



**CAPACITY AND TRAINING PROGRAM
EVALUATION and ASSESSMENT
CAMBODIAN HUMANITARIAN FORUM [CHF]**

30th October 2015

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EXECUTIVE SUMMARY

The **Strengthening of Emergency Response Capacity for Humanitarian NGOs in Cambodia project**, funded by USAID/OFDA commenced in May 2012. Its first phase ended in April 2014 and its second phase is due to end in November 2015. The project is managed by ADPC with in-country partners NCDM, PADEK and RUPP.

The project focuses on: strengthening the humanitarian response architecture in Cambodia, by addressing key issues in humanitarian coordination, preparedness for response and information management; as well as, training and learning with Training of Trainers (ToT). It facilitates an innovation in networking and brings existing humanitarian local NGOs, the National Committee for Disaster Management (NCDM) and other humanitarian agencies to a common platform. These improved arrangements will focus on building synergy and partnerships among humanitarian agencies for a more coordinated response through better preparedness.

The project aims **to create The Cambodian Humanitarian Forum (CHF)** which will work as a think-tank in the humanitarian reform process and in response operations. **To set-up an online platform for sharing of detailed information regarding humanitarian response in the country and to enhance stakeholder capacities through the establishment of an appropriate suitable mechanism for training, capacity building and raising awareness on humanitarian response.**

An assessment of the project was conducted by an external consultant for ADPC during the period from 14th—22nd October 2015. The assessment found that the overall program is on track and on schedule. It has achieved its goal of the creation of the CHF, the creation of a website platform, the organization of an annual discussion forum and the planning and conducting of training courses to empower local Cambodian NGOs. The program has been **well planned and well managed.**

The assessment was tasked with examining the Capacity resulting from the program and the evaluation of the training program.

Capacity

The CHF organization is only three years old but a lot has been accomplished in that time. The assessment found that an effective CHF infrastructure had been created, that 121 CNGOs had joined the organization and that the CHF had developed a presence in 22 provinces in the country. A training program had been planned and conducted, a specialist cadre of instructors/teachers created and damage and needs assessment teams trained and ready for operational deployment.

The relationship between the CHF, Government agencies and International NGOs is present but needs more work and effort to make it truly effective. Both CHF and INGOs need to be

better aware of the others requirements, capabilities and operational difficulties if effective and seamless response is to achieved. The fact that no major disasters have occurred since 2013 makes joint working experience difficult to achieve and makes the requirement for regular simulations more necessary to ensure that the systems and procedures work to the best effect.

The introduction of the new volunteer to respond or V2R program at commune level is a welcome development and together with the district flood preparedness campaigns brings the program down to commune and village level where it is needed.

In assessment questions CHF members rated the capacity of CHF highly, non CHF respondents rated it slightly lower. More effort needs to be made to communicate with stakeholders and to ensure that training content and operational capabilities fall into line with the needs of their partners

Training

The training program has been well planned and executed with courses conducted during phase one, supplemented with phase two courses. The ToT and specialist EAT and V2R training continues to build on this foundation and increases the overall capabilities of members.

The assessment found a very high rate of satisfaction for the content and conduct of the training program from its participants.

The future

This program has succeeded in its aims and targets. It has produced what was envisaged. It has created an organization that can be effective during disaster and emergencies.

The CHF now needs to consolidate and develop further. The training program needs to be reappraised and realigned to ensure that it better fits the needs and requirements of the organizations that CHF is expected to work with. The training cadre needs further ToT training to deepen and develop their capabilities. The Emergency Assessment Teams (EAT) need more training and more operational experience. Further training courses requested by members need to be planned and run-out. The V2R training package needs to be overhauled with more focus on practical issues and it needs to be expanded into more villages and communes.

CHF is well placed to become a centre of excellence if necessary and to take on the role of Disaster College.

This program has been a success but it can be developed and improved to make it a greater success.

SUMMARY OF RECOMMENDATIONS

Recommendation 1: The CHF coverage shown in a number of documents should be deepened to include numbers of people available in each Province and their capabilities and skill sets. [Section 6.3]

Recommendation 2: Activation of the CHF HQ emergency management capability and the communications threads/links with zone and province coordinators must be adequately exercised to identify and overcome shortfalls and problems associated with high volume operations. [Section 6.4]

Recommendation 3: There needs to be a closer working relationship between CHF and INGOs whereby both sides understand the needs of the other and also understand each other's operational problems and limitations. Consideration should be given to holding Bi-annual or Quarterly liaison meetings with HRF and JAG. [Section 6.5]

Recommendation 4: During an emergency activation and during simulations, a CHF liaison officer should be posted to any activated humanitarian coordination centre. The centre [HRF] for example, should also post a liaison officer to CHF. This will ease communications and produce a better working relationship between the two organizations [Section 6.5]

Recommendation 5: Consideration should be given to providing more in-depth instructor training for CHF members who are already ToT trained and to providing further basic ToT training in order to expand the training cadre. [Section 6.6.1]

Recommendation 6: With the completion of the phase two training program and the possibility of a phase three extension, consideration should now be given to creating a more advanced course to further develop participants in DRR and DM. In addition at least one basic top-up course should be considered for newly joined members of the CHF. [section 6.6.2]

Recommendation 7: The EAT training needs to be expanded and consolidated and the EAT teams need to be exercise in simulated conditions to improve their confidence and expertise. [Section 6.6.3]

Recommendation 8: As CHF EAT teams work closely with and for INGOs it is vital that INGOs are aware of their capabilities in order to rely on their services. CHF EAT teams must work with INGOs during all simulation exercises to build on trust and reliability. [Section 6.6.3]

Recommendation 9: This is a very worthwhile expansion of the scheme. Consideration should be given to better aligning the training module with the needs of the various communities and to the expansion of the scheme to benefit more communities. [Section 6.6.4]

Recommendation 10: The possibility that CHF could provide a training service for non-CHF members which could produce and income stream for the organization should be seriously considered. [Section 6.7]

Recommendation 11: Consideration should be given to conducting a feasibility study to develop terms of reference and prepare a funding proposal for a centre of excellence to be based in Cambodia. This could be in cooperation with RUPP or another educational establishment or could be based with CHF. Such a centre could be a driver along with NCDM for a sustainable improvement in response capabilities within the country. [Section 6.7]

Recommendation 12: Consideration should be given to an extension and expansion of this worthwhile project. [Section 6.8]

Recommendation 13: Consideration should be given to the provision of a joint NCDM/CHF training project where a fee-for-service scheme could be developed. This could encourage NCDM and PCDMs to take a more active hands-on approach to disaster preparedness. [Section 6.8]

Recommendation 14: Consideration should be given to the creation of a project for the design of training materials and for marketing a self sufficient fee-for-service training module that will allow the generation of some sustainable income. [Section 6.8]

Recommendation 15: A joint CHF/HRF simulation exercise should be arranged to field test assessment instruments and to ensure that both organizations are communicating and cooperating effectively. [Section 6.8]

1. BACKGROUND

The Strengthening of Emergency Response Capacity for Humanitarian NGOs in Cambodia project, funded by USAID/OFDA, managed by ADPC with in-country partners NCDM, PADEK and RUPP, commenced in May 2012. Its first stage ran from May 2012 until April 2014 and its second stage is running between April 2014 and November 2015.

The project focuses on strengthening the humanitarian response architecture in Cambodia, addressing key issues in humanitarian coordination, preparedness for response and information management, as well as training and learning with Training of Trainers (ToT) and peer-to-peer learning modalities. It aims to facilitate an innovation in networking and will bring existing humanitarian NGOs, NCDM and other humanitarian agencies to a common platform. These improved arrangements will focus on building synergy and partnerships among humanitarian agencies for better and more coordinated preparation and response. The improvements will be achieved through (1) improved humanitarian leadership; (2) better coordination of humanitarian actions; (3) faster, more predictable and equitable humanitarian funding; and (4) more effective partnerships among actors. The Cambodian Humanitarian Forum (CHF) will be formed as a think-tank in the humanitarian reform process and in response operations. The CHF will also work to establish a local pool of humanitarian practitioners in the country. Humanitarian agencies and NGOs will be further enabled through a capacity building program which will contain a number of TOTs and training programs on humanitarian response. A pool of local trainers on humanitarian response will be networked with relevant institutions to carry out the capacity building activities beyond the project period in a sustainable manner.

1.1 Program Goal

The overall goal of the program is ***“to improve the humanitarian response to disaster in Cambodia by strengthening leadership capacity of NGOs to better engage in the humanitarian framework by providing knowledge resources, training and mentoring”***. The program focuses on strengthening international and local non-governmental organizations (NGOs) and practitioners who are involved or shall be involved in humanitarian response activities in Cambodia through offering a formal platform for sharing information and resources for emergency response and response planning as well as through a capacity building program based on the identified needs of the country.

1.2 Beneficiary Numbers

The direct beneficiaries of this proposed program are:

Humanitarian Response Practitioners from the local and international NGOs who are actively engaged or will be engaged in humanitarian response programs at the national and sub-national levels.

Cooperating partners such as the National Committee for Disaster Management (NCDM), other government line agencies at the national and sub-national levels, academia such as universities and training institutes, and UN agencies such as the United Nation Office for the Coordination of Humanitarian Affairs (UNOCHA).

Given the nature of the program which intends to contribute to the improvement of humanitarian response to disaster in Cambodia, the ultimate beneficiaries of the program surpass the number of individuals/organizations directly involved in the forum or receiving training. The estimated potential number of indirect beneficiaries is approximately the population of Cambodia, which is beyond 14 million in 2010.

