Academy of Culinary Arts Cambodia (ACAC)

Presentation: Project Results Framework

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Results Framework

What is it?

- A results framework is an outline of the different levels, or chains, of results expected from a particular project or program
- The results specified refer to the longer-term objectives (“outcomes” or “impact”) and the intermediate outcomes and outputs that lead to, those desired longer-term objectives

Why do we need it?

- It is difficult to know if programs have succeeded or failed if the expected results are not clearly defined (did we succeed or fail?)
- To define what is to be achieved through the project or program and by when
- It helps monitor progress toward objectives, and assists with adjustment and management of program implementation

Steps in Developing the Model for ACAC Project

- Identifying long-term goals
- Backwards mapping and connecting the conditions or requirements necessary to achieve that goal (from the general to the specific)
- Identifying basic assumptions and understanding the context (including potential beneficiaries)
- Identifying the activities that the project will undertake that leads to the change that is desired
- Developing indicators to measure outcomes to assess the results

➔ measure against these indicators to assess performance

Context

- *Skill Gap and Job Opportunities for Youth*
- With a fast growing population, Cambodia needs development of new private sector jobs. ACAC will assist in bridging the skill gap between the new jobs opening in the hospitality sector and youth entering the labor market
- Cambodia will benefit from a strong TVET system
- Government, Education providers and Private sector should work together to support a strong TVET system – PPP
- *Tourism Market Development*
- The Cambodian hospitality sector is confronting a shortage in trained and skilled personnel which may hold back its future growth and inhibit investment in this sector.
- Tourism Development is important for Trade and export development in Cambodia
- The target of 8 million foreign visitors by 2020

Who will benefit?

- The project will target a number of immediate, intermediate and long-term beneficiaries

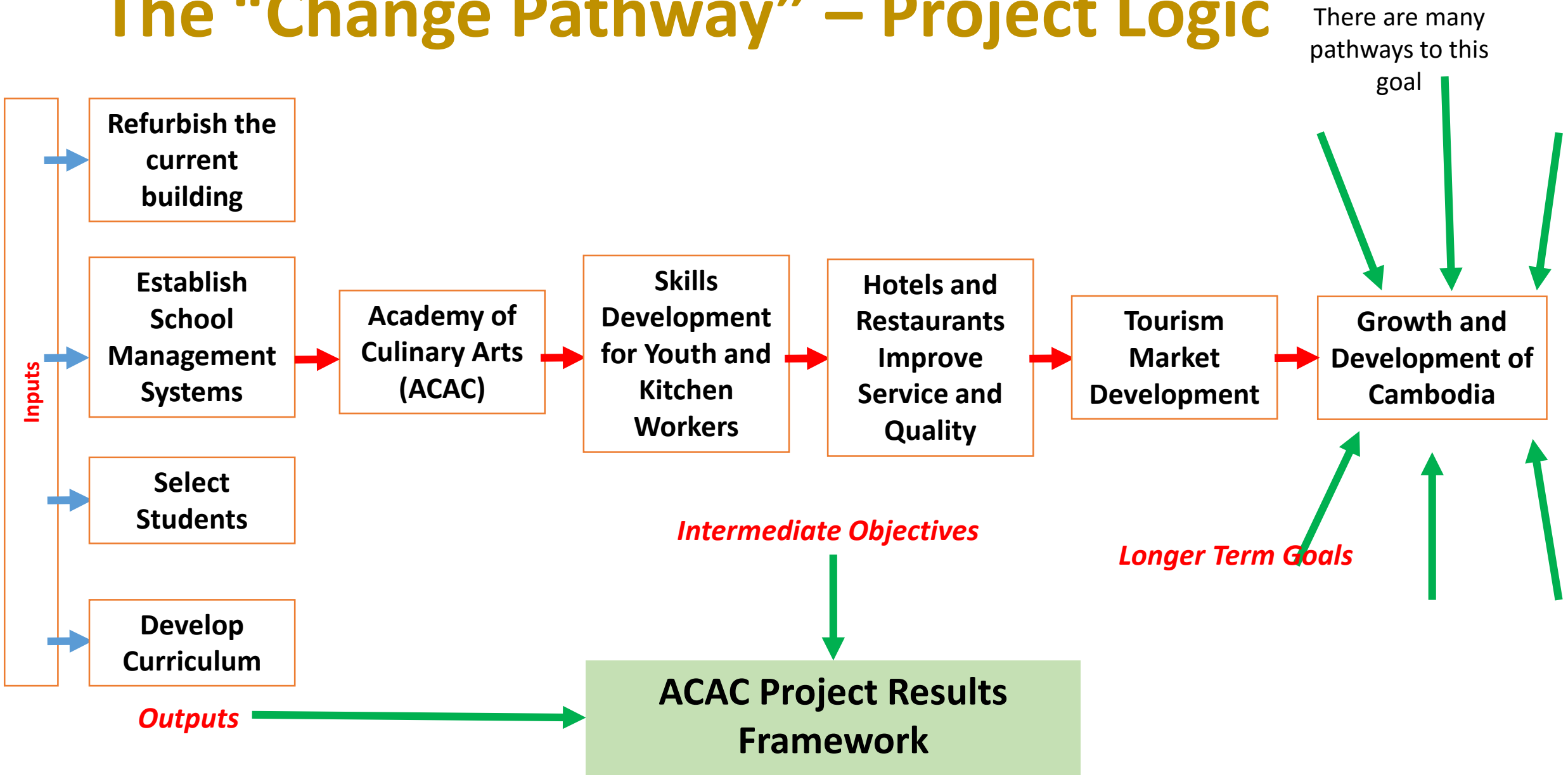
Immediate beneficiaries:

