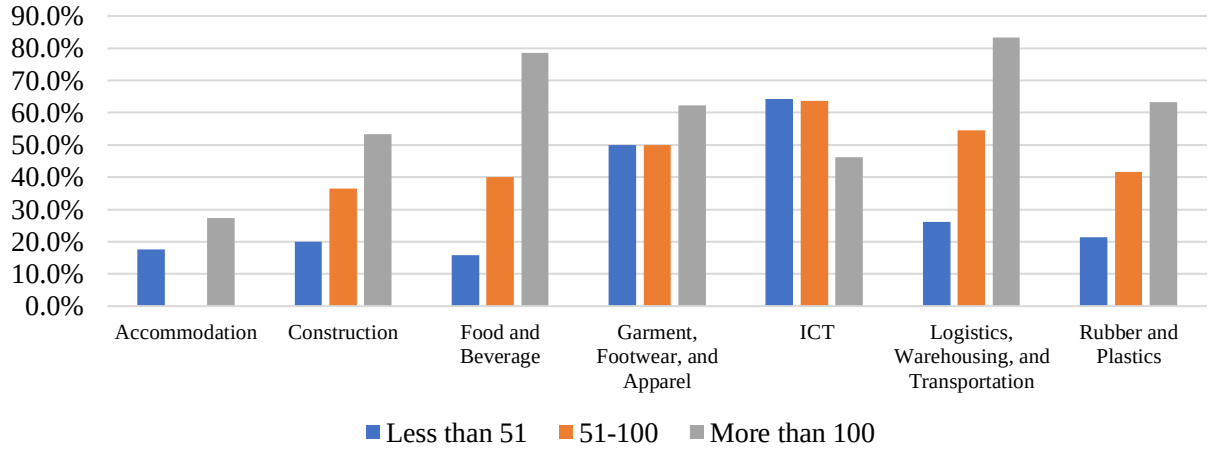
n (total establishments) = 445

Figure B.5: Share of establishments with at least one employment gain by sector and main markets



n (total establishments) = 445

Figure B.6: Share of establishments with at least one employment gain by sector and size



n (total establishments) = 445

Table B.3: Reasons for employment increase by sector

Reason	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Increase in demand for goods and services	23.1%	16.7%	42.9%	41.5%	16.1%	59.1%	22.2%
Production of new goods and services	7.7%	11.1%	9.5%	11.3%	3.2%	13.6%	3.7%
Need to deliver business online	15.4%	5.6%	0.0%	0.0%	16.1%	27.3%	0.0%
Need to deliver goods and services directly to consumer	15.4%	16.7%	42.9%	45.3%	35.5%	54.5%	0.0%
Additional health and safety expertise required	0.0%	5.6%	23.8%	9.4%	3.2%	9.1%	7.4%
Additional digital expertise required	0.0%	5.6%	4.8%	0.0%	29.0%	13.6%	0.0%
Don't know	0.0%	0.0%	9.5%	3.8%	3.2%	4.5%	14.8%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments with at least 1 employment increase) = 185

Table B.4: Share of establishments with at least 1 vacancy by sector and levels of recruitment difficulties

Sector	Very difficult	Difficult	Normal	Easy	Very Easy	Total
Accommodation	0.0%	16.7%	66.7%	16.7%	0.0%	100.0%
Construction	5.9%	47.1%	35.3%	11.8%	0.0%	100.0%
Food and Beverage	0.0%	43.3%	50.0%	3.3%	3.3%	100.0%
Garment, Footwear, and Apparel	8.5%	31.9%	40.4%	19.1%	0.0%	100.0%
ICT	5.6%	55.6%	33.3%	2.8%	2.8%	100.0%
Logistics, Warehousing, and Transportation	4.5%	50.0%	40.9%	4.5%	0.0%	100.0%
Rubber and Plastics	9.1%	33.3%	48.5%	9.1%	0.0%	100.0%
Total	**5.8%**	**41.4%**	**42.4%**	**9.4%**	**1.0%**	**100.0%**

n (establishments with at least 1 vacancy) = 191

Table B.5: Reasons for hard-to-fill vacancies by sector

Reason	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Too much competition from other employers	40%	38%	25%	43%	34%	11%	18%
Not enough people interested in doing this type of job	10%	13%	18%	26%	9%	39%	27%
Poor terms and conditions offered for post	0%	0%	18%	8%	7%	8%	0%
Low number of applicants with the required skills	30%	38%	75%	59%	66%	50%	18%
Low number of applicants generally	20%	3%	32%	21%	36%	29%	64%
Lack of work experience the company demands	10%	44%	27%	46%	60%	58%	45%
Lack of qualifications the company demands	0%	15%	18%	2%	19%	5%	18%
Poor career progression/lack of prospects	10%	0%	2%	7%	3%	3%	18%
Low number of applicants with the required attitude, motivation or personality	30%	18%	9%	18%	16%	26%	0%
Job entails shift work/unsocialable hours	20%	0%	7%	0%	3%	8%	18%
Seasonal work	10%	0%	14%	2%	2%	0%	18%
Location of employer	0%	0%	16%	16%	7%	3%	55%
Low salary	10%	0%	2%	2%	0%	3%	55%