1.3 Critical Assumptions

The most critical assumption is that the international and local NGOs are willing to be partners in the proposed humanitarian framework and that the government (NCDM) is in support of the humanitarian organization initiatives. A specific assumption for the program objectives is that these partners are willing to share their information and resources among each other and work together to coordinate for a better outcome for humanitarian response operations and architecture in the country. Also, the NGOs and stakeholders are expected to perceive the humanitarian forum as a complementary and integrated platform to the existing networks and institutions available in the country and have capabilities and essential facilities to access and utilize the online forum. Additionally, to ensure effective transfer of knowledge and a more sustainable improvement in humanitarian response activities in Cambodia once this program has been completed, strong commitment from the organizations and individuals at the field and national levels is required.

1.4 Program Strategy

This program proposes a specific objective that contributes towards strengthening international and local NGOs' engagement in the humanitarian framework through the provision of knowledge resources, and capacity building at the national and sub-national levels with a set of specific thematic areas to consolidate, reinforce and supplement ongoing efforts for improving the effectiveness of humanitarian actions.

The project has been developed to achieve its overall goal through the interventions in the following two main sectors:

1.5 Program Objectives (Phase One)

Objective 1: *To strengthen the institutional set up of international humanitarian assistance by creating the Cambodian Humanitarian Forum (CHF)*

In order to address the institutional, knowledge and capacity gaps existing in Cambodia regarding humanitarian response mechanisms and practices, the project will **establish a Cambodian Humanitarian Forum (CHF)** as a network of humanitarian NGOs which will give a strong institution primarily for local NGOs to better participate and engage in humanitarian architecture and response mechanisms. The network will be facilitated and managed by one of the leading NGOs or group of NGOs in Cambodia supported and guided

by Asian Disaster Preparedness Centre, NCDM and USAID during the project implementation period.

The CHF will tap into global, regional, and national level humanitarian response networks to assemble up-to-date, quality resources that reinforce the humanitarian reform process within stakeholder organizations. The CHF will create an enabling environment among field practitioners and policy-makers alike to have access to the plethora of information, knowledge and lessons for humanitarian actors that become available in the aftermath of previous disasters as well as providing just in time knowledge resources. The CHF also acts as an advocacy body within the Cambodia DRR Forum in reinforcing the humanitarian reform process, while taking into account the demand for increased awareness and insight amongst all the local stakeholders involved in the dynamic field of humanitarian action service provision.

The primary aim of this forum is to stimulate the engagement of humanitarian response practitioners in the common humanitarian assistance framework, sharing knowledge and resources among each other to help in better planning and increasing the effectiveness and efficiency of humanitarian response activities in the country. The improvements in humanitarian response will provide a better result in saving the lives of people at the time of crisis and facilitate early recovery from disasters.

Objective 2 Establishing the Cambodian Humanitarian Forum (CHF) and organizing Annual Lesson Learned Workshops/Meetings

The activity is designed to bring Cambodian Humanitarian Agencies to a common forum and bridge the knowledge and information gap among international and local humanitarian actors with regard to the progress and direction of humanitarian actions. Each year, there will be a thematic focus for the forum to discuss and subsequently agree on a set of common actions for a better response. The first workshop can be hold as an annual lessons learned workshop to discuss the overall response mechanism with respect to the 2011 floods and readiness for future disasters. This will contribute and form the basis for annual preparedness meetings of the government of Cambodia and other humanitarian NGOs that can potentially be a routine practice of the NCDM for preparing future disasters well in advance on regularly basis.

The Secretariat of the CHF will be a leading NGO, which is a member of the DRR forum in Cambodia, to be identified and determined in consultation with concerned NGOs at the project inception workshop. The DRR forum of Cambodia is one of the oldest disaster risk reduction forum of NGOs in Cambodia and has representation from a number of humanitarian NGOs in the country. While the DRR forum has a wider focus on disaster risk reduction, the proposed CHF will be a sub-group of the DRR forum which will have a clear mandate and focus on NGO humanitarian response and will be contributing to the humanitarian reform process with in close coordination with NCDM, UN agencies and ADPC. The key staff, including the CHF national coordinator, will be from a member organization of CHF. The program will stimulate the partnerships and dialog with partner agencies and work together with the CHF members in setting up supporting mechanism to ensure the forum

will continue to run even beyond the project period. The CHF will not duplicate existing efforts or mechanisms on DRR in Cambodia; rather it will contribute to the existing institutions through systematic capacity building for humanitarian response coordination and operations.

Objective 3: *Setting up an online platform for sharing of detailed information regarding humanitarian response in the country.*

This activity focuses on developing an online platform to supplement the activities of CHF and will act as a knowledge resource hub for all CHF members. The CHF website will be a place to gather and disseminate all related knowledge products and training materials regarding humanitarian response in both English and the local language, such as:

- Humanitarian response framework including the emerging cluster system in Cambodia
- Training materials related to humanitarian response and assistance
- Humanitarian reform progress in Cambodia and other countries in the region
- Evaluation reports and assessments on the humanitarian reform process and response mechanisms by independent evaluators, IFRC, UN agencies (e.g. UNOCHA), NGOs and other entities
- Good practice/lessons learned documents from previous humanitarian response activities
- Other information useful for humanitarian response preparedness and planning, etc.

Objective 4: *To enhance stakeholder capacities through the establishment of an appropriate sustainable mechanism for training, capacity building and raising awareness on humanitarian response*

In order to strengthen NGO leadership capacity and improve humanitarian response coordination at national and field levels, the proposed program plans to build emergency response capacity for NGOs and the NCDM at the national and sub-national levels.

The existing capacities will be assessed by the direct beneficiaries of the program to identify gaps and needs in skills and knowledge related to humanitarian response. The training component will then be developed which could include, but not be limited to, the following: *Leadership in Disaster Response, Coordination and Communication, Accountability, Monitoring and Evaluation, Damage and Needs Assessment (DANA), Community Actions for Disaster Response (CADRE), Disaster Preparedness for Response and Disaster Recovery.*

With the enhanced training and increased capacity building pertaining to humanitarian response, NGOs and NCDM staff who are exposed to this program will have a greater access to and increased influence on decision-making processes regarding humanitarian policy and mechanisms. This includes the previously highlighted areas of concern, including coordination, finance, and partnerships, and technical knowledge such as disaster preparedness, CADRE, and DANA.

The training of trainers will be conducted with the selected members of CHF, both men and women, and NCDM staff with a system to ensure that a selected number of trainers have

capacities to replicate further training. The project aims to build capacity and sustain such capacity within the country to achieve a future snowballing effect.

Objective 5: *Conducting Training Needs Assessment (TNA) for Non-governmental Organizations*

A detailed Training Needs Assessment (TNA) will be undertaken by the project team in Cambodia in close consultation with CHF members, NCDM, UN agencies (United Nations Country Team - UNCT), academia and other humanitarian agencies. The TNA will collect existing training curricular and programs in the related fields and will be assessed by the ADPC training and capacity building experts. The TNA will focus on identifying specific competencies, gaps in knowledge and skills, as well as individuals' and organizations' expectations for the training. Since various population groups (such as male, female, children, differently-abled persons and senior citizens, etc.) are affected differently by disasters, it is important that gender- and age-sensitive vulnerabilities and needs will be explicitly accounted for when the training needs assessment survey is conducted under this project. In addition, participation of females and young officials in the workshops, trainings, and other activities of the project will be strongly encouraged, so that the gender- and age-balance of the participants and beneficiaries are ensured.

Specific provinces and districts to host the field level training will be identified during the training needs assessment based on the risk profile of Cambodia in consultation with the humanitarian agencies which will be contacted during the TNA.

Objective 6: *Training Curriculum Development and Adaptation*

Based on the training needs assessment, training modules will be designed by the ADPC project team in close consultation with CHF. The training modules will be developed through a review process of existing curriculum and modules available in the country and region and will be adapted to the country context. The curriculum will also include cross cutting issues connected with various population segments (such as male, female, children, differently abled persons, senior citizens, etc.) as well as harmful practices, exploitation, abuse, etc. A draft curriculum will then be presented to the curriculum development & review team at the CHF and NCDM to ensure that all needs are met and the methodologies are appropriate to the local context.

The curriculum modules will be designed as standalone units, so that each part of the curriculum can be replicated in a shorter course or can be part of a comprehensive longer course to provide flexibility for future training activities. The training package shall include a participant workbook with additional reference reading, instructors' guidebook and training tools such as audio/visual and case studies.

Objective 7: *Delivering Training Courses*

The training program will be conducted in three stages, i.e. National Level ToT, Sub-National Stage 1, and Sub-National Stage 2.

1.6 National Training of Trainers (TOT) Courses:

The training at the national level will focus on building a team of master trainers in Cambodia that can serve as master trainers for CHF for any future training needs in humanitarian response in Cambodia even after the life of the program has ended. The master trainer course will focus on in-country disaster preparedness, disaster response operations and training & facilitation skills. This will provide further detail on specific issues such as leadership, cluster systems for better coordination, monitoring & evaluation and accountability to the disaster affected communities. However, these specific modules and their sub-themes will be finalized through the training needs assessment and curriculum development process as stated above and will be conducted in a simulation mode with scenario-based events. A maximum of 25 training participants will be selected from the national staff of international and local NGOs, training staff of the NCDM and selected academia staff. At the end of this training, a number of master trainers (approximately 10-15 trainers) will be selected from the training participants based on their performance as well as technical, training and facilitation skills.

Another important aspect in this training is to set a goal to have a higher percentage of women participants among trainees. It is recognized that it may not always be possible to identify many women participants in every training event but the project team will discuss the matter with all partners so that at least 40% of seats will be allocated for women participants throughout the training events planned under the project. The project team will make this a critical area of capacity development as a source of inspiration for women to become future humanitarian practitioners and trainers. The project team will advocate the need to continue to have such a target of women participants among trainees whenever possible in subsequent training events organized by NCDM, CHF and partner institutions, particularly in promoting the participation of women members of various stakeholder agencies in the training workshops.