- Skilled Cambodian youth that find post-graduation employment through ACAC and/or as a result of their training through ACAC.
- Current kitchen and beverage-related staff employed in the hotel and restaurant sector and whose skills are upgraded through ACAC training

Intermediate and long-term beneficiaries:

- Existing hotels and restaurants that get greater access to skilled kitchen and beverage-handling staff
- Potential investors in the hospitality sectors that find greater availability of trained kitchen staff in the labor market
- Cambodian youths that have the prospect of a better organized entry path into the hospitality sector

The "Change Pathway" – Project Logic



ACAC Results Framework

Outcome #1: Cambodian hotel and restaurant operators are able to improve the quantity and quality of their offering through improvements in the number and quality of trained Cambodian kitchen staff available in the labor market.

Pre-Opening Outputs

- Output 1: The building is refurbished and new equipment is purchased to ready the facility provided by a philanthropist businessman (in need of upgrading and equipment) for is use by ACAC
- Output 2: School Director is identified and recruited.
- Output 3: ACAC management, finance, audit, teaching and student recruitment systems put in place
- Output 4: School staff is identified and recruited to be ready at start of ACAC
- Output 5: A baseline survey of Hotels and Restaurants in the area of kitchen and related staff is conducted, focusing on skill needs and sanitary standard needs
- Output 6: Training modules/course curricula are developed in consultation with the private sector and partly in response to needs identified in the baseline survey

