

## FINAL PROJECT REPORT

United Nations Development Programme Cambodia

Project Title: Flood Early Recovery Assistance Project

From 15 January 2012 to 15 January 2013



The validation workshop on National Contingency Plan held on 13<sup>th</sup> July 2013 between National Committee for Disaster Management (NCDM), UN agencies, CSOs and Development Partners in Phnom Penh, Cambodia.

**Project ID:** 00081196

**Duration:** 12 months

**Component (Strategic Plan):** By 2015, National and local authorities, communities and private sector are better to sustainably manage ecosystem goods and services and response to climate change

**Total Budget:** USD 100,000.00

**Implementing Partners/Responsible parties:** UNDP

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## Executive summary

This report summarizes the achievements of FERA project which was implemented from 15th January 2012 to 15th February 2013. The project achieved 3 main outputs which were supporting and contributing to UNDP's country initiated plan, outcome 1 of UNDAF and outcome of CPAP. Those 3 outputs include (1) the coordination role of UNRC strengthened, (2) conducted livelihood recovery needs assessment and (3) enhanced capacity NCDM to address early recovery assistance.

The main contribution of this project was to strengthen the coordination role of UNRC in Disaster Risk Reduction with other relevant stakeholders such as UN agencies, NCDM, line ministries, SCOs and DPs. As a result, NCDM is able to coordinate with relevant stakeholders for better planning to prevent disaster events in Cambodia. Besides this, NCDM is being able to prepare national and provincial contingency plan and organize disaster preparedness meeting with key stakeholders. Furthermore, NCDM is also able to conduct rapid needs assessment when disaster occurs in Cambodia as well as post-disasters needs assessment and able to organize national forum on Disaster Risk Reduction and to mobilize resources from various partners.

Despite, the project has achieved its certain outputs and results within one year period. However, there were some key issues and challenges detected during the project implementation; including the limitation of knowledge, skills and internal coordination of NCDM senior officials in leading coordination meetings, workshops, and national forums on DRR. In addition, the limitation of coordination between NCDM and line ministries remains a key challenge. Furthermore, NCDM has been developing many important documents but hasn't used them yet.

During the implementation period, the project found that there were several humanitarian response networks existing in Cambodia such as UNDMT led by UNRC and Humanitarian Response Forum (HRF) led by WFP, Humanitarian Accountability Network (HaNet) led by World Vision Cambodia, Cambodia Humanitarian Response Forum (CHF) led by local NGOs named PADEK, and NCDM-Technical Working Group. Among these networks, there is only one HRF network led by WFP that would be able to work and function well. Another challenge of the FERAP project was related to the discrepancies of recovery needs assessment conducted by various UN agencies, CSOs due to lack of accurate and reliable information from the disaster scene. This reason caused lack of coordination at the national and provincial level and misused humanitarian assistance. In order to improve coordination in humanitarian assistance, UNDP recently has been assisting NCDM to establish Disaster Management Information System (DMIS) since August 2012 to present. The DMIS will be officially launched in August 2013.

The lessons learnt of the project were implying that recent disasters have prompted efforts to strengthen disaster preparedness, disaster risk management and coordination for better and effective response in Cambodia. The lessons learnt from the FERAP project were identified as follows:

The project assisted NCDM and PCDMs to prepare the national and provincial contingency plans in 5 target provinces. The plans included the main 3 components in DRR content such as disaster preparedness, emergency response, and recovery phase to ensure the NCDM and PCDM can use their National and Provincial Contingency Plans to cope with future disaster events. As a result, NCDM and PCDM have been putting these 3 components in their National and Provincial Contingency Plans and also replicating it into other provinces. In addition, NCDM and PCDM considered its national and sub-national contingency plans as an important tool for response to future disaster events effectively.

With UNDP technical and financial support, NCDM was able to prepare the stakeholder disaster preparedness meetings for the 2012 flood. As a result, NCDM has been using this model to prepare and replicate at national and sub-national levels. NCDM also was able to organize the 22<sup>nd</sup> National Forum on DRR on 30<sup>th</sup> October 2013 in Phnom Penh, Cambodia. The main theme of this national forum focused on mainstreaming DRR/CCA into national and sub-national development plan. There were 160 participants attending this forum, these included NCDM, line ministries, UN agencies, CSOs, DPs and 50 female participants. Based on this experience, NCDM has replicated this theme in the 23<sup>rd</sup> National Forum on DRR in Siem Reap province and requested UNDP to participate in supporting groups to organize the national forum on DRR and to mobilize stakeholders to participate in this event.