Sub-National Training of Trainers (ToT) Courses:

At stage 2 of the training, the selected master trainers from the Stage 1 training will conduct at least three (3) training programs together with the trainers from ADPC at a provincial level. Prior to the training course, the curriculum will be revised and adapted by the training teams, if necessary, to adjust the content and methodologies as appropriate to the provincial level. This allows room for flexibility to ensure that the curriculum can be replicated in a form, which is suitable for the training audience.

The composition of the training delivery will be in a ratio of 60% to 40% where ADPC delivers 60% of the course content and local national-level master resource persons will deliver 40%. Onsite mentoring and guidance to the master trainers by qualified ADPC resource persons will be an added advantage at this stage. The course curriculum will primarily focus on coordination, leadership and related disciplines under the overall themes of preparedness and disaster response, however this will be verified and adjusted based on the training needs assessment. The courses will be conducted in a simulation mode with specific scenarios; therefore sub-national entities working in humanitarian response and NCDM will be involved in delivering the course especially in the simulation exercises. These

sub-national courses will be held in close association with provincial committees for disaster management.

Sub-National Training Programs:

At this level, six district level training programs will be conducted for the field staff of NGOs and staff of the District Committee for Disaster Management (DCDM). Again, the curriculum can be adapted as necessary. Local, national and provincial level master trainers will primarily facilitate training with mentoring & evaluation support from ADPC trainers. The program is planned to ensure the full set of necessary skills and knowledge for trainers is transferred to local master trainers by this stage, so that they can continue to conduct training and capacity building activities within the country with their own set of resource persons beyond this project life. A maximum number of 25 participants per training (ideally 50% female) will be selected among the field staff of NGOs and DCDM, concentrating on those who have responsibility and a scope of work in humanitarian response. A maximum number of 150 participants will be trained under this stage. At the end of stage three, master trainers will be issued a certificate as qualified master trainers of CHF to deliver in-country courses in humanitarian response.

1.7 Evaluating Training Curriculum and Training Courses

All training courses of this program will be evaluated at three stages; pre-course evaluation, on-course evaluation and post-course evaluation.

Pre-course Evaluation: will be designed to assess the level of expertise, previous work experience in the humanitarian sector, education and professional background, logistic issues such as travel arrangements, and special needs if any such as special aids to follow the course, languages, trainees with disabilities etc. The pre-course evaluation will be done along with the participant registration process through an evaluation form specifically designed for these courses. Findings of the pre-course evaluation will be shared with the course management team and resource persons well in advance for them to prepare as required, based on the needs of trainees.

On-course Evaluation: Several evaluations will be conducted during the course period.

1) Pre-test at the beginning of the course and post-test at the end of the course will be done to evaluate trainees' learning outcomes and competency achieved from the course. These tests will be in the form of knowledge-based or skill-based depending on the course content and appropriateness.

2) Daily mood meter, a simple, interactive and open evaluation tool will be marked by the participants to informally evaluate daily progress and the level of knowledge gained as well as satisfaction against the time slots and sessions of each training day.

3) Daily management team (DMT) meeting, which is a meeting of the training facilitator team with at least 2 representatives from the training participants. The meeting is a platform where trainees can provide feedback and suggestions regarding the course, which the training team can use to immediately correct any shortcomings and improve the training by the following day. This is to ensure that the training meets the participants' expectations.

4) Overall course evaluation will be conducted at the end of the course to assess the entire training by all trainees. The evaluation will be designed to capture feedback and suggestions regarding the course and session content, training methodology, facilitator's performance, as well as the knowledge gained from the session. Findings from these on-course evaluations are extremely important for the resource persons for their future development as well as being a tool for course improvement for any following training activities. An overall course evaluation report will be developed based on these evaluations, to be shared with the course management team and resource persons.

Post-course Evaluation: The objective of post-course evaluation is to see whether the training conducted has contributed to the humanitarian reform process and is leading towards a better response to disasters. As a part of the post-course evaluation process, an interactive alumnae group of trainees will be established and facilitated by CHF to upload their on-going work and contribution to the humanitarian response and reform process after completing the course. The alumnae will be able to see what other members are posting on the platform and contribute, comment or inquire about further details. This will allow participants to be within a network and improve themselves through post-course peer to peer learning and contribute to the overall humanitarian reform process

1.8 Program Objectives (Phase Two)

Objective 1: *Strengthen the CHF and Organize Annual Lessons learned Workshops:*

The CHF will organize three workshops for its members in partnership with NCDM and HRF on the current progress and process of humanitarian response operations in the country. This will contribute and form the basis for annual preparedness meetings of the Government of Cambodia and other NGOs.

Objective 2: *Organize regular internal meetings to build ownership and improve coordination:*

The CHF secretariat will organize quarterly meetings among CHF steering committee, zonal coordinators and provincial coordinators. The program will stimulate the ownership by CHF members in setting up a supporting mechanism within a wider humanitarian framework to ensure that the forum will continue to run beyond the project period.

Objective 3: *Further develop the on-line platform for sharing of information regarding humanitarian response in the country:*

The CHF website will be continually improved to be the place to gather and disseminate all related knowledge of products and training materials on humanitarian response in both English and Khmer language.

Objective 4: *Training Curriculum Development and adaptation:*

Based on the training needs assessment, the mid-term review of phase one of the project and gaps identified in the After Action Review Workshop held on 25th November 2013, new training modules will be designed by the ADPC project team in consultation with all stakeholders. The new training program will be designed focusing on newly identified gaps such as PDANA, Rapid Damage Appraisal, Contingency Planning, Humanitarian Emergency Coordination and Emergency Simulations.

Objective 5: *Delivery of Training Courses:*

The new training program will be conducted in three stages following the methodology adopted in stage one of the program. That is National Level ToT, Sub national ToT, and Sub-national training.

Objective 6: *Institutionalize DRM and Humanitarian Response Education in the University System:*

A feasibility study will be undertaken to assess the demand and the need for institutionalizing disaster risk management and humanitarian affairs education in the tertiary education system in Cambodia. RUPP will undertake the study with support from ADPC.

Objective 7: *Development of CHF Contingency Plan and Standard Operating Procedures:*

The CHF actively participated in the 2013 flood response operation at national and sub national levels. However there were some challenges in terms of mobilizing CHF members in damage and needs assessments in a timely manner. At present, CHF does not have SOPs or a contingency planning process in place. This activity will support the CHF to develop their contingency plans in line with the national emergency response framework.

Objective 8: *Establishment of Rapid Deployment Teams:*

As witnessed during the 2013 flood-response program, there is a need for rapid mobilization of humanitarian agencies for damage and needs assessment at the local level in partnership with other stakeholders. This activity will form and train CHF rapid DANA teams in selected provinces.

2. OBJECTIVE OF THE ASSESSMENT

2.1 The project:

ADPC is conducting this project in Cambodia in partnership with Cambodian Humanitarian Forum (CHF). It focuses on strengthening the humanitarian response architecture in Cambodia, addressing key issues in humanitarian coordination, preparedness for response and information management, as well as training and learning with Training of Trainers (ToT) and peer-to-peer learning modalities.

The overall goal of this program is, ***“to improve the humanitarian response to disasters in Cambodia by strengthening the leadership capacity of NGOs to better engage in the humanitarian framework by providing knowledge resources, training and mentoring”***.

The project creates a model that brings all humanitarian players at different levels to a common humanitarian architecture in Cambodia. This is achieved through the engagement of international and local humanitarian agencies in the humanitarian reform process through the provision of institutions, coordination mechanisms, system development, and knowledge and capacity building at the national and sub-national levels. The CHF will develop an enabling environment among field practitioners and policy-makers alike to have access to the plethora of information, knowledge and lessons for humanitarian actors that have become available in the aftermath of previous disasters, as well as providing knowledge resources. The CHF will also act as an advocacy body within the Cambodia NCDM, DRR Forum and HRF in reinforcing the humanitarian reform process.

The following are the stated key activities of stage two of the project which builds on the achievements of stage one:

Activity 1	<i>To strengthen the Cambodian Humanitarian Forum (CHF) and Organize Annual Lesson Learned Workshops</i>
Activity 2	<i>To organize regular internal meetings and build ownership to improve coordination</i>
Activity 3	<i>To organize regular internal meetings and build ownership to improve coordination.</i>
Activity 4	<i>To develop an online platform for sharing of information regarding humanitarian response in the country:</i>
Activity 5	<i>To conduct a Training Curriculum Development and Adaptation</i>
Activity 6	<i>To deliver Training Courses</i>
Activity 7	<i>To Institutionalize Disaster Risk Management and Humanitarian Response Education in the University System</i>
Activity 8	<i>To develop the CHF Contingency Plan and Standard Operating Procedure Guidelines (SOPs) for CHF members</i>
Activity 9	<i>To establish of Rapid Deployment Teams for CHF in Emergency Response</i>
Activity 10	<i>To establish Flood Response Volunteers at District Level (V2R - Volunteers to Respond)</i>

2.2 Aim of this Assessment and Evaluation

The aim of this evaluation and assessment is to:

- Evaluate and assess the Capacity of the CHF and it's network and
- Evaluate and assess the training program.

The evaluation and assessment was conducted over the period from 13th -30th October and included meetings in Bangkok with ADPC, field visits to Phnom Penh, Pursat Province and Kandieng District, attendance at the Annual CHF Lessons Learned Workshop held in Phnom Penh on the 22nd October and a document review of relevant project and CHF documents.

3. METHODOLOGY

The methodology used was a combination of documentary review and critical focused in-country interviews.