People will not want to return to this job	10%	0%	0%	3%	3%	0%	0%
Others	0%	0%	0%	11%	3%	0%	0%

Note:
Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments with hard to fill vacancies) = 110

Table B.6: Sources of labour recruits by sector

Source	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Transferred staff from other parts of the organization/reassigned existing workers to different roles	50.0%	29.4%	23.3%	36.2%	30.6%	36.4%	42.4%
Recruited workers from the labour market	100.0%	94.1%	83.3%	83.0%	97.2%	81.8%	90.9%
Outsource	0.0%	5.9%	16.7%	6.4%	11.1%	18.2%	15.2%

Note:
Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments with at least 1 vacancy) = 191

Table B.7: Type of channels/methods used to recruit by sector

Channel/method	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Television	0.0%	0.0%	3.4%	0.0%	2.9%	0.0%	0.0%
Radio	0.0%	6.3%	10.3%	0.0%	0.0%	0.0%	0.0%
Newspaper	0.0%	0.0%	3.4%	0.0%	2.9%	10.5%	0.0%
Leaflet	16.7%	6.3%	13.8%	47.5%	17.1%	5.3%	9.7%
Job center/National Employment Agency (NEA)	66.7%	12.5%	37.9%	7.5%	45.7%	26.3%	3.2%
Other job website (HRInc, Bong Thom, CamHR,…)	33.3%	43.8%	24.1%	10.0%	71.4%	42.1%	9.7%
Private recruitment agencies	0.0%	6.3%	3.4%	2.5%	14.3%	0.0%	3.2%
Facebook	66.7%	62.5%	31.0%	42.5%	80.0%	47.4%	32.3%
Directly recruit from training institutions	0.0%	6.3%	6.9%	2.5%	17.1%	0.0%	3.2%
Network or alumni	50.0%	31.3%	55.2%	40.0%	28.6%	26.3%	71.0%
LinkedIn	16.7%	6.3%	6.9%	5.0%	28.6%	10.5%	6.5%
Telegram	16.7%	18.8%	13.8%	10.0%	31.4%	26.3%	3.2%
Announcement in front of establishment	83.3%	37.5%	65.5%	92.5%	14.3%	36.8%	61.3%

Note:
Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments who recruited workers from labour market and outsource) = 176

Table B.8: Type of workers that establishments were recruiting by sector

Type	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Recruited people who were fully trained and work-ready	83.3%	64.7%	33.3%	59.6%	69.4%	59.1%	45.5%
Recruited experienced workers but who needed to be trained to fill the job	66.7%	70.6%	73.3%	85.1%	77.8%	68.2%	81.8%
Recruited trainees/apprentices	33.3%	35.3%	20.0%	10.6%	16.7%	4.5%	57.6%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments with at least 1 vacancy) = 191

Table B.9: Factors associated with employees not performing to the required level by sector

Factor	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
New to role	39.1%	40.0%	9.1%	53.8%	50.0%	23.5%	26.7%
Introduction of new working practices	8.7%	10.0%	9.1%	26.9%	0.0%	11.8%	6.7%
New working arrangement	21.7%	40.0%	18.2%	30.8%	10.0%	23.5%	26.7%
Staff lack motivation	26.1%	10.0%	0.0%	15.4%	0.0%	17.6%	0.0%
Not received the appropriate training	26.1%	20.0%	18.2%	23.1%	20.0%	29.4%	13.3%
Training is currently only partially completed	8.7%	10.0%	9.1%	15.4%	20.0%	11.8%	6.7%
Been on training but their performance has not improved sufficiently	26.1%	40.0%	18.2%	42.3%	40.0%	47.1%	6.7%
Unable to recruit staff with the required skills	8.7%	20.0%	54.5%	34.6%	40.0%	41.2%	33.3%
Problem retaining staff	4.3%	10.0%	18.2%	15.4%	40.0%	11.8%	6.7%
Introduction of new technology	13.0%	10.0%	9.1%	11.5%	10.0%	5.9%	0.0%
Employees are lack of commitment	4.3%	10.0%	18.2%	3.8%	0.0%	17.6%	13.3%
Others	26.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments with skills gaps) = 112