The project's recommendations should be focused on strengthening the humanitarian coordination mechanism at national level and sub-national level, the sustainable humanitarian forum should be led by NCDM, and a joint livelihood recovery needs assessment with UN agencies and other CSOs need to be replicate for conducting the needs assessment in the future disaster event. The establishment of the Disaster Management Information System (DMIS) at national and sub-national would be able to address the coordination issues at national and sub-national level. UNDP should provide technical and financial assistance to support and build the capacity of the Early Warning System in Cambodia. Furthermore, UNDP should encourage UNICEF to work closely with NCDM and MoEYS in order to improve public awareness on disaster management at the national and sub-national level.

## I. Context

In the last quarter of 2011, a combination of successive typhoons and heavier-than-average monsoon rains caused extensive flooding across Cambodia. The National Committee for Disaster Management (NCDM) reported that 354,217 households or 1.77 million people in 18 of the country's 24 provinces were affected, including 700,000 children. The flood waters forced 51,594 households to displace and killed 250 people mostly among children due to drowning. As a result, there were 423,449 hectares of rice fields affected with 265,804 hectares reportedly destroyed representing 10.7% of total rice fields. Total damages to roads and bridges, schools, health centres and other infrastructure were estimated by the Royal Government of Cambodia to reach a total cost of \$100 million.

The experiences in response to the 2011 Cambodia's Floods showed that, in the middle of September 2011, the UN Disaster Management Committee (UNDMT) chaired by UNRC held a regular weekly meeting to discuss on the immediate responses and formulated Central Emergency Response Fund (CERF) proposals to support affected households. The UNDMT also organized a number of meetings with NGOs, EU, USAID and ADB to exchange and update information. As a result, the UN Resident Coordinator in Cambodia announced on 24 October that USD 4 million was allocated from the CERF in response to the flooding event. The CERF's funds would be delivered to priority sectors for short term emergency and long term rehabilitation as the following: food assistance; shelter; water, sanitation and hygiene; agriculture, education and UNDP received USD 100,000.00 from TRAC 1.1.3 to implement the Flood Early Recovery Assistance Project (FERAP) in 5 targeted provinces namely Prey Veng, Kratie, Kampong Thom, Siem Reap and Kampong Chhnang.

The intended outcomes of the FERAP project were initiated plan and linkage with Country Programme Results and Resource Frameworks as stated: By 2015, National and local authorities, communities and private sector are better able to sustainably manage ecosystems goods and services and respond to climate change and **CPAP Output 2.3:** National Strategy, programme, and financing mechanism established for cohesive climate change and DRR response at national, sub-national, and community levels.

There were 3 main intended outputs to support the Country Programme Results and Resource Frameworks. These intended outputs include:

*Intended output 1:* Effective coordination of the UN system with relevant government agencies, development partners and CSO to support the efforts of the Royal Government of Cambodia for humanitarian relief and recovery.

*Intended output 2:* A quality joint early recovery needs assessment with the participation of UN agencies and key stakeholders finalized.

*Intended output 3:* Technical advice in support of early recovery planning and preparedness, and development of an early recovery programme.

In addition, the project's achievements have provided support to the RGC's Rectangular Strategy and the National Strategic Development Plan (NSDP) 2009-2013. Therefore, the risk reduction is identified as a cross cutting concern in public works, transportation, economic

and social development and other related sectors. The issue is however, receiving increasing attention in the National Programme for Sub-National Democratic Development (NP-SNDD), particularly in promoting commune-level development planning and investment

The main stakeholders of the FERAP consisted of the National Committee for Disaster Management (NCDM), line ministries, Provincial, Districts, Communes Committee for Disaster Management (PCDM), UN-agencies, Civil Societies Organizations and Development Partners.

The main beneficiaries of the project were 540 people, who were participated in FGDs, 300 participants consisted of NCDM, PCDMs, Provincial Departments, UN agencies, and CSOs those people were attended in the 5 dissemination workshops on livelihood recovery needs assessment and 70 participants from local NGOs attended the validation workshop on livelihood recovery needs assessment. In addition, there were 450 people who were identified as the main beneficiaries of the project such as NCDM and line ministries those who attended the national forum on DRR and dissemination workshop on national and provincial contingency plans.

