



“Strengthening Emergency Response Capacity of Humanitarian NGOs in Cambodia”

**REPORT
ON
CAPACITY ASSESSMENT OF CAMBODIA NGOS ON
EMERGENCY RESPONSE AND DISASTER
PREPAREDNESS**

Prepared by CHF Secretariat

October 2012



USAID
FROM THE AMERICAN PEOPLE

padek
Partnership for Development in Kampuchea

adpc

Table of Contents

List of Figures	ii
Abbreviation.....	iii
Acknowledgement	iv
Executive Summary.....	v
1 Introduction	1
1.1 Background	1
1.2 Project Activities	1
2 Methodology for the Training Needs Assessment	3
2.1 Objectives of the TNA	3
2.2 Scope and Limitation	3
2.2 Methodology and Process for Training Need Assessment	3
3 Findings and Observations.....	5
• Planning and Policy Frameworks	6
• Disaster Preparedness and Emergency Response	7
• Disaster Risk Reduction (DRR)	8
• Gender Responsiveness in DRR and Emergency Response	10
• Training Required and Priority	11
• Learning Opportunity.....	15
4 Conclusion and Recommendations	17
4.1 Conclusion.....	17
4.2 Recommendations	17
Appendices.....	19

List of Figures

Figure 1: Type of Organization’s Expertise or Experience	5
Figure 2: Staff Involvement in Emergency Preparedness and Response	5
Figure 3: Group Interview Scoring on Humanitarian Approach and Implementation Expertise	6
Figure 4: Trainings Received by Individuals	7
Figure 5: Skill Required During Emergency Assessment and Response	8
Figure 6: Skill Required for DRR	9
Figure 7: Part1-Gender Responsiveness in Emergency	10
Figure 8: Part2-Gender Responsiveness in Emergency	10
Figure 9: Training Priority on Humanitarian Approach and Methodology.....	11
Figure 10: Training Priority on Integrating Specific Area in the Program.....	11
Figure 11: Training on M&E	12
Figure 12: Experience in Analysis and Project Design for Skill Required for ER	12
Figure 13: Skill for Provision of Leadership during Emergency	13
Figure 14: Skill Required for ER on Promoting the Organization vision and objective	13
Figure 15: Skill Required for DRR	14
Figure 16: Training Received and Needs.....	15
Figure 17: Role that Interviewees Wish to be for ER/DRR	15
Figure 18: Way to Build the Capacity.....	16

Abbreviation

<u>Acr</u>	<u>Detail</u>
ADPC	Asian Disaster Preparedness Centre
CHF	Cambodian Humanitarian Forum
CNGO	Cambodian Non-Governmental Organization
DRR	Disaster Risk Reduction
ER	Emergency Response
NCDM	National Committee for Disaster Management
NGOs	Non-Governmental Organization
PADEK	Partnership for Development in Kampuchea
PCDM	Provincial Committee for Disaster Management
PCVA	Participatory Capacity & Vulnerability Analysis
RUPP	Royal University of Phnom Penh
TNA	Training Need Assessment
USAID/OFDA	United States Agency for International Development/Office of Foreign Disaster Assistance
VCA	Vulnerability and Capacity Assessment
WASH	Water, Sanitation and Hygiene

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Executive Summary

This report provides insight into the training that Cambodian Non-Profit Organizations (CNGO) already have in place and the training needs that will allow them to provide a more effective response to disasters and emergencies.

The field research took form through group and individual interviews with participants from CNGOs answering set questions about their organization with regards to training and experience in humanitarian response. The findings show that 70% of CNGOs have had some experience and involvement in emergency response, however only 52% of CNGOs have received training in emergency response and disaster risk reduction.

Furthermore, the research concluded that there are many areas in which CNGOs lack any or a considerable amount of training, which includes the following: Logistical training, no CNGOs have any prior training in logistics; leadership skills and training, no one identified leadership skills as a high priority in disaster response, as well as preparedness planning and policy implementation, including international humanitarian standards.

This training needs assessment concludes with proposed modules and a timeframe for which the interviewed CNGOs and members of the Cambodian Humanitarian Forum (CHF) will participate.

1 INTRODUCTION

1.1 Background

The Kingdom of Cambodia is located in the southern Indochina Peninsula and is one of the most disaster affected countries in South East Asia. Over the last few decades, Cambodia has experienced the impact of droughts, flooding and typhoons. This has led to the loss of lives, the disruption of economic growth and disruption of livelihoods.