Table B.10: Training courses offered since the end of 2019 by sector (% of establishments providing training)

Course	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Using applications remotely	18.8%	21.9%	12.1%	3.0%	42.6%	28.6%	2.6%
Using new applications and programs	20.3%	50.0%	30.3%	21.2%	63.8%	60.7%	10.5%
Basic IT or software	21.9%	34.4%	21.2%	12.1%	29.8%	46.4%	10.5%
Advanced IT or software	12.5%	21.9%	15.2%	3.0%	53.2%	28.6%	0.0%
Occupational health and safety	87.5%	71.9%	72.7%	92.4%	51.1%	71.4%	89.5%

Oral communication	59.4%	25.0%	36.4%	33.3%	51.1%	50.0%	18.4%
Written communication	23.4%	15.6%	6.1%	7.6%	29.8%	17.9%	2.6%
Food and safety handling	67.2%	18.8%	36.4%	39.4%	10.6%	28.6%	10.5%
Production and inventory management	18.8%	6.3%	24.2%	28.8%	10.6%	10.7%	13.2%
Working with numbers	9.4%	9.4%	6.1%	6.1%	12.8%	7.1%	2.6%
Logistics	7.8%	6.3%	3.0%	3.0%	10.6%	28.6%	2.6%
Operating computer-based machinery	14.1%	3.1%	27.3%	18.2%	31.9%	21.4%	7.9%
Quality control and assurance	18.8%	34.4%	48.5%	50.0%	34.0%	14.3%	26.3%
Customer service	68.8%	25.0%	30.3%	9.1%	59.6%	71.4%	7.9%
Foreign language	29.7%	12.5%	9.1%	12.1%	23.4%	14.3%	2.6%
Technical work for specific tasks	1.6%	0.0%	15.2%	6.1%	6.4%	0.0%	23.7%
Others	0.0%	3.1%	3.0%	1.5%	0.0%	0.0%	0.0%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments who provided training) = 308

Table B.11: Reasons for difficulty in organizing training course (% of establishments having difficulty in organizing training course)

Reason	Sec_1	Sec_2	Sec_3	Sec_4	Sec_5	Sec_6	Sec_7
Shortage of training organizations that able to deliver skills training	31.3%	50.0%	44.4%	36.4%	35.3%	33.3%	28.6%
No or poor information on courses	37.5%	40.0%	22.2%	22.7%	35.3%	44.4%	28.6%
No or lack of training course	0.0%	40.0%	11.1%	13.6%	23.5%	44.4%	14.3%
Low quality of training course	12.5%	0.0%	0.0%	27.3%	5.9%	11.1%	14.3%
No or lack of trainer available	12.5%	20.0%	22.2%	18.2%	23.5%	0.0%	28.6%
Low quality of trainers	12.5%	10.0%	11.1%	9.1%	23.5%	22.2%	14.3%
Learners have low literacy/knowledge	25.0%	10.0%	0.0%	18.2%	5.9%	11.1%	28.6%
Others	25.0%	0.0%	44.4%	22.7%	23.5%	0.0%	0.0%

Note:

Sec_1: Accommodation
Sec_2: Construction
Sec_3: Food and Beverage
Sec_4: Garment, Footwear, and Apparel
Sec_5: ICT
Sec_6: Logistics, Warehousing, and Transportation
Sec_7: Rubber and Plastics

n (establishments who had difficulty in organizing training) = 90

Appendix C: Employer Questionnaire

Royal Government of Cambodia
Ministry of Labour and Vocational Training
National Employment Agency

RAPID ASSESSMENT OF EMERGING NEEDS FOR WORKERS AND SKILLS IN TIMES OF THE COVID-19 CRISIS

Good morning/afternoon. My name is…….. I am from the National Employment Agency of the Ministry of Labour and Vocational Training. We are conducting a *Rapid Assessment Of Emerging Needs for Workers And Skills in Times Of the Covid-19 Crisis* which aims to understand about employment prospects and the emerging needs of skills for a better insightful on current labour market during this Covid-19 health crisis. The information collected is strictly confidential and will be used only for statistical purpose. We would appreciate if you would dedicate some of your time to answer all the following questions.