The project was directly implemented by UNDP-Energy & Environment cluster and followed UNDP procedures for effective delivery of project results. A Project Board was established with the Resident Representative as Executive and UNDP Country Director as Senior Supplier and one representative from NCDM, WFP, FAO, IOM, UNICEF and UNOCHA. The project coordinator was a staff member of the Energy and Environment Unit of UNDP. The main Government counterparts of the project consisted of the National Committee for Disaster Management (NCDM) and Provincial Committee for Disaster Management (PCDM) whose were offered a coordination framework to support the livelihood recovery needs assessment at the national, provincial and district levels. The project coordinator was based in UNDP CO and reported directly to head of UNDP-Energy & Environment Cluster.

## II. Performance review

### II.1. Progress review

#### II.1.1. Overall progress towards the UNDAF outcome

**In order to contribute to achieve UNDAF's outcome 1:** By 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth. In relation to support the UNDAF's outcome 1, the FERA project provided technical assistance to support UNRC for effective communication and coordination with the NCDM and line ministries, UN agencies, CSOs, development partners and donors. It also hired the two national and international consultants to conduct livelihood recovery needs assessment and formulated the framework for implementing the livelihood recovery project in Cambodia as well as provided technical inputs to support PCDM and NCDM to develop the Provincial Contingency Plan and the National Contingency Plan.

#### II.1.2. Overall progress towards the CPAP outcome and output(s) relating to your project

**In order to contribute to achieve outcome 2:** By 2015, National and local authorities, communities and private sector are better able to sustainably manage ecosystems goods and services and respond to climate change and **output 2.3:** National Strategy, programme, and financing mechanism established for cohesive climate change and DRR response at national, sub-national, and community level. In relation to support the outcome 2 and output 2-3, the FARAP provided technical assistance to support NCDM and PCDMs to prepare the National and Provincial Contingency Plans in order to make effective coordination and resource mobilization when disaster occurs in Cambodia. It also supported NCDM to organize the 22<sup>nd</sup> National Forum on mainstreaming DRR/CCA into national and sub-national development plans. As a result, NCDM has able to replicate this model in the 23<sup>rd</sup> national forum on mainstreaming DRR/CCA into national and sub-national Democratic and Development Plans.

#### II.1.3. Capacity development

- *Institution building:* The FERAP project's coordinator worked closely with NCDM, NCDD-S, line ministries, Join Action Group (JAG), UN-Agencies, Development Partners and SCOs to develop ToR for DRR support group, provided technical assistance to support NCDM to prepare work-plan, goal, objective, activities and concept note for the national forum, prepared the national contingency plan and assisted NCDM to establish Disaster Management Information System (DMIS).
- *Advances in legislative environment:* Reinforce Provincial Emergency Preparedness and Response Plans in 5 target provinces namely Prey Veng, Kratie, Kg-Thom, Siem Reap and Kg-Chhange provinces and assisted NCDM to prepare the National Contingency Plan.
- *Policy tools:* Provided comments on the Draft of Disaster Management Law, Strategic National Action Plan (SNAP) 2008 – 2013.
- *Equipment* for supporting the FARAP project includes 2 laptops, 1 copier, 2 desks, 2 chairs and 1 bookshelf.
- *Training of national counterparts:* Mobilized national counterparts officials from NCDM, line ministries to attend various meeting in locally and overseas.

- *On-the-job mentoring:* The FERAP's project coordinator attended two trainings on the Community Practitioner on DRR and Standard Operation Procedure (SOP) for early warning system, and participated in 2-year rolling plan organized by UNDP CO Cambodia.
- *Organized meetings* to validate NCP, preparation and consultative workshops to review existing National and Provincial Contingency Plans and supported NCDM to organize national forum on DRR.

#### **II.1.4. Impact on direct and indirect beneficiaries**

The direct and indirect beneficiaries of the FERAP are listed as follows:

The UNRC function's communication and coordination are well-functioning and working closely with National Committee for Disaster Management (NCDM), line ministries, Provincial Committee for Disaster Management (PCDM), UN-agencies, Civil Societies Organizations and Development Partners. As a result, UNRC has established humanitarian assistance coordination mechanism through UNDMT and Humanitarian Response Forum (HRF).