In 2009, Typhoon Ketsana struck Cambodia and affected 14 out of Cambodia's 24 provinces. While the efforts for the recovery from Typhoon Ketsana are still ongoing, the prolonged rain as a result of the rainy season (September to October) has also caused significant flooding to the areas that were already affected by Typhoon Ketsana.

While the government agencies at the national and sub-national levels are making progress towards a safer Cambodia, it is apparent that the existing capabilities at the local level to adequately prepare for and respond to disasters need further capacity development support. Local NGOs who are present in the country have a limited knowledge of humanitarian architecture and response coordination mechanisms in the country.

Even though the government, through the National Committee for Disaster Management (NCDM) and the Red Cross Society of Cambodia (as an auxiliary force of government) provide humanitarian assistance during disasters, it is critical that the NGOs participate in the humanitarian assistance framework in order to make the response more efficient and effective. For this endeavor to work, it needs continued capacity development in terms of skilled manpower and resources, as well as having institutions and systems in place for humanitarian coordination.

Within this context, the Office of Foreign Disaster Assistance (OFDA) of the United States Agency for International Development (USAID) has signed a grant agreement with the Asian Disaster Preparedness Centre (ADPC) to implement a 24 months project titled ***“Strengthening Emergency Response Capacity of Humanitarian NGOs in Cambodia”***. 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”.

ADPC, in collaboration with PADEK is implementing the project at the national level and some training activities will be carried out in three of the most disaster-prone provinces and a further six districts in Cambodia, which are to be decided based on the consultation meetings with the NCDM or PCDM and the local NGOs.

1.2 Project Activities

A: Sector Specific Objectives

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

Proposed Activities Under Sector Specific Objective 1

- 1.1 Establishing the Cambodian Humanitarian Forum (CHF) and organizing Annual Lessons Learned Workshops/Meetings
- 1.2 Setting up an online platform for the sharing of detailed information regarding humanitarian response in the country
- 1.3 The development of a Guidance Note on humanitarian assistance for Humanitarian Agencies in Cambodia, in accordance with donor requirements

Sector Specific Objective 2: To enhance stakeholder capacities through the establishment of an appropriate sustainable mechanism for training, capacity building and raising awareness on humanitarian response

Proposed Activities Under Sector Specific Objective 2:

- 2.1 Conducting Training Needs Assessment (TNA) for Non-governmental Organizations
- 2.2 Training Curriculum Development and Adaptation
- 2.3 Delivering Training Courses
 - Stage 1: National Training of Trainers (TOT) Course
 - Stage 2: Sub-National Training of Trainers (ToT) Courses
 - Stage 3: Sub-National Training Programs
- 2.4 Evaluating Training Curriculum and Training Courses

In order to conduct the training activities within the framework of the project implementation, the Training Need Assessment plays an important role to examine the CNGOs' prior training and training needs to build their capacity for humanitarian response on a local level.

This training need assessment report has been divided into the following sections:

- | | |
|------------|---------------------------------|
| Section 1: | Introduction |
| Section 2: | TNA's Methodology and Timeframe |
| Section 3: | TNA's Findings and Observations |
| Section 4: | Conclusion and Recommendations |

2 METHODOLOGY FOR THE TRAINING NEEDS ASSESSMENT

2.1 Objectives of the TNA

The Training Needs assessment aims are:

- To identify the CNGOs capacity by looking at: specific competencies, gaps, in knowledge and skills, as well as individuals and organizations and their expectations for the trainings
- To examine the CNGOs prior training and expected training to build their capacity for humanitarian response at the local level
- To collect existing training curriculum and programs in the related fields, which are available through humanitarian agencies
- To be assessed by the ADPC's training and capacity building experts
- To develop a plan of training curriculum based on the result of the TNA

2.2 Scope and Limitation

The assessment was conducted with selected CNGOs, which were selected from both members of CHF and non-members of CHF and PCDM. Due to a time limitation, the 50 CNGOs from a total of six provinces (Prey Veng, Kratie, Kampong Thom, Siem Reap, Pursat, and Kampong Chhnang) were interviewed. One PCDM representative from respective provinces of Prey Veng and Kampog, which are the targeted province of the project, were also interviewed.

This capacity assessment was accomplished with both humanitarian and non-humanitarian CNGOs in order to compare their expectation and needs for capacity building.

The result of the assessment will not be interpreted as weaknesses or strengths of the interviewed NGOs. However, it has shown the need for modules and curriculum development for further training, as well as the need to implement policy and strategy relating to ER and DRR for a more effective response.

To strengthen the CHF's capacity for humanitarian response, a greater capacity to prepare for and respond to a disaster is required.