ID: |__ __ __ __ __|

Interview Record

Interviewer's name:_____

Telephone number: _____

Date of interview: |__ __|/|__ __|/|__ __ __ __|

Time started:_____ Time completed:_____

Quality Control by Team Leader

Survey team leader's name:_____ Date: |__ __|/|__ __|/|__ __ __ __|

Telephone number:_____ signature:_____

Remarks:_____

Quality Control by NEA Team

Survey team leader's name:_____ Date: |__ __|/|__ __|/|__ __ __ __|

Telephone number: _____ signature:_____

Remarks:_____

Data Coding and Cleaning

Name of data encoder: _____ Date: |__ __|/|__ __|/|__ __ __ __|

Remarks: _____

Records on Data Entry

Name of data entry: _____ Date: |__ __|/|__ __|/|__ __ __ __|

Remarks: _____

SECTION A: DEMOGRAPHY

A.1. Name of the establishment in Khmer:_____

A.2. Name of the establishment in English:_____

A.3. Address of the establishment: Building no_____street_____village_____

commune/sangkat_____district_____province/city_____

A.4. Address note:_____

A.5. Establishment website:_____

A.6. Name of contact person:_____**A.7.** Position of contact person_____

A.8. Contact person (Tel. no.) (1)_____(2)_____

A.9. Office Tel. no._____**A.10.** Contact person (email)_____

If the interviewee is different from contact person; otherwise skip to ➞A16

A.11. Name of the interviewee:_____**A.12.** Position of the interviewee:_____

A.13. Interviewee phone no.:_____**A.14.** Interviewee's office tel. no._____

A.15. Interviewee (email):_____

A.16. How many years have you been working here?:_____

SECTION B: GENERAL INFORMATION OF ESTABLISHMENT

B.1. When did your establishment start business?	Year: |___ ___ ___ ___|

B.2. Has your establishment been registered at the Ministry of Commerce or Provincial Department of Commerce or other institution?	Registered	1
	Not registered	2

B.3. The establishment is a/an: *(Choose only one answer)*	Individual proprietor (with no registration)	1
	Individual proprietor (with registration)	2
	General partnership	3
	Limited partnership	4
	Private limited establishment	5
	Public limited establishment	6
	Subsidiary of a foreign company	7
	Branch of a foreign company	8
	Commercial representative office of a foreign company	9
	Cooperative	10
	State owned organization (Include Autonomous organization)	11
	Non-Governmental Organization (NGO)	12
	Others (specify:_____)	13

B.4. The establishment is a: *(Choose only one answer)*	Single unit	1
	Head office	2
	Branch Office	3

B.5. What share of this company is owned: *(Choose only one answer)*	Cambodian (100%)	1
	Foreign (100%); Specify nationalities:_____	2
	Joint share; Specify the majority of share's nationalities: _____	3

B.6. Could you please briefly describe the main business activity of the establishment, and indicate your main products or services, and your customers: ***Example:*** *type of activities (provide, sell, or manufacture) and name of services, goods, or products →Provide law related consultants.*

_____ **Code ISIC**: |___|___|___|___|

B.7. At the end of 2019, please indicate what main market is:	Local/ National	1
	International/Export; please specify % of total output exported: _____%	2

B.8. Thinking about the three years up to the end of 2019, what best describes the situation in the establishment you work for? *(Choose only one answer)*	The business had been expanding into new markets	1
	The business had been expanding within its existing markets	2
	There was not much change	3
	The business had been contacting	4
	Don't know	5

B.9. In the three years up to the end of 2019, has this establishment engaged in any of the following? *(Can choose more than one answer)*	Goods innovations: New or significantly improved goods	1
	Service innovations: New or significantly improved services	2
	Production innovations: New or significantly improved processes you use to produce your goods and services	3
	None of the above	4

B.10. Are you a member of National Social Security Fund (NSSF)? *(Choose only one answer)*	Yes	1
	Not yet	2

SECTION C: EMPLOYMENT STRUCTURE

C.1. Could you please indicate the total number of regular employees and female employees as full-time equivalent at your workplace in the following years, including yourself? (Please indicate a part-time employee as 0.5)

	31/12/2019	**Present**	**31/12/2021**
Total			
Female			

C.2. Could you please indicate how many employees of your establishment work in each of the following occupations (In case of more than one occupation, choose the main one i.e. the one that takes up the greatest proportion of time)**:** (Please indicate a part-time employee as 0.5)

Occupation	**Number of people** ***(Please write 0 if not applicable)***	
	31/12/2019	**Present**
Managers *(This category includes chief executives; general and corporate managers; managing director; administrative, finance, production, service and sale manager; and regional and branch manager who plan, direct and coordinate the policies and activities of business and other organization)*		
Professionals *(Professionals increase the existing of knowledge, apply scientific or artistic concepts and theories, or teach in a systematic manner. Most occupations in this category- such as engineers, lawyers, economists, computing professionals, teachers and health professionals- require skills at graduate and postgraduate education)*		
Technicians and associate professionals *(This category performs mostly technical and related tasks connect with research and application of scientific, artistic, or operational methods. These occupations, which typically require skills at upper secondary or tertiary education, include industrial robot controllers, photographers and medical assistants)*		