NCDM's national coordination roles have been strengthened: it organized a number of coordination meetings for preparation of the floods disaster preparedness plan 2012, validation workshop for the national and provincial contingency plans and organized the 22<sup>nd</sup> National Forum on DRR with the main theme of mainstreaming DRR/CCA into national and sub-national development plans. The FERA project outputs focused on enhancing the coordination mechanism to have the coordination considered as a cross cutting issue for disaster management in Cambodia. Furthermore, 300 local people, 50 members of district committee for disaster management members and 100 members of commune committee participated in conducting the livelihood recovery needs assessment.

In order to establish a long term recovery plan, the FERAP's project coordinator provided technical and financial support to NCDM and 5 of 24 PCDMs to prepare the national and provincial contingency plans. Those plans recently have been reviewed and updated by NCDM and PCDMs with participation of SCOs and UN agencies in those respective provinces.

## **II.2. Implementation strategy review**

### **II.2.1. Participatory/consultative processes**

The main achievement of the project was to provide communication and coordination to strengthen the role and responsibility of UNRC through consultation and participation from relevant stakeholders such as UNDMT, NCDM, Line Ministries, CSOs and Development Partners (PDs). Similarly, the livelihood recovery needs assessment and its framework report was prepared with consultation of relevant key stakeholders such as UNDMT, UN- agencies, NGOs with full participation of 540 local people through 18 Focus Group Discussions in 3 targeted provinces, namely Prey Veng, Kratie and Siem Reap. The project also provided technical and financial assistance to support NCDM and PCDM to prepare their National and Provincial Contingency Plans in 5 targeted provinces: Prey Veng, Kratie and Siem Reap, Kampong Thom and Kampong Chhnang. The plans were developed in consultation with



various stakeholders included UN agencies, PCDM, provincial departments, and SCOs. As a result, 5 targeted provinces have developed and printed their provincial contingency plans.

### **II.2.2. Quality of partnerships**

The main partners of the FERAP's project consisted of the National Committee for Disaster Management, line ministries, Provincial Committee for Disaster Management (PCDM), UN-agencies, Civil Societies Organizations and Development Partners.

National Committee for Disaster Management plays the main role as the leading institution in communicating and coordinating the relevant activities to provide guidance and assist partner organizations, relevant ministries and local authorities for effective responses to future disaster events as well as for the restoration of the affected area which is the most important activity to reduce the impact of the disaster on the communities. Obviously, NCDM has a good structure from the National to Village levels but limited financial resources to support that structure to ensure it can function well and respond to disaster events on time.

Civil Society Organizations (CSOs) in Disaster Management in Cambodia are playing a very important role, especially in response to the 2011 Cambodia's Floods. NGOs distributed resources, funds and provided technical support to communities and families who have been living under the poverty line. Both NCDM and CSOs are playing very important roles to complement each other in terms of humanitarian assistance.

The Development Partners have wide roles in disaster management context because they have their own budgets so they can contribute with funds to respond to immediate humanitarian needs and have the ability to provide financial assistance to support recovery and reconstruction process.

UN agencies are also among the most important stakeholders in DRR context. They are experienced in responding to disaster events effectively through UNDMT coordination mechanism and Humanitarian Response Forum. The role of each UN agency is clearly defined in UNCT's Disaster Preparedness Plans.

### **II.2.3. National ownership**

NCDM shows great interest and commitment to take ownership role and lead disaster management in Cambodia. They have a vigorous structure at the national, provincial, district, and commune levels. Each of the Provincial Committees for Disaster Management has its own secretariat. They have also prepared national and provincial contingency plans in order to respond to potential future disaster events in Cambodia. However, the NCDM doesn't have its own national budget, human resources and materials to respond to disasters. Therefore, NCDM has been recently trying to submit the Disaster Management Law to get approval from the National Assembly. This law would enable NCDM to mobilize resources from the Royal Government of Cambodia. Despite limited access to national budget and other resource, NCDM shows strong commitment to support projects implemented by SCOs, UN agencies and Development Partners.

## **II.2.4. Sustainability**

The FERAP was directly implemented by UNDP's E&E Unit. Therefore, the project provided technical and financial assistance to support UNRC's coordination roles to respond effectively to disaster events. As a result, the UNRC has coordination mechanism in place through Humanitarian Response Forum (HRF). Through this coordination mechanism, the UNRC has the ability to work closely with NCDM, line ministries, SCOs and DPs to organize stakeholders and disaster preparedness meetings, dissemination and consultative workshops and organize the 22nd National Forum on DRR. Based on experience of UNDP's assistance, NCDM has been able to mobilize resources from CSOs and DPs and continue to organize national forum on DRR every quarter.