Explained in more detail below

ACAC Results Framework

Operation of the School: Yearly Outputs

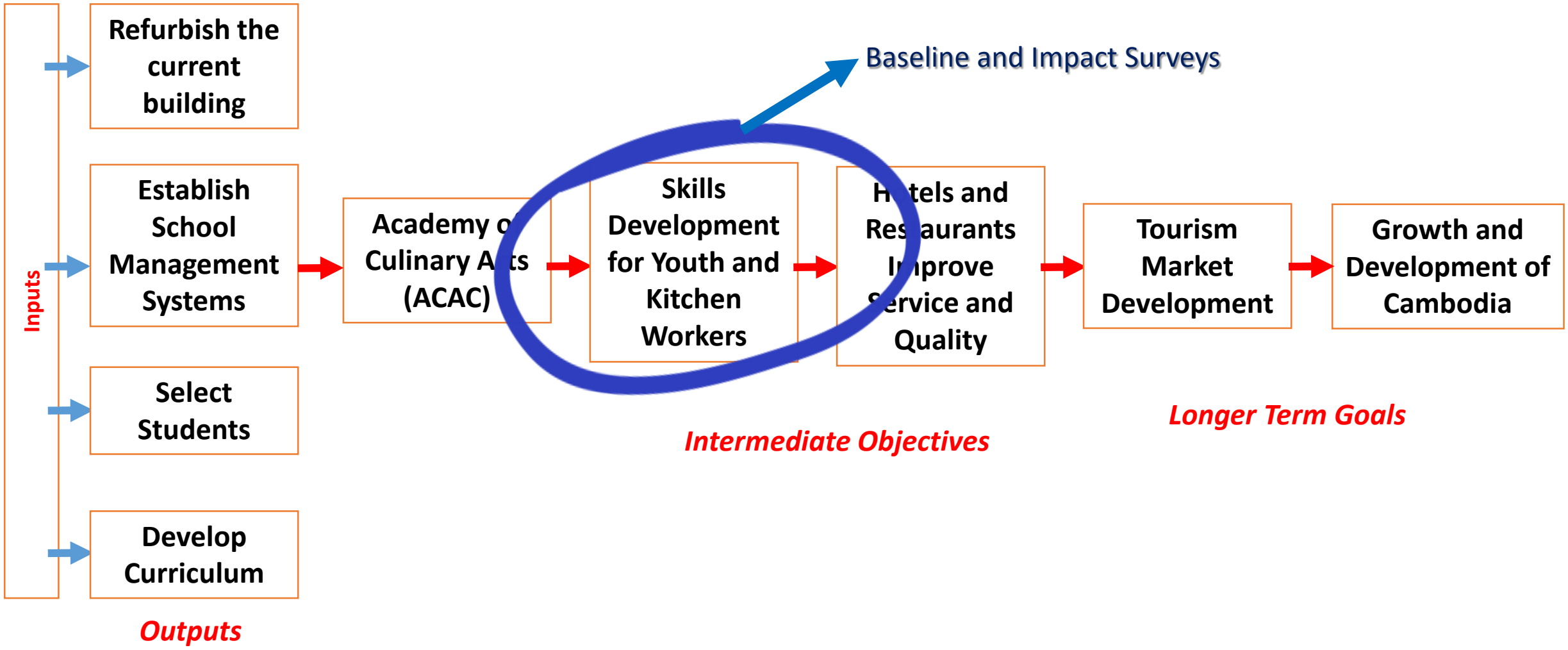
- Output 7: 96 students are trained On-Campus and receive “Culinary Arts Diploma” following a two-year training program (48 during Year 1)
- Output 8: 48 professionals already engaged in the industry are retrained On-Campus yearly through Personal Skill Development (PSD) Program (24 during Year 1)
- Output 9: Short courses are delivered Off-Campus in hotels and restaurants focusing on hygiene, cost control, other areas and offered to interested non-professionals (expats, food fanatics, etc.)
- Output 10: Survey of Hotels and Restaurants in the area of kitchen and related staff carried out under Output 5 is repeated at the end of project period to measure progress