Clerical support workers *(This category performs clerical duties with associated with money-handling operations, travel arrangements, requests for information and arrangement. Most of these jobs, such as secretaries, cashiers, or transport clerks, require skills at least lower secondary educations)*		
Service and sale workers *(This category provides personal services related to travel, housekeeping, catering, personal care, or protection, or they demonstrate and sell goods. Most occupations require skills at least lower secondary education)*		
Skilled agricultural, forestry, and fishery workers *(This group includes occupations that require skills at least secondary education or equivalent critical skills and knowledge such as crop growers, gardeners and dairy and livestock producers)*		
Craft and related trades workers *(This group applies their skills in the fields of mining and construction, making or repairing machinery, printing, processed food, textiles, or articles including handicrafts goods which involve the performance of complex physical duties that normally involve initiative, manual dexterity and other practical skills. Most of these occupations, such as builders, bricklayers, plumbers, or electronic mechanics require a substantial period of training)*		
Plant and machine operators, and assemblers *(This group operates and monitors industrial and agricultural machinery and equipment, drives and operates motor vehicles and mobile machinery, or assembles products. Most occupations have not a particular standard of education but will usually have formal experience related training)*		
Elementary occupations *(This group consists of simple and routine tasks that mainly require the use of hand tools plus physical effort. Most occupations in this group, such as cleaners, building caretakers, doorkeepers or laborers do not require formal education qualification).*		

SECTION D: EMPLOYMENT CHANGES

D.1. Since the end of 2019, have there been jobs where you have reduced the number of people working in certain jobs since the start of the Covid-19 crisis? *(Choose only one answer)*	Yes; number of workers: _____	1
	No ***GO TO QUESTION D.4***	2

D.2. Could you please indicate the top 6 occupations that have seen in employment reduction?	**Occupation**
	1:
	2:
	3:
	4:
	5:
	6:

D.3. What has been the main reason for reducing the number of people working in various jobs? *(Can choose more than one answer)*		
	Drop in demand for goods or services	1
	Social distancing / health and safety means not as many people can work	2
	Problems sourcing materials for the goods we produce	3
	Difficulties reaching customers and clients due to Covid-19	4
	Government requested closure of organization or parts of it due to COVID-19	5
	Cash flow problems meant could not keep workers employed	6
	Other (please specify) _____	7
	Don't know	8

D.4. Since the COVID-19 crisis have there been any jobs where you have increased the number of people employed? *(Choose only one answer)*	Yes; number of workers: _____	1
	No ***GO TO SECTION E***	2

D.5. Could you please indicate the top 6 occupations that have seen in employment increased?	**Occupation**
	1:
	2:
	3:
	4:
	5:
	6:

D.6. What has been the reason for taking people on into these jobs? *(Can choose more than one answer)*		
	Increase in demand for goods and services due to Covid-19	1
	Production of new goods and services due to Covid-19 (such as producing face masks, ventilators, sanitisers, etc.)	2
	Need to deliver business online	3
	Need to deliver goods and services direct to consumer	4
	Additional health and safety expertise required	5
	Additional digital expertise required	6
	Other (please specify) _____	7
	Don't know	8

SECTION E: CURRENT VACANCY

E.1. Currently, does your establishment have vacancies (including vacancies that were not advertised)? *(Choose only one answer)*		
	Yes; number of vacancy: _____	1
	No ***GO TO SECTION F***	2

E.2. Could you please indicate the top 6 occupations (from the top most vacancy) in which your establishment is having vacancies, its recruitment situation, and top 5 reasons of hard-to-fill vacancies?

No.	**Occupational title**	**Number of vacancies**	**Recruitment situation** 1=Very Difficult 2= Difficult 3= Normal 4= Easy 5= Very easy	**If C=1 or C=2, what are the top 5 reasons of hard-to-fill vacancies?**				
	A	**B**	**C**	**D1**	**D2**	**D3**	**D4**	**D5**
1								
2								
3								
4								
5								
6								

Code for reasons of hard to fill vacancy:

1-Too much competition from other employers
2-Not enough people interested in doing this type of job
3-Poor terms and conditions (e.g. pay) offered for post
4-Low number of applicants with the required skills
5-Low number of applicants generally
6-Lack of work experience the company demands
7-Lack of qualifications the company demands
9-Low number of applicants with the required attitude, motivation or personality
10-Job entails shift work / unsociable hours
11-Seasonal work
12-Location of employer
13- Low salary
14-People will not want to return to this job