In addition, the NCDM has been developing and validating the national and provincial contingency plans which was covered the Disaster Preparedness, Emergency Response and Recovery phase. NCDM also replicates the messages on Disaster Risk Reduction such as Disaster Preparedness, Emergency Response and Recovery phase to various events particularly in the Provincial Contingency Plan dissemination workshop in some provinces and at the 23<sup>rd</sup> National Forum on mainstreaming DRR/CCA into national and sub-national democratic and development plans.

The efforts of UNRC has made NCDM gradually change their approaches to follow UNRC modalities such as continue mobilize resources, partners to participate in Disaster Preparedness Planning Process and replicate the theme of the 22<sup>nd</sup> national forum on mainstreaming DRR/CCA into national and sub-national Democratic and Development Plans.

## **II.3. Management effectiveness review**

### **II.3.1. Quality of monitoring**

Quarterly and monthly work plans are regularly reviewed and updated to ensure that project activities are implemented according to the project Results and Resource Framework and to ensure achievement of project objectives and its outputs. A Monitoring Schedule Plan was activated in Atlas and updated to track key management actions/events.

An Issue Log activated in Atlas and updated by the Project Coordinator with the supported of Programme Analyst. Based on the above information recorded in Atlas, a Progress Report submitted by the Project Coordinator to the Team Leader of Environment and Energy Unit, Assistant Deputy Country Director, UNDP CO.

The final project report prepared by the project coordinator and approved by the Team Leader of Environment and Energy Unit, Assistant Deputy Country Director, UNDP CO. As minimum requirement, the Annual Review Report consisted of progress covering the whole year including a summary of results achieved against pre-defined annual targets at the outputs level.

### **II.3.2. Timely delivery of outputs**

The project outputs were delivered to follow the timeline as described in the Project Results and Resource Framework such as effective coordination of the UNRC within UN agencies, relevant government agencies, development partners and CSOs who supported the efforts of the Royal Government of Cambodia for humanitarian relief operation, disaster preparedness and recovery. The livelihood recovery needs assessment and framework was conducted successfully and the report was published at the end of September 2012. In addition, the project also provided technical inputs to support NCDM and PCDM to develop the National and Provincial Contingency Plans and organized DRR national forum, and establishing the Disaster Management Information System (DMIS).

### **II.3.3. Resources allocation**

Budget allocation for the implementation of FERA's project was distributed as follows:

- 35% of total budget in amount of USD 100,000 was allocated to support remuneration of the project staff and running costs.
- 65% of total budget in amount of USD 100,000 was allocated to implement project activities.

### **II.3.4. Cost-effective use of inputs**

The project used financial and resource inputs carefully and achieved the following delivered results:

#### **Output 1: Resident Coordinator Functions Strengthened**

The project spent USD 55,100 to strengthen the UNRC Office capabilities for an effective information management, communication, coordination about the flood situation related to international humanitarian support with UN agencies, development partners and key Government institutions such as NCDM, PCDM, line ministries, Cambodia Red Cross, UNDMT, NCDM, INGO, NGO and DPs. As a result, the UNRC has two effective coordination mechanisms in place; one is UNDMT and another one is Humanitarian Response Forum (HRF). The project also spent part of its budget to organize a number of coordination meetings; workshops and organized the 22<sup>nd</sup> national forum on mainstreaming DRR/CCA into national and sub-national development plans.

#### **Output 2: Conducted Livelihood Recovery Needs Assessment**

The project spent USD 32,600 to hire 2 consultants who were conducting the livelihood recovery needs assessment and formulated livelihood recovery framework between March and April 2012. The project organized a validation workshop and 5 dissemination workshops on the results of livelihood recovery needs assessment at the national and sub-national levels. The project published 200 copies of the report on livelihood recovery needs assessment and action plan for selected areas affected by the 2011 Cambodia's Floods. The report was distributed during the 22<sup>nd</sup> national forum on DRR held on 30<sup>th</sup> October 2012 in Phnom Penh, Cambodia. (Please find attached the soft copy of the report)

### **Output 3: Enhanced Capacity to Address Early Recovery**

The project spent USD 12,300 to provide technical inputs such as organizing consultative meetings, workshops to support NCDM and PCDM to prepare the National and Provincial Contingency Plans in order to respond to the future disaster events that could occur in Cambodia. The plans include disaster preparedness, emergency response and recovery.