3.1 The approach

The assessment took the form of an initial document review in Bangkok and Phnom Penh, followed by in-country visits using key informant interviews as well as focus group discussions in Pursat and Kandieng. On return from the province, visits were also conducted with national level organizations in Phnom Penh.

3.2 The Document Review

Document reviews were conducted in Bangkok on the 13th October, in Phnom Penh on the 14th and continuously throughout the period 15th-23rd as additional documents were suggested. The documents examined during the document review are listed at Annexure A.

3.3 Interviews Conducted

Interviews were held with the following groups/organizations/individuals:

Date	Interview
15.10.2015	A group of 10 CHF members in Pursat , SORF, EPDO, AARR, AK, COHD, PVT, VAPSD, ISABEL, ANKO, EVPO
16.10.2015	Meeting with DCDM and CCDM in Kandieng District.
16.10.2015	Meeting with a group of V2R from Kandieng District
19.10.2015	Meeting at NCDM
19.10.2015	Meeting at RUPP
19.10.2015	Meeting with JAG
20.10.2015	Meeting with HRF
20.10.2015	Meeting with PLAN [JAG Member]
21.10.2015	Meeting with CHF Steering Committee
21.10.2015	Meeting with CHF Secretariat
21.10.2015	Meeting with HRF [Co-chair]
22.10.2015	Meetings with CHF members at Annual Meeting

3.4 Guided Interview--Questionnaires used

A number of questionnaires were used during the various group and individual interviews. These questionnaires covered questions on **Capacity** and on **Training**. Both questionnaires included both qualitative and quantitative questions and differed in focus depending on the group and individual involved.

Questionnaire One, consisting of 26 questions, was designed for members of the CHF. Its focus is on training with supplementary questions on capacity. A copy of the blank questionnaire is at Annexure B.

Questionnaire Two, consisting of 31 questions was designed for senior members of the CHF and for senior organizational stakeholders. Its focus is on capacity with supplementary questions on capacity. A copy of the blank questionnaire is at Annexure C.

Questionnaire Three, was issued to CHF members during the annual lessons learned workshop held on the 22nd of October and consisted of four questions on capacity and training. A copy of the blank questionnaire is at Annexure D.

4. FINDINGS (Training)

4.1 Stage One Training

Stage One of the program lasted for two years from May 2012 until May 2014. During that period 10 training courses were conducted for 258 participants (80 women). These consisted of 1 National ToT, 3 Sub-national ToTs and 6 Provincial courses.

The modules covered were:

- Disaster Risk Management
 - Impact and Characteristics of Hazards, Vulnerability and Risk
 - Disaster Management
 - Linkages between CBDRR and CDS
 - Disaster Preparedness Planning
 - Contingency Planning
 - Damage and Needs Assessment (DANA)
 - Logistic Management
 - Introduction to SPHERE Minimum Standards
 - Humanitarian accountability
 - Gender in Humanitarian Response
 - Leadership in Humanitarian Response at Local Level
 - Proposal development, logical framework, M&E and reporting arrangements
 - Partnership and external relations
 - Final Simulation Exercise
 - Field Visit to NAPA project area
- ToT Segment
- Principles of Adult learning for trainers
 - Session design
 - Session delivery
 - Helpful hints for making presentations

4.2 Stage Two Training

Stage Two of the program lasted from April 2014 until November 2015. During that period 6 training courses are to be conducted for 147 participants (52 women). These consisted of 1 National ToT, 2 Sub-national ToTs and 3 Provincial courses. *[By the date of this assessment all courses had been completed]*

In addition a one day workshop was conducted for the Emergency Assessment Team (EAT) and a one day workshop for the Village Response Team (V2R)

The modules covered in the phase two training were:

- Contingency Planning
- Effective Humanitarian Coordination
- Damage and Needs Assessment (DANA)
and if attending the ToT session
- ToT

4.3 Evaluation and Assessment Findings [Phase two training overall]

A consolidated training evaluation report was compiled at the end of the training program with participants asked to grade the training from 1 to 5 (Unsatisfactory—Outstanding). They graded the training as follows

Relevance of the Topics	1	2	3	4	5
			6	51	58
Usefulness	1	2	3	4	5
				15	98

This high level of satisfaction was mirrored in the findings of my survey with the 10 CHF members answering the question: Is the content of the various courses suitable? Or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5
1 New Member just joined			3	6

4.4 Evaluation and Assessment Findings [EAT and V2R training]

The Emergency Assessment Team (EAT) members as with others were highly satisfied with the training provided. They are volunteers and exhibit a high degree of interest and motivation. All those interviewed or spoken to indicated a thirst for further training, simulation training and a wish for operational deployments to test their skills.

The Volunteer groups to respond to disasters (V2R groups) in Pursat and Kjratié have attended a one-day workshop and like most grass-roots groups are hungry for more. They are motivated and keen. The group session in Pursat was attended by 100% of the Pursat

group while the annual workshop in Phnom Penh was attended by 100% of both groups. They want more training and training for more communities.

4.5 Evaluation and Assessment Findings [Other Stakeholders]

Members of the CHF Steering Committee and the CHF Secretariat also expressed high levels of satisfaction with the training plan, the training content and the training output.

Other stakeholders were generally unfamiliar with the training program and courses and were mostly unable to participate in detailed training questions.

The only partially dissenting view was from HRF. Their views are:

Q. Is the content of the various courses suitable? Or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5
I feel that the courses are a bit heavy on theory				

Q. Does the CHF training program make a difference to overall response capabilities in Cambodia?

Yes	Maybe	No
Please explain your answer. Not at this stage more work is needed		

Overall comment: The courses have made a good start but they need to be consolidated and aligned with the needs of their clients, the INGOs. More practical training should be included.

4.6 Evaluation and Assessment Findings [RUPP]

The faculty Development workshop on Climate Risk Management undertaken by ADPC was well received by RUPP. They are currently in the process of developing and running a Master Degree course with a major component of Disaster Risk Management. This development is encouraging and should be supported.

4.7 Evaluation and Assessment Findings [Annual lessons learned Workshop]

The annual lessons learned workshop was held in Phnom Penh on the 22nd October. It was attended by over 200 delegates including representatives from the program donor USAID, from ADPC, NCDM, RUPP, INGOs, the CHF Steering Committee, CHF Secretariat, CHF Zone coordinators, CHF Provincial coordinators, CHF members, Master trainers, EAT members and all V2R members.

Question 3 of the survey form handed out to CHF members asked: Are the current courses and workshops provided by CHF suitable for your organization? 60 participants responded as follows:

59-YES	1-NO

5. FINDINGS (Capacity)

5.1 Program Achievements

The program has achieved the following so far:

- a. Creation of the Cambodian Humanitarian Forum which now has a membership of 121 CNGO's covering 21 Provinces.
- b. Creation of the CHF Steering Committee and the CHF Secretariat.
- c. Creation of the CHF Website.
- d. Creation of the infrastructure of Zone and Provincial Coordinators.
- e. Development and creation of a Training Curriculum.
- f. Completion of the Stage One and Stage Two training programs, training 405 individuals (132 women).
- g. Creation and training of a Cadre of trained instructors.
- h. Creation and training of an Emergency Assessment Team (EAT).
- i. Creation and training of Village Volunteers for repose (V2Rs).
- j. Acceptance by the Cambodian Government and by the International NGO community that CHF has a role to play during disaster in the country.
- k. The conducting of annual lessons learned workshops and quarterly meetings for members to exchange views and remain current and up to date in DRm developments.
- l. The creation of a CHF Contingency Plan and Standard Operating procedures which is in the final stages of collaboration and acceptance.
- m. The creation by RUPP of an MSc in DM.
- n. The organization of a number of community flood preparedness programs in at risk areas.
- o. In addition to the relationship between CHF and HRF and others, 33 of the 50 respondents to the CHF Survey Form Question, ***Does your Organization have partnerships or work closely with INGO's*** answered **YES**

5.2 Evaluation and Assessment Findings

Questionnaire Two [Annexure C] was designed for major stakeholders in the program and was focused on questions related to capacity. A total of 10 interviewees completed Questionnaire Two, Five of these were from the CHF Secretariat/CHF Steering Committee and Five from NCDM and INGOs. Two of the completed questionnaires are at Annexure E and F.

Q. In your opinion, how has the CHF and its training program improved the organization and ability of local NGOs to respond to disasters and emergencies in Cambodia?

	Not Improved	Slightly Improved	Average	Improved	Very Improved
	1	2	3	4	5
CHF				2	3
Non CHF		1	1	3	

Q. How well do you think that the CHF has been integrated into the overall Cambodian Emergency Response Network?

	Not Very Well	Not Well	Average	Well	Very Well
	1	2	3	4	5
HRF			2	1	2
Non HRF			5		

Q. From your perspective, how effectively does the CHF and its members [local NGOs] Integrate with INGOs during emergency operations?

	Not Effectively	Partially Effectively	Average	Effectively	Very Effectively
	1	2	3	4	5
HRF			2	2	1
Non HRF			5		

Q. How much does CHF and the training it provides, improve overall emergency response operations in Cambodia?

	Hardly	Slightly	Average	Partially	Greatly
	1	2	3	4	5
HRF			1	3	1
Non HRF			5		

5.3 The CHF Survey Form [Annexure D and G]

The CHF Survey Form issued during the annual lessons learned workshop on the 22nd October contained a number of questions relating to capacity. It was completed by 60 CHF members and makes interesting reading. A summary of the answers is contained in full at Annexure G.

Question one asked what has been achieved so far? Answers very much enumerated the list at paragraph 5.1 above.