8-Poor career progression / lack of prospects 15-Other:_____

E.3. What is the overall recruitment situation currently faced by your establishment? *(Choose only one answer)*	Very difficult	1
	Difficult	2
	Normal ***GO TO SECTION E5***	3
	Easy ***GO TO SECTION E5***	4
	Very easy ***GO TO SECTION E5***	5

E.4. What has been the impact of being difficult to fill these jobs? *(Can choose more than one answer)*	Delays putting into practice Covid-19 health and safety policies	1
	Lost orders	2
	Reduced levels of customer service	3
	Delays meeting customer demands	4
	Delays putting into place digital responses to Covid-19	5
	Increased workloads for others	6
	Harms productivity	7
	Slows innovation	8
	Other:_____	9

E.5. How do you find people to work in these jobs? *(Can choose more than one answer)*	Transferred staff from other parts of the organisation / reassigned existing workers to different roles; ***GO TO QUESTION E7***	1
	Recruited workers from the labour market	2
	Outsource	3
	Other (please specify) _____	4

E.6. What channels/methods do you use for recruitment from the labour market? *(Can choose more than one answer)*	Television	1
	Radio	2
	Newspaper	3
	Leaflet	4
	Job Center / National Employment Agency (NEA)	5
	Other job website (HRInc, Bong Thom, CamHR,……)	6
	Private recruitment agencies	7
	Facebook	8
	Career fairs	9
	Directly recruit from training institutions	10
	Network or alumni	11
	LinkedIn	12
	Announcement in front of establishment	13
	Other:_____	14

E.7. When you recruit people, do you…*(Can choose more than one answer)*	Recruit people who were fully trained and work-ready	1
	Recruited experienced workers but who needed to be trained to fill the job	2
	Recruited trainees / apprentices	3
	Other:_____	4

SECTION F: CURRENT WORKFORCE AND SKILLS DEVELOPMENT

F.1. Thinking about the three years up to now, has your establishment introduced the uses of ICT or technologies in the workplace? *(Choose only one answer)*	Yes	1
	No ***CONTINUE TO F.3***	2
	Don't know ***CONTINUE TO F.3***	3

F.2. Thinking about the three years up to now, from your observation could you please indicate the top 6 occupations that have experienced the increase of use or requirement of ICT skills?	**Occupation**
	1:
	2:
	3:
	4:
	5:
	6:

F.3. What best describes the highest level of ICT skills required for your employees to do their jobs? *(Choose only one answer)*	Basic	1
	Moderate level	2
	Advanced level	3
	No ICT skills needed in job	4

F.4. Thinking about the three years up to now, has your establishment experienced change/movement towards green jobs (technical skills, knowledge or values to support a sustainable environmental outcomes and/or resource-efficiency in business)? *(Choose only one answer)*	Yes	1
	No ***CONTINUE TO F.6***	2
	Don't know ***CONTINUE TO F.6***	3

F.5. Thinking about the three years up to now, from your observation could you please indicate the top 6 occupations that have experienced the change/movement towards green jobs (technical skills, knowledge or values to support a sustainable environmental outcomes and/or resource-efficiency in business?)	**Occupation**
	1:
	2:
	3:
	4:
	5:
	6:

F.6. How would you rate the level of establishment's green jobs (technical skills, knowledge or values to support a sustainable environmental outcomes and/or resource-efficiency in business)?	Basic	1
	Moderate level	2
	Advanced Level	3
	None	4

F.7. Do you have any problems related to your employees who do not perform jobs at the required level? *(Choose only one answer)*	Yes; number of employees:_____	1
	No ***CONTINUE TO QUESTION F.10***	2

F.8. Could you please indicate the top 6 occupations in which the problem is more severe?	**Occupation**
	1:

(Please list up from the most severity of the problem)	2:
	3:
	4:
	5:
	6:

F.9. Which of the following factors cause your employees not being able to do their jobs up to the required level? *(Can choose more than one answer)*	New to role	1
	Introduction of new working practices	2
	New working arrangement	3
	Staff lack motivation	4
	Not received the appropriate training	5
	Training is currently only partially completed	6
	Been on training but their performance has not improved sufficiently	7
	Unable to recruit staff with the required skills	8
	Problem retaining staff	9
	Introduction of new technology	10
	Other factors; please Specify:_____	11

F.10. Generally speaking, how well prepared are employees to deal with the changes which affect how they have had to work during the current crisis? *(Choose only one answer)*	Very well prepared	1
	Quite well prepared	2
	Not well prepared	3
	Not at all prepared	4

F.11. Have you provided training to your employees since the end of 2019? *(Choose only one answer)*	Yes	1
	No; ***CONTINUE TO F.16***	2