### **III. Project results summary**

From 15th January 2012 to 15th January 2013, the FERA project achieved the key deliverable results as described in project documents. Those deliverables include:

#### **Output 1: UN Resident Coordinator Functions Strengthened**

The FERAP project strengthened the coordination role of UNRC Office to deliver the capabilities for an effective information management, communication, coordination about the flood situation related to international humanitarian support with UN agencies, development partners and key Government institutions such as NCDM, PCDM, line ministries, Cambodia Red Cross, UNDMT, NCDM, INGO, NGO and DPs. As a result, the UNRC has effective coordination mechanisms in place by getting through Humanitarian Response Forum (HRF). The HRF is an effective coordination mechanism for all key stakeholders including UN agencies, line ministries, Civil Society Organizations (CSOs) and Development Partners (DPs) to participate and discuss on humanitarian assistance needs during emergency situation and recovery phase as well as to share information related to a number of casualties. Furthermore, the HRF is a sustainable coordination mechanism for all stakeholders including NCDM, UN agencies, CSOs, DPs and continuing to serve as a coordination tool for all relevant stakeholders for preparation of disaster preparedness, emergency response and recovery.

The efforts of UNRC has made NCDM gradually change their approaches to follow UNRC modalities such as continue mobilize resources, partners to participate in Disaster Preparedness Planning Process and replicate the theme of the 22<sup>nd</sup> national forum on mainstreaming DRR/CCA into national and sub-national Democratic and Development Plans.

#### **Output 2: Conducted livelihood recovery needs assessment and prepared the framework.**

The project hired 2 consultants who were conducted livelihood recovery needs assessment and formulated livelihood recovery framework between March and April 2012. As a result, the consultants were reviewed a secondary data of existing assessment by other organizations, complimented by key informant interviews and qualitative 18 Focus Group Discussions (FGD) in 3 provinces. There were 540 people participated in the FGD meeting and 300 people were female. The project also organized a validation workshop which was participated by PCDM, Provincial Departments and Local Governmental Organizations. There were 60 people participated in this workshop, including 35 women and 5 dissemination workshops at the national and sub-national levels, there were 300 people participated in the dissemination workshops, including 150 women. In addition, the project also published 200

copies of the report on livelihood recovery needs assessment and action plan for selected areas affected by the 2011 Cambodia's Floods. Those reports were distributed during the 22<sup>nd</sup> national forum on DRR held on 30<sup>th</sup> October 2012 in Phnom Penh, Cambodia. (Please find attached the report in a soft copy).

With technical and financial support of UNDP, NCDM was able to organize the 22<sup>nd</sup> National Forum on DRR on 30<sup>th</sup> October 2013 in Phnom Penh, Cambodia. The main theme of this forum was mainstreaming DRR/CCA into national and sub-national development plan. There were 160 participants attending this forum, including NCDM, line ministries, UN agencies, CSOs, DPs and 50 women.

The result of the livelihood recovery needs assessment was used to develop the Cambodia Livelihood Recovery Assistance Project (CLRAP) proposal intended to submit to seek additional fund from CBPR but no chance to obtain them.

### **Output 3: Enhanced the capacity of NCDM and PCDMs to address Early Recovery Assistance**

The project also provided technical inputs related to disaster preparedness and response such as organizing the consultative meetings, consultation workshops to support NCDM and PCDM to prepare the National and Provincial Contingency Plans for a short-term planning in order to response to the future disaster events that could occur in Cambodia. The plans covered disaster preparedness, emergency response and recovery. As a result, the NCDM and PCDM have been using the UNDP technical inputs to improve their national and provincial contingency plans at the national and provincial levels.

Based on inputs provided by the FERAP project, the NCDM has been using it to continue develop and revise their national and provincial contingency plans at the national and sub-national level. The main content for the national and provincial contingency plans include DP, Emergency Response and Recovery.

## **IV. Implementation challenges**

### **IV.1. Project risks and actions**

The capacities of NCDM, PCDM and DCDM, local district authorities in terms of knowledge and skills on disaster management are still limited. In addition, they also have limited coordination and national budget to support their own structure and existing human resources. This is due to the fact that the Royal Government of Cambodia has not yet approved the Disaster Management Law that would enable NCDM to have its own national budget to implement the disaster management programmes. In addition, the internal and external coordination of NCDM still remains a key challenge and risk for the project. In order to overcome this risk, the project coordinator has prepared his work-plan to meet all relevant departments of NCDM every month.