ACAC Results Framework

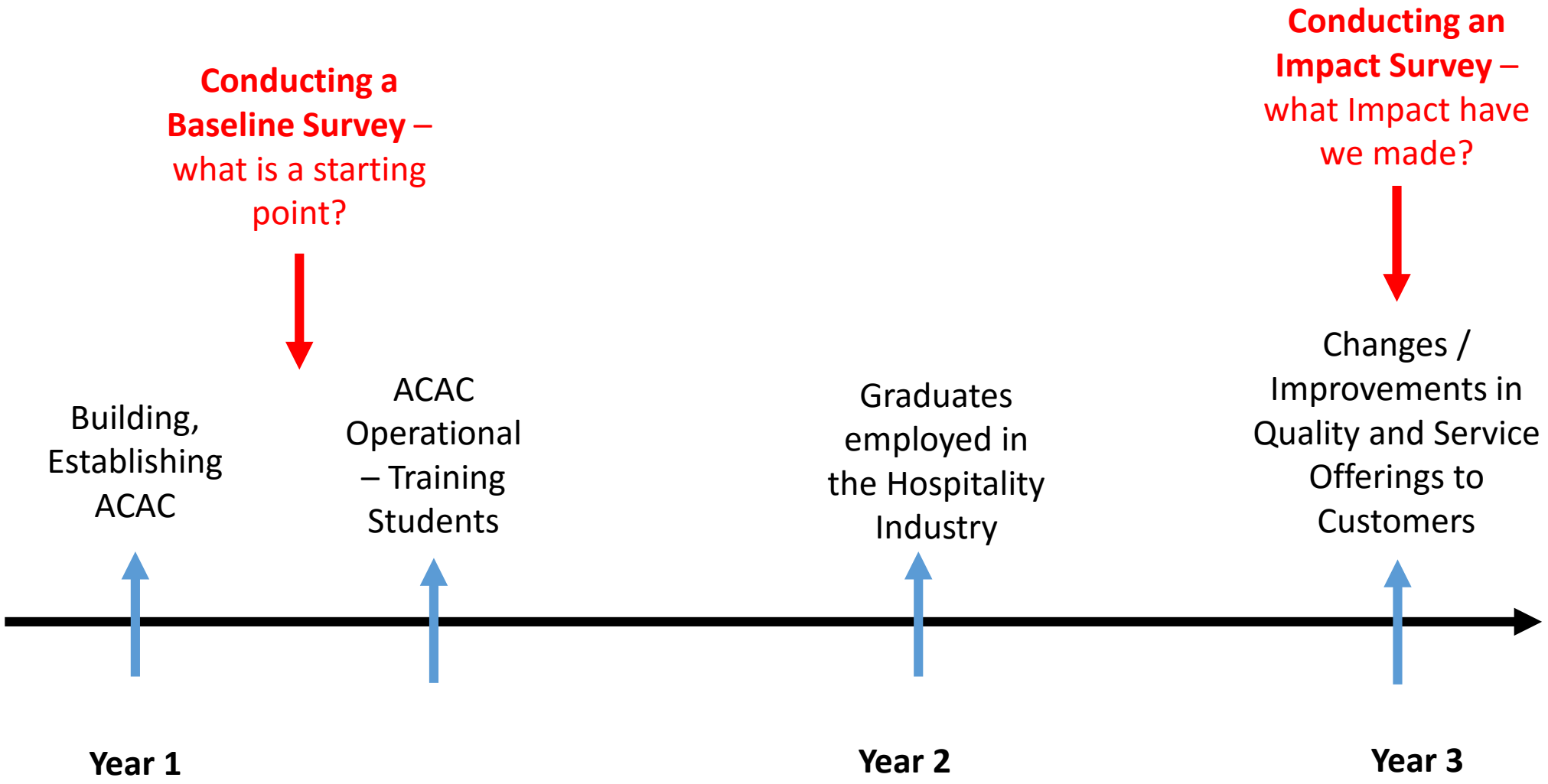
Outcome# 2: A governance and financial model has been put in place to ensure long term sustainability of the School independent of Development Partners financial support

- Output 1: A Public-Private Partnership is created to establish ACAC.
- Output 2: A mixed Governing Board is formed to lead ACAC and meets regularly (initially every quarter; later, every six months)
- Output 3: Annual budgets for Year 1 through 3 are established with main income from Development Partners
- Output 4: Annual budgets are established for Year 4 and 5 showing main coverage of costs through Government and Private Sector contributions as well as Tuition and Fees

The “Change Pathway” – Recap



Project Timeline and Measuring Results



Survey Competencies

- Personnel Effectiveness
- Mathematics, Basic Computer Skills
- Communication
- Basic Marketing and Customer Focus
- Planning & Organizing: Plan and prioritize work to manage
- Applied Technology
- Quality Assurance & Quality Control
- Health & Safety
- Understanding of principles and processes of food handling and cooking
- Machinery & Equipment identification and usage
- Knife Skills
- Identification and use of ingredients
- International and regional cuisines
- Menu development
- Pre-Preparation kitchen & butchery
- Cold Kitchen
- Hot Kitchen Western & Asian
- Bakery Pastry & Confectionary
- Food Safety & Security based on GMP, HACCP principles

To be assessed before students are trained and assessed after 2-3 years to measure impact of the project

Questions?