Question Two asked What still need to be achieved. The answers were:

- Capacity building for CHF members for disaster respond (20)
- Zoning for CHF members responsibility (3)
- Small grant project support on disaster (2)
- Develop central assistance liaison office for CHF members during request for rescues

- Assist/link CHF members to donor (in/outside country) (2)
- Outside country study visit (2)
- Continue formation V2R team in another zone especially vulnerable zone (6)
- Disaster preparedness as flood (1)
- Continue partnership with partnership NGOs,PCDM and local authority for disaster preparedness (4)
- Training need Assessment on DRR (2)
- Capacity Building for EAT member (7)
- Increase EAT member (2)
- Develop forward planning for CHF (3)
- Organize quarterly meeting in Zone level (2)
- Increase Female participant to attend the training
- Support with RUPP on DRR training (2)
- Have to find more donor to support the project (2)
- Should organize CHF workshop in the province
- Try to understand the project activity of CHF member
- Workshop on exchange experience among CHF member (2)
- Disseminate via Media
- Strategy Plan for CHF
- To become independent institute
- Training course on drought assessment.
- Register with Ministry of interior
- Build more capacity on CBDRR (2)
- Separate specific sector for EAT member
- Provide small budget to do Assessment.
- CHF should have their own office
- Should have quarterly Meeting
- Should develop IEC material

5.4 Observations

There is a variance in the understanding and perception between the members of the CHF [CHF Steering Committee and CHF Secretariat] and the non CHF Respondents [NCDM, JAG and HRF] However while the non CHF respondents generally gave an average score and the CHF respondents were generally marginally higher, No one scored 1 or 2 in any of the surveys,

6. OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS

6.1 E and A Survey

The E and A survey was conducted in Cambodia between 14th and 22nd October 2015. It utilized a document review and group and individual interviews with CHF members, DCDM, CCDM, V2R members, NCDM, RUPP, JAG, HRF, CHF secretariat and CHF Steering Committee. In addition 60 CHF members were surveyed during the Annual LLW meeting, as were members of the ToT Cadre and the EAT Teams. In total 100+ individuals were interviewed in groups, individually or by written survey.

All interviewees expressed satisfaction with the **Capacity** created within CHF and with the **content of the training program**. The degree of satisfaction expressed by the CHF members was considerably higher than that expressed by non CHF respondents. However on the various numerically graded questions none scored lower than 3 [**average or acceptable**].

6.2 Capacity

This program has been running since May 2012 and has resulted in:

- The creation of the CHF which now numbers 101 local Cambodian Humanitarian NGOs and is represented in 22 Provinces in Cambodia.
- The creation of the supporting structure of CHF Steering Committee, CHF Secretariat, Zone and Provincial CHF Coordinators.
- The creation of the CHF Website www.chfcambodia.net
- The recognition of Cambodian Government [NCDM] and international NGOs that CHF is a worthwhile partner.
- The successful completion of two phases of training.
- The creation of Emergency Assessment Teams [EATs].
- The creation of the V2R concept at community level.
- The introduction by RUPP of an MSc with a DM component.

This is an excellent achievement and sets the scene for further developments and expansion of the overall program. There are however some issues that became apparent during the progress of the assessment which are touched upon below.

6.3 CHF Representation in Provinces

The CHF now numbers 121 local Cambodian Humanitarian NGOs and is represented in 22 Provinces in Cambodia. This is an excellent spread throughout the country. However, if time had permitted, I would like to have examined the detail of that spread. Comments were made by some survey respondents that coverage is sparse in some areas. It would be useful to quantify the coverage throughout the country in more detail.

Recommendation 1: The CHF coverage shown in a number of documents should be deepened to include numbers of people available in each Province and their capabilities and skill sets.

6.4 CHF Management and Support Structure

The CHF supporting structure of CHF Steering Committee, CHF Secretariat, Zone and Provincial CHF Coordinators is good but there are a number of potential weaknesses.

The CHF Secretariat is potentially too small to effectively ramp-up to manage a major emergency, while the communications between CHF Phnom Penh and the various zone and provincial networks is tenuous. This would be exacerbated during emergency conditions.

Recommendation 2: Activation of the CHF HQ emergency management capability and the communications threads/links with zone and province coordinators must be adequately exercised to identify and overcome shortfalls and problems associated with high volume operations.

6.5 Recognition of CHF by Cambodian Government and INGO entities

There is some recognition that CHF is a worthwhile partner by Government [NCDM] and by the International NGOs. However, I believe that more work needs to be done. Government seems to have a tendency to give CHF less recognition than it should, possibly due to the fact that funding during disasters mainly comes from the INGO community.

HRF and JAG also partially recognise/utilize CHF, but for a number of reasons this is seemingly not whole hearted. Some of the reasons mentioned by variable sources are:

Lack of specific expertise.
Lack of available numbers in sufficient strength.
Inability/Difficulty to respond in a timely manner.
General misunderstanding of CHFs capabilities and operational limitations. or
A move towards closer working relationships between individual INGOs and individual CNGOs.

CHF needs to work more closely with the INGO community. My understanding is that HRF is unlikely to continue beyond a certain point, but that it will be replaced by another entity [possibly JAG]. CHF needs to build considerably on its current relationship with HRF and JAG

and pursue a close relationship with whichever organization fills the space left by the HRF if it winds-up

Recommendation 3: There needs to be a closer working relationship between CHF and INGOs whereby both sides understand the needs of the other and also understand each other's operational problems and limitations. Consideration should be given to holding Bi-annual or Quarterly liaison meetings with HRF and JAG.

Recommendation 4: During an emergency activation and during simulations, a CHF liaison officer should be posted to any activated humanitarian coordination centre. The centre [HRF] for example, should also post a liaison officer to CHF. This will ease communications and produce a better working relationship between the two organizations

6.6 Training

The phase two training program has already been completed consisting of:

3 ToT Modules attached to three courses [1 day] 6 Training courses [7.5 days] 1 EAT Workshop [1 day] and 1 V2R Workshop [1day]

These courses trained 147 participants during the 6 courses, 40 participants during the EAT workshop and 40 participants during the V2R workshops.

6.6.1 ToT Training

The training program aimed to and has created a cadre of qualified trainers/instructors that are a valuable resource for the continuation and expansion of the training program. These individuals attended a one-day ToT module during the phase one training, attended a and attended a further one-day ToT module during the phase two training. Comments from these individuals during the assessment and evaluation indicate that they would like further training in this area.

Recommendation 5: Consideration should be given to providing more in-depth instructor training for CHF members who are already ToT trained and to providing further basic ToT training in order to expand the training cadre.

6.6.2 Standard Training

The standard training course for the phase two training program lasted for 7.5 days with 2 days dedicated to contingency planning, 1.5 to effective humanitarian coordination and 4 days to damage and needs assessments [DANA]

Recommendation 6: With the completion of the phase two training program and the possibility of a phase three extension, consideration should now be given to creating a more

advanced course to further develop participants in DRR and DM. In addition at least one basic top-up course should be considered for newly joined members of the CHF.

6.6.3 EAT Workshop

Volunteers who wished to join the newly formed EAT team were given a further one day workshop in EAT. This needs to be expanded and the EAT teams need to be exercise in simulated conditions to improve their confidence and expertise. As these teams work closely with and for INGOs it is vital that INGOs are aware of their capabilities in order to rely on their services.

Recommendation 7: The EAT training needs to be expanded and consolidated and the EAT teams need to be exercise in simulated conditions to improve their confidence and expertise.

Recommendation 8: As CHF EAT teams work closely with and for INGOs it is vital that INGOs are aware of their capabilities in order to rely on their services. CHF EAT teams must work with INGOs during all simulation exercises to build on trust and reliability.

6.6.4 V2R Workshop

The V2R scheme is a welcome new development with preparedness and response training being carried down to grass-roots levels. The training for V2R members consisted of a one-day workshop. The feedback from participants was that it was very welcome, limited in geographic spread and a bit too academic.

The USAID funded project, 'Program for Enhancement of Emergency Response' (PEER) and it's 'Community Action for Disaster Response' segment (CADRE) is well worth consideration for any continuance and expansion of this part of the program

Recommendation 9: This is a very worthwhile expansion of the scheme. Consideration should be given to better aligning the training module with the needs of the various communities and to the expansion of the scheme to benefit more communities.

6.7 Training for CHF and Others

During interviews and discussions with various parties, suggestions were raised that there is a need to provide training for Government organizations, INGOs and their local partners [some of whom are not members of the CHF]

These training courses would need to be very specific and targeted at the actual needs of the organizations. The indication that CHF could possibly charge for this service was also raised.

Recommendation 10: The possibility that CHF could provide a training service for non-CHF members which could produce an income stream for the organization should be seriously considered.

Other comments and conversations indicated the need for a centre of excellence in DRR/CBDRR/DRm/DM/CC or a disaster training college [a mini ADPC in effect]. This is a function that could suit CHF and could then produce training materials for a national expansion program.

Recommendation 11: Consideration should be given to conducting a feasibility study to develop terms of reference and prepare a funding proposal for a centre of excellence to be based in Cambodia. This could be in cooperation with RUPP or another educational establishment or could be based with CHF. Such a centre could be a driver along with NCDM for a sustainable improvement in response capabilities within the country.

6.8 The Future

The CHF project has been extremely successful and is currently expanding into a community preparedness segment.

The creation of the CHF organization, mechanism and straining and selection of EAT teams has enabled CHF to grow and given it the ability to coordinate a response to disasters and emergencies.

However more needs to be done:

- The knowledge and capabilities of CHF members needs to be increased.
- The interface between CHF, NCDM, INGOs and others needs to be improved.
- Communication between CHF and INGOs needs to be improved.
- The training program now needs to be focused on more quality and specific skills
- The community preparedness program V2R needs to be expanded and widened in scope. and
- The future of funding and the sustainability of the organization needs to be addressed

Recommendation 12: Consideration should be given to an extension and expansion of this worthwhile project.