NCDM had limited capacity to take national ownership on National Contingency Plan since Prime Minister's approval in May 2012. Therefore, the secretariat of NCDM has not been

intended to use their own National Contingency Plan to consult with relevant stakeholders. In order to assist NCDM to validate the national contingency plan, the FERAP project provided technical and financial support to NCDM to organize the consultation workshop on 13 July 2012 in Phnom Penh, Cambodia. The project coordinator advised NCDM to organize a regular coordination meeting with relevant stakeholders and development partners to improve coordination and to solve the problems related to disaster management in Cambodia.

NCDM consists of 20 officials that include 10 leaders and 10 staff members. Those staff members are lacking of knowledge and skills on disaster management and only a few staff members are given the opportunity to obtain some training abroad or locally. A few staff members have the ability to lead and facilitate the workshop and organize the national forum on DRR. In order to build the capacity of NCDM, UNDP – APCR invited some staff of NCDM to participate in the training abroad. The trainings included SOP to strengthen EWS and DMIS.

Furthermore, the NCDM has been experiencing a lack of accurate data for adequate planning since 1996, it was difficult for all stakeholders to prepare humanitarian response plan. In response to this risk, UNDP has been assisting NCDM to accelerate the establishment of Disaster Management Information System from August 2012 up to present.

#### **IV.2. Project issues and actions**

The FERAP project was a new initiative of UNDP CO Cambodia. Therefore, there was no system in place in terms of UNDP strategic direction, human and financial resources. In addition, prior to FERAP starting its operations in Cambodia, the relationship between UNDP CO and NCDM and CSOs was limited.

The main issue of the FERAP project was to select the Secretariat of the National Committee for Democratic and Development (NCDD-S) as the Implementation Partner (IP). Some issue occurred during the project implementation due to the lack of an experienced specialist in Disaster Management in Cambodia within NCDD-S. It was difficult to discuss with NCDD-S officials about the DM context in Cambodia. However, NCDD-S has good experienced specialists in Democratic and Development at national and sub-national level in term of transfers funds and works with sub-national level. In response to this challenge, the FERAP project worked more closely with NCDM than with NCDD-S.

The main implementation constraint directly influencing this project included the delays in recruitment of Project Coordinator and both national and international consultants due to the delay in preparation of the term of reference and the fact that it took nearly 4 months to select the Project Coordinator and consultants. In addition, it took a lot of time to review the existing recovery needs assessment reports which was prepared by UN agencies, CSOs and identified the target provinces before deciding to conduct needs assessment and consultations with stakeholders in order to avoid the duplication of needs assessment.

Despite, the project has achieved its certain outputs and results within one year period. However, there were some key issues and challenges detected during the project implementation; including the limitation of knowledge, skills and internal coordination of

NCDM senior officials in leading coordination meetings, workshops, and national forums on DRR. In addition, the limitation of coordination between NCDM and line ministries remains a key challenge. Furthermore, NCDM has developed many important documents but hasn't used them yet.

## **V. Lessons learned and next steps**

### **V.1. Lessons learned**

The implications of recent disasters have prompted efforts to strengthen disaster preparedness, disaster risk management and coordination for better and effective response in Cambodia. The lessons learnt from the FERAP project were identified as follows:

In order to build the capacity of NCDM and PCDMs in 5 target provinces, the FERAP project coordinator had raised the main 3 components in DRR content included disaster preparedness, emergency response, and recovery phase while NCDM and PCDM was prepared the National and Provincial Contingency Plans to cope in the future disaster event. As a result, NCDM and PCDM have been putting these 3 components in their National and Provincial Contingency Plans and also replicating into other provinces. In addition, NCDM and PCDM are considered its national and sub-national contingency plans as important tools for response to the future disaster events effectively.

Under UNDP technical and financial support, NCDM was able to prepare the stakeholder disaster preparedness meetings for 2012 floods. As a result, NCDM uses this model to prepare and replicate at national and sub-national levels.

With technical and financial support of UNDP, NCDM was able to organize the 22<sup>nd</sup> National Forum on DRR on 30<sup>th</sup> October 2013 in Phnom Penh, Cambodia. The main theme of this forum was mainstreaming DRR/CCA into national and sub-national development plan. There were 160 participants attending this forum, including NCDM, line ministries, UN agencies, CSOs, DPs and 50 women. Based on this experience, NCDM replicated this theme in the 23<sup>rd</sup> National Forum on DRR in Siem Reap province and requested UNDP to participate in supporting group to organize the national forum on DRR and to mobilize stakeholders to participate in this event.