F.12. What training did you need to provide? *(Can choose more than one answer)*	Using applications remotely	1
	Using new applications and programs	2
	Basic IT or software skills	3
	Advanced IT or software skills	4
	Occupational health and safety	5
	Oral communication skills	6
	Written communication skills	7
	Food and safety handling	8
	Production and inventory management	9
	Working with numbers	10
	Logistics	11
	Operating computer-based machinery	12
	Quality control and assurance	13
	Customer service	14
	Foreign language skills	15
	Other: _____	16

F.13. How did you provide training? *(Can choose more than one answer)*	Used external training organisations to deliver training	1

	Delivered training internally	2
	Delivered training online	3
	Delivered training in person	4
	Set up a technical help line for staff	5
	Staff have provided advice and solutions to other staff as needed	6
	Other: _____	7

F.14. Did you experience any difficulties in providing training to existing employees?	Yes	1
	No; ***CONTINUE TO F.16***	2

F.15. What the reason of difficulty? *(Can choose more than one answer)*	Shortage of training organisations that able to deliver skills training	1
	No or poor information on courses	2
	No or lack of training course	3
	Low quality of training course	4
	No or lack of trainer available	5
	Low quality of trainers	6
	Other: _____	7

F.16. Generally speaking, how easy has it been to provide training to staff in order that they might work from home/remotely? *(Choose only one answer)*	Very difficult	1
	Quite difficult	2
	Normal	3
	Not difficult	4
	Not at all difficult	5
	No training provided	6
	Don't know	7

F.17. Of those who remain in employment at the present, approximately what percentage are currently…?	Working from home/remotely	_____%
	Are working reduced hours	_____%
	Are being suspended but getting paid at least in part	_____%
	Are being suspended and not getting paid	_____%
	Working as usual	_____%

***Note:** - Working from home/remotely refers to any employees who spends not more than 40% of their total working days or not more than 10 days per month working from office.
- The total percentage is 100%

F.18. Among the employees who are working from home/remotely, could you please indicate the top 6 occupations who have been working from home/remotely?	**Occupation**
	1:
	2:
	3:
	4:
	5:
	6:

SECTION G: THE FUTURE

G.1. Thinking about the next 12 months, do you expect employment to *(Choose only one answer)*	Increase to above pre-Covid 19 levels	1
	Return to pre Covid-19 levels	2
	Increase, but will be below Pre-Covid-19 level	3
	Decrease, a little	4
	Decrease a great deal	5
	Don't know	6

G.2. In the next 12 months are there any Covid-19 related issues which might provide opportunities for this establishment? *(Choose only one answer)*	Yes	1
	No; ***CONTINUE TO G.4***	2

G.3. What are those opportunities? *(Can choose more than one answer)*	Production of health care related products (e.g. ventilators, face masks, etc…)	1
	Production of goods which would usually be imported	2
	Distributing goods (e.g. home delivery services)	3
	Delivery of health related services (e.g. providing services to hospitals and clinics, track and trace services)	4
	Delivery of care services (e.g. looking after people in their homes)	5
	Provision of information on Covid-19	6
	Expanding into e-markets/online platforms	7
	Production of energy/supplementary food and drinks	8
	Other: _____	9

G.4. When the recovery begins and/or in order to take advantage of the above opportunities if any, will you need to recruit more people? *(Choose only one answer)*	Yes	1
	No; ***CONTINUE TO G.7***	2

G.5. Could you please indicate the top 6 occupations in which you will be looking to recruit people into as response to the business recovery and/or in order to take advantage of the opportunities?	Occupation
	1:
	2:
	3:
	4:
	5:
	6:

G.6. How will you fill these jobs? *(Can choose more than one answer)*	Recruit fully skilled workers	1
	Recruit staff who will need to be trained to do job	2
	Use staff temporarily suspended to fill these jobs	3
	Outsourcing	4
	Other (please specify) _____	5

G.7. Which of the following skills will be important for your establishment? *(Can choose more than one answer)*

Active listening	1
Critical thinking	2
Monitoring	3
Reading comprehension	4
Speaking	5
Writing	6
Problem solving	7
Coordination	8
Instructing	9
Time management	10
Operation monitoring	11
Operation analysis	12
Quality control analysis	13

Troubleshooting	14
Decision making	15
System analysis and evaluation	16
Basic computer	17
Data management	18
Graphics	19
English language	20
Chinese language	21
Customer handling	22
Technical skills	23
Practical skills	24
Specific software skills	25
Other:_____	26

SECTION H: GOVERNMENT INTERVENTION

H.1. Since the end of 2019, has your establishment experienced any of the following? *(Can choose more than one answer)*

Whole business suspension; please indicate the total duration of suspension:_____days	1
Partial business suspension; please indicate the total duration of suspension:_____days	2
Reduction in operating hours; please indicate the number of days when the operating hours are reduced:_____days, and average hours reduction per day:_____hours/days	3
Negotiation and agreement with employees to reduce wage/salary, but maintain the same working hours	4
Negotiation with landlord to reduce rental fee or delay in rental fee payment	5
Other:_____	6
No	7

H.2. If your business operation/production capacity in December 2019 is 100%, what is your business operation/production capacity during the following periods in 2020?