Recommendation 13: Consideration should be given to the provision of a joint NCDM/CHF training project where a fee-for-service scheme could be developed. This could encourage NCDM and PCDMs to take a more active hands-on approach to disaster preparedness.

Recommendation 14: Consideration should be given to the creation of a project for the design of training materials and for marketing a self sufficient fee-for-service training module that will allow the generation of some sustainable income.

Recommendation 15: A joint CHF/HRF simulation exercise should be arranged to field test assessment instruments and to ensure that both organizations are communicating and cooperating effectively.

At the annual meeting CHF members showed that they want the CHF to continue and that they have ideas for consolidation and expansion. With further assistance from USAID and ADPC this can be achieved. The model is also ideally suited for expansion into other countries in SE Asia.

ABBREVIATIONS

ALLW—Annual Lessons Learned Workshop
CHF – Cambodian Humanitarian Forum
CBDRR – Community Based Disaster Risk Reduction
CCD - Cambodian Community Development
CCDM-Commune Committee for Disaster Management
CODO - Community Development Organization
CNGO – Cambodian Non Governmental Organization
DCDM-- District Committee for Disaster Management
E and A—Evaluation and Assessment survey
NAPA-- National Prosperity Association
NCDM – National Committee for Disaster Management in Cambodia
PCDM -- Provincial Committee for Disaster Management
PADEK – Partnership for Development in Cambodia (A local NGO)
RUPP – Royal University of Phnom Penh in Cambodia
SOP – Standard Operation Procedure
SORF -- Support Organization for Rural Farmers
TNA – Training Needs Assessment
TOR – Terms of Reference
ToT – Training of Trainers

ANNEXURE A: List of Documents examined during the document review.

- **Project Assessment Report, November 2013.** Strengthening Emergency Response capacity of Humanitarian NGOs in Cambodia by creating the CHF.
- **CHF outline Contingency Plan January 2015.**
- **Technical Proposal:** Strengthening Emergency Response Capacity of Humanitarian NGOs in Cambodia January 2014
- **CHF paper:** Key achievements over the last 3 years
- **CHF Quarterly Program Performance Report, April-June 2014**
- **CHF Quarterly Program Performance Report, July-September 2014**
- **CHF Quarterly Program Performance Report, October-December 2014**
- **CHF Quarterly Program Performance Report, January-March 2015**
- **CHF Quarterly Program Performance Report, April-June 2015**
- **Training Report:** Workshop on Climate Risk Management, RUPP, Sept 2015
- **Training Report:** Workshop on Curriculum Development, RUPP, Sept 2015
- **Raw data:** Training Evaluation report on Phase Two training courses 2014-2015

TRAINING IMPACT EVALUATION and CAPACITY ASSESSMENT

Questions for Provincial CHF Members.

What Organization do you represent:.....

TRAINING EVALUATION

1. What types of CHF courses are conducted for or attended by members of your organization in Pursat/Kandieng?

Phase 1	Phase 2	ToT

2. How many participants from your organization have attended each type of Course?

Phase 1	Phase 2	ToT

3. What is the geographical spread of people from your organization who have attended CHF courses?

Local	Provincial	Zone	National

4. How many of your staff would you like to have trained?

Number of staff to be trained:

5. Is the content of the various courses suitable? or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5

6. Is the content of the courses useful for your organization and the way your organization operates?

Not Useful	Less Useful	Acceptable	Useful	Very Useful
1	2	3	4	5

7. Are the people selected from your organization to attend courses the best people to choose?

Yes	Yes But	No
Please explain your answer		

8. Is anything missing from the training program?

What is missing?

9. What do you think could be improved?

10. What changes would you like to see made to the training?

11. Do you think that the CHF training program makes a difference to overall emergency response capabilities in Cambodia?

Yes	Maybe	No
Please explain your answer		

12. What is good about the CHF training program?

13. What is not so good?

14. Do you wish to make any other comments or observations about the training program?

15. CAPACITY EVALUATION

16. How has the CHF, your membership and its training program improved the organization and ability of local NGOs to respond to disasters and emergencies in Cambodia?

Not Improved	Slightly Improved	Average	Improved	Very Improved
1	2	3	4	5

17. Do you think that CHF and CHF membership is fully recognized in Cambodia?

Yes	Maybe	No
Please explain your answer		

18. If not, how can this be improved?

19. How does CHF and the training it provides impact the overall response operations in Cambodia?

--

20. Since its creation, how has the CHF and its members impact the response to emergencies in Cambodia? Please give examples

21. As a result of CHF membership and training, what can you now do that you couldn't do or was difficult for you to do before?

22. What would you like to do that you still can't do?

23. What areas of the CHF system need to be improved?

Areas for Improvement:

24. What are the strengths of the CHF system?

25. Are there any weaknesses in the CHF system?

Strengths	Weaknesses

26. Do you wish to make any other comments?

TRAINING IMPACT EVALUATION and CAPACITY ASSESSMENT

Questions for CHF and Major Strategic Stakeholders

What Organization do you represent:.....

CAPACITY EVALUATION

1. In your opinion, how has the CHF and its training program improved the organization and ability of local NGOs to respond to disasters and emergencies in Cambodia?

Not Improved	Slightly Improved	Average	Improved	Very Improved
1	2	3	4	5

2. How well do you think that the CHF has been integrated into the overall Cambodian Emergency Response Network?

Not Very Well	Not Well	Average	Well	Very Well
1	2	3	4	5

3. What is your understanding of the capabilities of the CHF and its members?

Are you aware of what they can do?

4. From your perspective, how effectively does the CHF and its members [local NGOs] integrate with INGOs during emergency operations?

Not Effectively	Partially Effectively	Average	Effectively	Very Effectively
1	2	3	4	5

5. Do you think that the CHF is fully recognized within the Cambodian Emergency Response Organization? [Y/N/Maybe]

Yes	Yes or No But	No

6. If not, how can this be improved?

--

--

7. Do you know of any strategic partnerships that have been formed between CHF and other organizations?

--

8. How much does CHF and the training it provides, improve overall emergency response operations in Cambodia?

Hardly	Slightly	Average	Partially	Greatly
1	2	3	4	5

9. Has the CHF and its members assisted during emergency response operations? Please give examples.

Yes	Maybe	No
If yes please give an example		

10. What services/capabilities can now be provided that previously couldn't or was difficult achieve?

11. Is there any further service or capability that you would like to see developed or improved?

Capabilities now provided	Capabilities still needed

12. Are you aware of the strengths of the CHF system?

Yes	No
If Yes what are they	

13. Are you aware of any weaknesses in the CHF system?

Yes	No
If Yes what are they	

14. What is good about the program?

15. What is not so good?

Good	Not so Good

16. What areas of the CHF system need to be improved?

17. Do you have any other suggestions or observations to make?

TRAINING ASSESSMENT

18. Are you aware of the type of training courses conducted by CHF?

19. Has anyone from your organization attended any CHF Courses?

20. What is the geographical spread of people who have attended CHF courses? [Limited question to HRF secretariat]

21. Is the content of the various courses suitable? Or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5

22. Is the content of the courses useful to your organization?

Not Useful	Less Useful	Acceptable	Useful	Very Useful
1	2	3	4	5

23. Are the people selected to attend courses the best people to attend?

Yes	Yes But	No
Please explain your answer		

24. What is missing from the training program?

What is missing?

25. What could be improved?

--

26. What changes would you like to see made?

27. Does the CHF training program make a difference to overall response capabilities in Cambodia?

Yes	Maybe	No
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Please explain your answer

28. If it does..... how does it make a difference?

29. Do you have any other comments about the overall training program and capacity development?

FiNALLY

30. What has been achieved so far?	31. What still needs to be achieved?

CHF Survey Form

Your name:

Your organization:

<p>1. What CHF has been achieved so far?</p> <ul style="list-style-type: none">••••••
<p>2. What CHF still needs to be achieved?</p> <ul style="list-style-type: none">••••••
<p>3. CHF provides a number of training courses and shorter workshops</p> <p>3.1 Are the current courses and workshops provided by CHF suitable for your organization?</p> <ul style="list-style-type: none">• <input type="checkbox"/> (YES)• <input type="checkbox"/> (NO) Why not? <p>.....</p> <p>.....</p> <ul style="list-style-type: none">• <input type="checkbox"/> YES But [please explain] <p>.....</p> <p>.....</p> <p>3.2 What additional training courses would you like to see provided?</p>

-
-
-
-
-
-

3.3 What additional workshops would you like to see provided?

-
-
-
-
-
-

4. Many CHF members have partnerships/close working relationships with International NGOs

4.1 Does your organization have partnerships or work closely with INGOs?

- (YES)
- (No)

4.2 If yes, Please identify them!

-
-
-
-
-
-

5. CHF Steering Committee and Zone Coordinators decided that CHF should register as an independent institution after 2018 national election.

5.1. Do you agree?

- Yes - Why?

.....

- (No – Why not?)

.....

5.2. Do you want CHF to continue as a forum under PADEK?

- (Yes – Why?)

.....

- (No – Why not?)

.....

6. For a sustainability of CHF, CHF Steering Committee and Zone Coordinators decided that CHF should start doing fund raising such as collecting membership fee and doing service delivery. They suggested that each member to pay USD5 per month (or \$60 per annum) as membership fee except for those members who do not have funds then they don't have to pay.

6.1. Do you agree?

- Yes – Why?

.....

- No – Why not?

.....

6.2. If you agree, would you like to pay monthly or annually? Please

- annually
- monthly

6.3. CHF Steering Committee suggested that the membership fee should be collected after this annual meeting. Do you agree if we start to collect the fee by the beginning of December 2015?