### **V.2. Recommendations**

The recommendations from the FERAP project can be summarized as follows:

- In order to improve humanitarian coordination mechanism at national level , it is suggested that UNDP continues to provide technical and financial assistance to support NCDM to organize regular coordination meetings with relevant stakeholders such as line ministries, UN agencies, CSOs and DPs to validate the national and provincial contingency plan and other NCDM strategies such Strategic National Action Plan 2008 – 2013 (NSAP) and continue to organize stakeholder's disaster preparedness meeting to review all sectors and validate the NCDM's Technical Working Group for emergency response and rehabilitation.

- A joint livelihood recovery needs assessment with UN agencies after disaster occurs and uses the report as a tool to mobilize resources for recovery phase and disseminate early recovery framework to development partners.
- There are many humanitarian responses networks existing in Cambodia such as UNDMT led by UNRC and Humanitarian Response Forum (HRF) led by WFP, Humanitarian Accountability Network (HaNet) led by World Vision Cambodia, Cambodia Humanitarian Response Forum (CHF) led by local NGOs named PADEK, and NCDM-Technical Working Group. Among these networks, there is only one HRF network led by WFP that would be able to work and function well.
- UNDP should continue provide technical and financial support to NCDM in order to strengthen the Disaster Management Information System (DMIS) at national and sub-national level and to get accurate data information from disaster scene.
- In order to assist MoWRAM to make effective weather and flood forecasting, it is suggested that UNDP provides technical and financial assistance to reinforce and build the capacity of the Early Warning System in Cambodia.
- Due to limitation knowledge and skills on Disaster Management at the provincial, district, commune and village levels, it is suggested that UNDP encourages UNICEF to work closely with NCDM and MoEYS in order to improve public awareness on disaster management at the national and sub-national level.

## VI. Financial status and utilization

### VI.1. Financial status

The project used the initial Trac 3 funding of USD 100,000 that UNDP requested to address the coordination and communication needs of UNRC to coordinate within UN agencies, CSOs and other development partners. In addition, this fund allowed UNDP to strengthen the UNRC's coordination roles, conducted livelihood recovery needs assessment and formulated framework as well as enhanced capacity NCDM and PCDM to prepare its national and provincial plans in order to address early recovery assistance effectively.

**Table 1: Contribution overview [The project started on 15<sup>th</sup> January 2012 to 15<sup>th</sup> January 2013]**

Donor Name	Contributions		Contribution Balance
	Committed	Received	
UNDP	100,000	100,000	-
<b>TOTAL</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>

### VI.2. Financial utilization

The figures in this section mentioned the budget, expenditure, and balance to cover the full period of project implementation from 15<sup>th</sup> January 2012 to 15<sup>th</sup> January 2013.

**Table 2: Annual Expenditure by activity [January 2012 to December 2012]**



Activity	2012 Approved Budget	2012 Expenditure	Balance	Delivery (%)
<b>Activity 1:</b> Update data information management system; mapping of humanitarian response; communications strategy with media, and coordination support to the RC.	55,100	45,485	9,615	83
<b>Activity 2:</b> A joint assessment report of UN agencies drafted and used as a tool for resource mobilization for recovery and the Government development planning/budgeting Early recovery framework is provided for partners.	32,600	35,964	-3,364	110
<b>Activity 3:</b> Technical advice provided to national authorities. A relevant project/program document is developed.	12,300	16,138	-3,838	131
<b>Total</b>	<b>100,000</b>	<b>97,587</b>	<b>2,413</b>	<b>98</b>

**Table 3: Cumulative expenditure by Activity (in Atlas format) project start on 15 January 2012 to 15<sup>th</sup> January 2013**

Activity	Total Project Budget	Cumulative Expenditure	Balance	Delivery (%)
<b>Activity 1:</b> Update data information management system; mapping of humanitarian response; communications strategy with media, and coordination support to the RC.	46,000	45,819	181	100
<b>Activity 2:</b> A joint assessment report of UN agencies drafted and used as a tool for resource mobilization for recovery and the Government development planning/budgeting. Early recovery framework is provided for partners.	37,000	35,964	1,036	97
<b>Activity 3:</b> Technical advice provided to national authorities. A relevant project/program document is developed.	17,000	16,138	862	95
<b>Total</b>	<b>100,000</b>	<b>97,921</b>	<b>2,079</b>	<b>98</b>