	2019	**2020**				**2021**			
	Q4	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Business operation/production capacity	**100%**								

H.3. How do you think your business will emerge after the long-term crisis? *(Can choose more than one answer)*	The business will be better off	1
	The business will be the same as before Covid-19	2
	The business will be worse off	3
	Uncertain	4

H.4. Has your establishment requested and received any government's aids or subsidies under the government's intervention policies during the Covid-19? And how helpful do you think that are? Please rate from 1: Extremely helpful to 5: Not helpful at all

No	**Programs/interventions**	**Requested**	**Received**	**Helpfulness**
For all sectors				
1	Job vacancy advertisement and recruitment service by the National Employment Agency (NEA)	1	2	1 2 3 4 5
2	Loans and Loans restructuring (Agricultural and Rural Development Bank, SME Bank, and Microfinance institutions)	1	2	1 2 3 4 5
3	Exemption on minimum tax for aviation sector (Airlines companies)	1	2	1 2 3 4 5

For Garment or Tourism Sector								
4	Exemption of payment for the National Social Security Fund	1	2	1	2	3	4	5
5	Wage subsidies for suspended workers	1	2	1	2	3	4	5
6	Soft skills training for suspended workers	1	2	1	2	3	4	5
7	Tax holiday on income for garment sector	1	2	1	2	3	4	5
8	Tax exemption, including all types of monthly taxes. (Example VAT, tax on property rental, patent tax, tax on salary….)	1	2	1	2	3	4	5
9	Exemption from comprehensive tax audit	1	2	1	2	3	4	5
10	Exemption from payment of all types of tourism license renewal	1	2	1	2	3	4	5
Others								
11	Other:_____	1	2	1	2	3	4	5
12	Other:_____	1	2	1	2	3	4	5

H.5. Overall, to what extend do you think the government's policies, measures, aids, or subsidies have helped with employment protection? *(Choose only one answer)*	Extremely helpful	1
	Very helpful	2
	Moderately helpful	3
	Slightly helpful	4
	Not helpful at all	5

H.6. What kind of government support do you think would be helpful for better employment or skills development outcomes?	1.
	2.
	3.

Thank you for completing the questionnaire.

Appendix D: Jobseeker Questionnaire

Name of interviewer:_____
Date of interview:_____

INTERVIEW QUESTIONS

PART A: PROFILE

A.1. Phone number:

A.2. Gender:

A.3. Province:

A.4. Age:

A.5. Highest education attainment:

A.5.1. Field of study:

A.6. Current status (Student, in employment, Self-employed, A trainee or apprentice, Not in employment, looking for a job, etc):

PART B: EMPLOYMENT

- ***For employed youth group***

B.1. What is your current occupation?

B.2. In which sector are you working?

B.3. Via what channels/methods did you use to get the job?

B.4. For how long had you spent on looking for a job?

B.5. How difficult is it for you to look for a job? What are the reasons? **1: very difficult to 5: very easy**

B.6. Do you think that your qualification/degree level best matches your current job?

B.7. Have your conditions of work changed because of the Covid-19? (e.g. hours of work, income, entitle to sick leave)

B.8. In the near future, would you consider looking for a new job? If yes, why?

- ***For unemployed youth group or people who are looking for a job***

B.9. What are your top 3 occupation preferences?

B.10. In which sector are looking to work?

B.11. What channels/methods are you using to seek for a job?

B.12. How difficult is it for you to seek for a job during this Covid-19? **1: very difficult to 5: very easy**.

B.13. What do you think are the reasons for your difficulty in getting a job?

B.14. Previous work experience, if any

- duration:
- occupation:

- sector:
- **(*for employed people*)** what are the reasons for changing your previous job to current job?

PART C: SKILLS DEVELOPMENT

C.1. Have you attained any skills training program? If yes, which program and who provide the training?

C.2. What are the top 6 skills that you have? (***For employed youth group only***) How useful are the skills you currently have utilized in your current job?

C.3. What are the top 6 skills that you think are important or demanded by employers during this Covid-19 crisis?

C.4. What are the top 6 skills that you need, want or would like to retrain?

PART D: FURTHER INFORMATION

D.1. Is there anything that you would like to say about your employment/job seeking situation/skills need during the Covid-19?

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