- Yes – Why?

.....

- No – Why not?

.....

6.4. Do you agree that CHF should do service delivery such as training fee?

- (Yes - Why?)

.....
.....

- (No - Why not?)

.....
.....

ANNEXURE E

TRAINING IMPACT EVALUATION and CAPACITY ASSESSMENT

Questions for CHF and Major Strategic Stakeholders

What Organization do you represent:.....**Four members of the CHF Steering Committee**.....

CAPACITY EVALUATION

1. In your opinion, how has the CHF and its training program improved the organization and ability of local NGOs to respond to disasters and emergencies in Cambodia?

Not Improved	Slightly Improved	Average	Improved	Very Improved
1	2	3	4	5
			1	3

2. How well do you think that the CHF has been integrated into the overall Cambodian Emergency Response Network?

Not Very Well	Not Well	Average	Well	Very Well
1	2	3	4	5
		2		2

3. What is your understanding of the capabilities of the CHF and its members? **YES**

Are you aware of what they can do?
 It's good for communication with all partners related to the sub-national structure when working in disaster situations.
 CHF has only been established for three years but already has built capabilities and knowledge on DRR

4. From your perspective, how effectively does the CHF and its members [local NGOs] integrate with INGOs during emergency operations?

Not Effectively	Partially Effectively	Average	Effectively	Very Effectively
1	2	3	4	5
		2	1	1

5. Do you think that the CHF is fully recognized within the Cambodian Emergency Response Organization? [Y/N/Maybe]

Yes	Maybe	No
1	3	

6. If not, how can this be improved?

No comment from three respondents
Need to cooperate with other stakeholders national-Sub-national

7. Do you know of any strategic partnerships that have been formed between CHF and other organizations?

NCDM-PCDM-DCDM
International Stakeholders

8. How much does CHF and the training it provides, improve overall emergency response operations in Cambodia?

Hardly	Slightly	Average	Partially	Greatly
1	2	3	4	5
		1	2	1

9. Has the CHF and its members assisted during emergency response operations? Please give examples.

Yes	Maybe	No
3	1	
If yes please give an example; 2013 flooding, development of DANA		

10. What services/capabilities can now be provided that previously couldn't or was difficult achieve? **Quality of Response**

11. Is there any further service or capability that you would like to see developed or improved?

Capabilities now provided	Capabilities still needed
Assessments Contingency Plan	DRR center in Cambodia from all four respondents

12. Are you aware of the strengths of the CHF system?

Yes	No
4	
<p>If Yes what are they</p> <p>Sharing information from CHF in Phnom Penh to Provincial Coordinators and members</p> <p>Establishment of EAT</p> <p>CHF membership throughout Cambodia</p> <p>Capacity Building</p>	

13. Are you aware of any weaknesses in the CHF system?

Yes	No
4	
<p>If Yes what are they</p> <p>Under office in PADEK</p> <p>Not enough funds</p> <p>Not enough support members for training on emergency response</p>	

14. What is good about the program?

15. What is not so good?

Good	Not so Good
<p>Emergency Response</p> <p>Preparedness</p> <p>Capacity Building</p> <p>Structure of CHF</p> <p>Communication</p> <p>Human Development</p> <p>Structure of committee</p> <p>Useful and most important</p>	<p>Nil</p> <p>Not enough Budget</p> <p>Not registered with MOI</p> <p>Prepare policies</p> <p>Connect CHF to other sectors</p> <p>Quality of response</p> <p>Please provide further training</p>

16. What areas of the CHF system need to be improved? **See answers above**

17. Do you have any other suggestions or observations to make? **See answers above**

TRAINING ASSESSMENT

18. Are you aware of the type of training courses conducted by CHF? **YES by ALL**

19. Has anyone from your organization attended any CHF Courses? **YES by ALL**

20. What is the geographical spread of people who have attended CHF courses? **[Limited question to HRF secretariat] Nation wide**

21. Is the content of the various courses suitable? Or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5
		1	2	1

22. Is the content of the courses useful to your organization?

Not Useful	Less Useful	Acceptable	Useful	Very Useful
1	2	3	4	5
			1	3

23. Are the people selected to attend courses the best people to attend?

Yes	Yes But	No
Please explain your answer; We have criteria for selection. They are working in DRR field		

24. What is missing from the training program?

<p>What is missing?</p> <ul style="list-style-type: none"> Climate Change and drought Resilience Technology for electronic assessment Material for Disaster management Formulation of an Emergency Plan between NGOs and Government

25. What could be improved?

<ul style="list-style-type: none"> Quality of Response mechanism How climate resilience New technology for disaster management e.g. ECHO training Sub national level needs to be able to manage by itself More training on disaster response

26. What changes would you like to see made? **See answers above**

27. Does the CHF training program make a difference to overall response capabilities in Cambodia?

Yes	Maybe	No
4		

28. If it does..... how does it make a difference?

<ul style="list-style-type: none"> Strengthens members development in flood areas Builds capacity on Preparedness and response to disasters Information sharing HRF-NCDM-PCDM Builds capabilities of members and PCDMs
--

29. Do you have any other comments about the overall training program and capacity development?

EAT and V2R needed to improve capacity
More training required with experience sharing from other areas

Finally

30. What has been achieved so far?	31. What still needs to be achieved?
<p>Establishing V2R teams Sharing knowledge with all. TOT,EAT,V2R,MOU with RUPP and ASEAN Recognition All structures set up by CHF</p>	<p>More Training needed Quality of Response How to deal with Climate Resilience Standards of EAT teams Gender equality and women’s rights in emergencies.</p>

ANNEXURE F

TRAINING IMPACT EVALUATION and CAPACITY ASSESSMENT

Questions for CHF and Major Strategic Stakeholders

What Organization do you represent:..... Co Chair of HRF.....

CAPACITY EVALUATION

1. In your opinion, how has the CHF and its training program improved the organization and ability of local NGOs to respond to disasters and emergencies in Cambodia?

Not Improved	Slightly Improved	Average	Improved	Very Improved
1	2	3	4	5

2. How well do you think that the CHF has been integrated into the overall Cambodian Emergency Response Network?

Not Very Well	Not Well	Average	Well	Very Well
1	2	3	4	5

3. What is your understanding of the capabilities of the CHF and its members?

Are you aware of what they can do? I understand that their capabilities are fairly low but are improving
--

4. From your perspective, how effectively does the CHF and its members [local NGOs] integrate with INGOs during emergency operations?

Not Effectively	Partially Effectively	Average	Effectively	Very Effectively
1	2	3	4	5
We push for their participation they are slow in offering support				

5. Do you think that the CHF is fully recognized within the Cambodian Emergency Response Organization? [Y/N/Maybe]

Yes	Maybe	No
	X	

6. If not, how can this be improved?

More work needed on this improve this aspect

7. Do you know of any strategic partnerships that have been formed between CHF and other organizations?

Yes, with NDMO RUPP and HRF

8. How much does CHF and the training it provides, improve overall emergency response operations in Cambodia?

Hardly	Slightly	Average	Partially	Greatly
1	2	3	4	5
The quality and content of the training could be improved				

9. Has the CHF and its members assisted during emergency response operations? Please give examples.

Yes	Maybe	No
If yes please give an example; 2013 flooding		

10. What services/capabilities can now be provided that previously couldn't or was difficult achieve? Coordination between local NGS, to some extent assessments.

11. Is there any further service or capability that you would like to see developed or improved? Yes more effectively run and analyze assessments. Run an independent response

Capabilities now provided	Capabilities still needed
Coordination between local NGS, to some extent assessments.	Yes more effectively run and analyze assessments. Run an independent response

12. Are you aware of the strengths of the CHF system?

Yes	No
If Yes what are they: pre identified organizations with working relationships that have been so far provided with basic knowledge and capabilities	

13. Are you aware of any weaknesses in the CHF system?

Yes	No
If Yes what are they: Only basic knowledge so far. Not fully tested. Needs more consolidation	

14. What is good about the program?

15. What is not so good?

Good	Not so Good
It fills a gap and brings some overall organization to local NGOs	CHF needs to develop a comprehensive package of materials They need to develop better linkages with all players

16. What areas of the CHF system need to be improved? **Covered already**

17. Do you have any other suggestions or observations to make? **Covered already**

TRAINING ASSESSMENT

18. Are you aware of the type of training courses conducted by CHF? **YES**

19. Has anyone from your organization attended any CHF Courses? **NO INGOs are not included**

20. What is the geographical spread of people who have attended CHF courses? [**Limited question to HRF secretariat**] **Not applicable**

21. Is the content of the various courses suitable? Or at the correct level?

Not Suitable	Less Suitable	Acceptable	Suitable	Very Suitable
1	2	3	4	5
Feel that the courses are a bit heavy on theory				

22. Is the content of the courses useful to your organization? **N/A**

Not Useful	Less Useful	Acceptable	Useful	Very Useful
1	2	3	4	5

23. Are the people selected to attend courses the best people to attend? **N/A**

Yes	Yes But	No
-----	---------	----

Please explain your answer

24. What is missing from the training program?

What is missing?

25. What could be improved?

26. What changes would you like to see made?

27. Does the CHF training program make a difference to overall response capabilities in Cambodia?

Yes	Maybe	No
Please explain your answer. Not at this stage		

28. If it does..... how does it make a difference?

N/A

29. Do you have any other comments about the overall training program and capacity development?

No

Finally

30. What has been achieved so far?	31. What still needs to be achieved?
	CHF is a collaborative networked organization. It needs better steerage and further training to become more effective

ANNEXURE G

CHF Survey Form

Your name:

Your organization:

Number of Respond: 60

<p>6. What CHF has been achieved so far?</p> <ul style="list-style-type: none">• Training on Disaster management (5)• Organized coordination meeting with CHF members at provinces(2)• Annual meeting (3)• Formation EAT (21)• Format V2R group (10)• Majority of CHF members got training on Disaster(1)• Formation members by zone easy to response (9)• There are 121 Khmer NGOs have registered as CHF members from 21 provinces (20)• 1st phase 10 training have provided to CHF members on Strengthening capacity for Emergency Response (25)• 2nd phase 6 training have provided to CHF members on Emergency Assessment (15)• TOT have selected from participants during training (9)• Setup CHF website: www.chfcambodia.net (6)• Formation management structure as Zone and Province easy to coordinate (9)• CHF members have capacity through training/workshop (8)• Organized campaign on flood preparedness (3)• Organized annual workshop (2)• CHF develop Contingency Plan (1)• Set up CHF network and Secretariat (15)• Develop CHF Contingency Plan (6)• Develop CHF Guiden Note.(2)• Good coordination with PCDM, NCDM• CHF were recognize by AADMER• Have the project with RUPP (2)• Format CHF steering Committee• Just apply for CHF member so don't know the benefit (2)•
<p>7. What CHF still needs to be achieved?</p> <ul style="list-style-type: none">• Capacity building for CHF members for disaster respond (20)• Zoning for CHF members responsibility (3)• Small grant project support on disaster (2)• Develop central assistance liaison office for CHF members during request for rescues• Assist/link CHF members to donor (in/outside country) (2)• Outside country study visit (2)• Continue formation V2R team in another zone especially vulnerable zone (6)• Disaster preparedness as flood (1)• Continue partnership with partnership NGOs,PCDM and local authority for disaster preparedness (4)

- Training need Assessment on DRR (2)
- Capacity Building for EAT member (7)
- Increase EAT member (2)
- Develop forward planning for CHF (3)
- Organize quarterly meeting in Zone level (2)
- Increase Female participant to attend the training
- Support with RUPP on DRR training (2)
- Have to find more donor to support the project (2)
- Should organize CHF workshop in the province
- Try to understand the project activity of CHF member
- Workshop on exchange experience among CHF member (2)
- Disseminate via Media
- Strategy Plan for CHF
- To become independent institute
- Training course on drought assessment.
- Register with Ministry of interior
- Build more capacity on CBDRR (2)
- Separate specific sector for EAT member
- Provide small budget to do Assessment.
- CHF should have the own office
- Should have quaterly Meeting
- Should develop IEC material

8. CHF provides a number of training course and shorter workshop:

3.1. Are the current courses and workshops provided by CHF suitable for your organization?

- Yes (59)
- No Why (1)

-
- Yes but (Please explain) (1)
 - Followed concept of development and rescues assistant
 - We haven't attend any training with CHF but we heard those training are good.
 - Because this work is our responsibility (2)
 - Because can get the knowledge form CHF training and working in the project site (7)
 - Follow institution vision.
 - The training is good but so long. So difficult to attend the training (2)
 - Because this workshop is good but should organize for 2 day.
 - CHF should find more fund to build capacity of CHF member.
 - Very important for response during the disaster period (3)
 - Very important cause we can develop contingency plan to use in our organization

3.2. What additional training courses would you like to see and provided?

- First Aid (2)
- Proposal writing (9)
- Formation working group at local level
- Climate Change and Climate Change adaptation (13)
- Training curriculum
- Mainstreaming disaster preparedness at High school
- Disaster preparedness and response (8)
- Disaster management (24)
- Training on Data collection
- Project Planning and design on DRR (3)
- M&E training (3)
- Set up Human Resource Guide line

- Training on Assessment in Emergency Response. (4)
- Training of Trainer on Disaster.
- Sphere Standard (3)
- Resilience leadership
- CBDRR (4)
- Capacity Building to EAT member (2)
- Simulation (3)
- Gender in Disaster
- DRR /water resource Management awareness
- Contingency Plan (3)
- Leadership training
- GIS in Disaster
- Livelihood in climate change
- Research paper training
- Rapid Assessment training
- Training on Social enterprise for income

3.3 What additional workshops would you like to see provided

- Methodology to rescues people from emergency(1)
- Sharing Information(1)
- Planning strategy for disaster management (1)
- DRR workshop with multiple donors (1)
- Annual lessons learnt workshop. (9)
- Reflection Workshop (6)
- Workshop on Strategy in Disaster Response (2)
- Workshop on Climate Change and adaptation.(4)
- Workshop in Provincial level to CHF member in the province (2)
- Workshop on exchange experience on DRR (10)
- Quarterly workshop
- Study tour
- Contingency Plan workshop (2)
- TOT

9. Many CHF members have partnerships/close working relationships with International NGOs

4.1 Does your organization have partnerships or work closely with iNGOs?

- Yes (33)
- No (17)

4.2 If yes, please identify them!

- UNDP (6)
- HANDICAP
- AGWS
- SNV
- WWF (2)
- WCS
- Action Aid/DCA (4)
- HRF
- NGO network
- UNODC
- Oxfam Cambodia (5)
- EU
- Forum Syd
- Hellen Keller International
- Save the Children International (4)

- PLAN (2)
- ADPC
- Child fund (3)
- VSO (2)
- DSF (2)
- OMF (2)
- Samaritgn purse (3)
- PYD
- Care
- People In Need (2)
- ACR
- Birdlife
- FAO
- ADDA
- CARITAS Swetzerland (2)
- Presso
- ACR/CA (2)
- NDI
- PADEK
- IR
- WinRock
- Recoft

10. CHF Steering Committee and Zone Coordinators decided that CHF should register as an independent institution after 2018 national election

5.1 Do you agree?

- Yes Why? (49)
 - Have good coordination (1)
 - Easy to coordinate directly with donor
 - Easy to coordinate with local authority (3)
 - Easy to implementation and recognize from international (2)
 - Because CHF is under PADEK
 - For strongly capacity building within working on disaster.
 - Because CHF is Humanitarian Forum not working with politic (2)
 - For recognize by international NGO (2)
 - For recognize by Ministry of interior (9)
 - To build confident to CHF member (7)
 - Because CHF can expand to other target as the sub-office
 - Because Cambodia is democratic country.
 - It is a good chance for CHF to Build ourselves.(3)
 - For CHF sustainability
 - To be independent for CHF (2)
 -
- No Why not? (5)
 - Because CHF is still under PADEK organization
 - Because PADEK is a strongly organization so CHF have to under PADEK
 - Because CHF only network not NGO

5.2 Do you want CHF to continue as a forum under PADEK?

- Yes Why? (37)

- Strengthen coordination (3)
 - Continue to provide training
 - To support each other (5)
 - To be independent in DRR work (3)
 - Because PADEK is the legal institute.
 - Because CHF have to get strongly support from PADEK.
 - To continue the project
 - Because PADEK has accountability and famous (3)
 - To build confident with donor
 - Because PADEK is foundation of CHF (2)
 - Because CHF not strong yet (4)
- No Why not? (11)
 - Because want to see CHF become independent institute and have the own fund.(2)
 - CHF should have the own office.(3)
 - CHF have to register as the independent institute.(3)
 - Because PADEK have a lot of project to do.
 - CHF have opportunity to find the donor

11. For a sustainability of CHF, CHF Steering Committee and Zone Coordinators decided that CHF should start doing fund raising such as collecting membership fee and doing service delivery. They suggested that each member to pay USD5 per month (or \$60 per annum) as membership fee except for those members who do not have funds then they don't have to pay.

6.1 Do you agree

- Yes Why? (46)
 - NGOs have fund must pay and should except small NGOs no fund (6)
 - Have the own fund and sustainability (16)
 - Can afford for this amount.
 - Because we are Khmer we have to help each other. Also, easy to have a decision making.(2)
 - Agree, but CHF should mention about the NGO budget in the province. can only 25-30 /year for member fee.
 - To show CHF have the co-funding and can attract other donor.
 - For CHF sustainability but should only 20\$/year (2)
 - For CHF sustainability but should only 30\$/year
 - This is obligation.
 - Agree, but for only member that have the project activity
 -
 -
- No Why not? (4)
 - Some NGOs facing no fund (2)
 - Because some NGO not sustainability if no fund will close the office.

6.2 If you agree, would you like to pay monthly or annually?

- Annually (44)
- Monthly(5)

6.3 CHF Steering Committee suggested that the membership fee should be collected after this annual meeting. Do you agree if we start to collect the fee by the beginning of December 2015?

- Yes Why? (23)
 - For CHF sustainability (5)
 - We can afford this cost in the requested duration.
 - Because some NGO have small amount of budget line but we can suggest from Donor.

- Support this activity but my NGO is leak of budget.
- Building fund of CHF
- Should start from December 2015 (2)
- Should start from January 2016 (5)
- No Why not? (18)
 - Should start collect membership fee on January 2016 (3)
 - Because don't have budget line for this activity.
 - Didn't discussion with Donor yet (4)
 - Because have no fund (4)
 - This year no fund but from 2016 is ok.

6.4 Do you agree that CHF should do service delivery such as training fee?

- Yes Why? (43)
 - Provide service fee to non CHF members (2)
 - To get income for CHF (4)
 - For sustainability (12)
 - Yes, because CHF have human resource and experience to find the fund.(2)
 - Because CHF discount 50% for CHF member (3)
 - To show to international that we have CHF network in Cambodia that working in Disaster.(2)
 - Because training will shear the knowledge to next generation.(2)
 - Should free of charge for CHF member
 - But to be NGO should not think only the cost.
- No Why not? (7)
 - Because CHF will lost some member.(2)
 - Because some NGO don't have budget for spending (4)
 - There will not much participant attend the training with fee like this
 -
-

END OF ANNEXURES