2.2 Methodology and Process for Training Need Assessment

CHF Secretariat Staff carried out the Training Need Assessment, in collaboration with PADEK's staff and RUPP volunteers. The composition of the assessment team is provided in **Appendix 2**.

The training needs assessment for humanitarian capacity building is designed with two phases. Firstly, the TNA was adhered with the registration form delivered to the CNGOs who requested to be CHF Members; whereas, the second phase was the field interview, to which

there were two different types of questionnaires: First Group Interviews were conducted followed by secondly Individual Interviews. The TNA covered the main themes of humanitarian preparedness and response.

Group Interview— The assessment team made an appointment with a group of staff from selected CNGOs to conduct the group interview. The group interviews were composed of more than two staff from appointed CNGOs. Those interviewees could be in administration, finance, accounting, project staff and/or program staff. The group interview determined the organizations expectations for the training.

Individual Interview— Individuals interviewed by the assessment team were high level officers, program/project officers or the director of the appointed organizations that were not involved with the group interview.

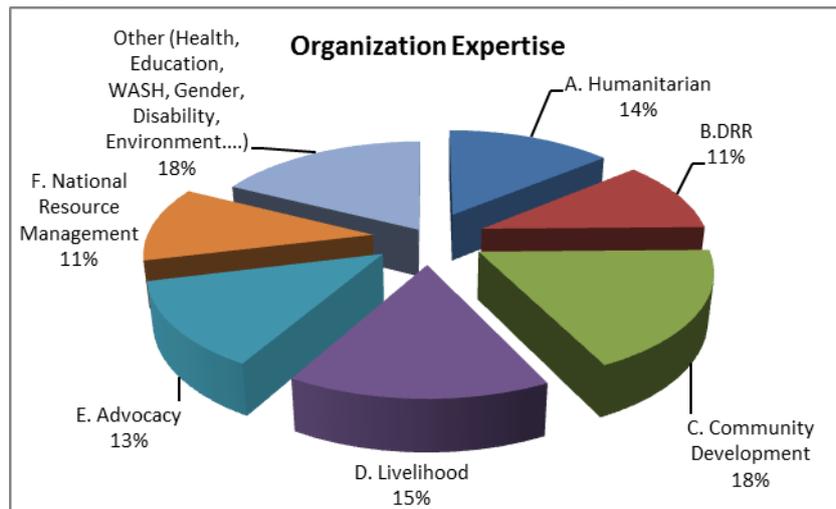
See Appendix 3 for the questionnaires that was conducted with the interviewees and CNGOs that requested to register to become CHF members.

3 FINDINGS AND OBSERVATIONS

The assessment found that 14% of interviewed CNGOs are working within humanitarian expertise, while 15% are working with people’s livelihoods.

The findings also reveal that 18% of the interviewed CNGOs are working in the field of community development while another 18% are working in the ‘other’ sector, which includes water, sanitation, and hygiene (WASH), health, agriculture, etc.

Only 11% of interviewed CNGOs are working in the field of DRR. Therefore, from these



statistics it is clear that the preparedness mechanism for response to disasters and emergencies is very low at the local level.

For the training related to Disaster Emergency Preparedness, Response and other DRR activities, there are no capacity building and training units within the CNGOs interviewed.

Figure 1: Type of Organization’s Expertise or Experience

Figure 2 below depicts if staff from the CNGO’s have ever had any involvement in emergency preparedness and response. The data was collected from the group interviews and 71% of organizations have had staff members involved in disaster preparedness and response.

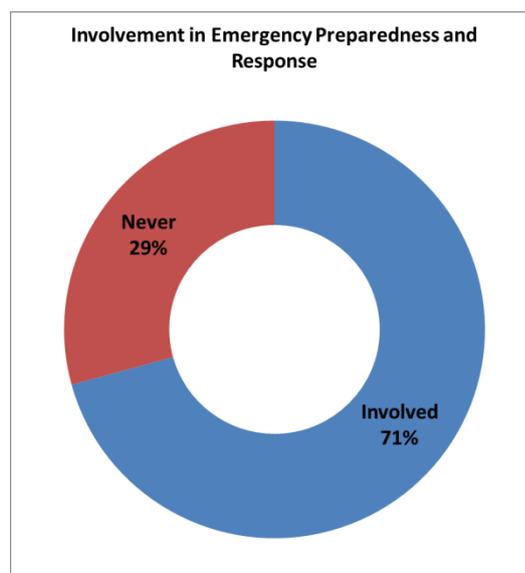


Figure 2: Staff Involvement in Emergency Preparedness and Response

Additionally, the group interviews also revealed that 39% of CNGOs have significant

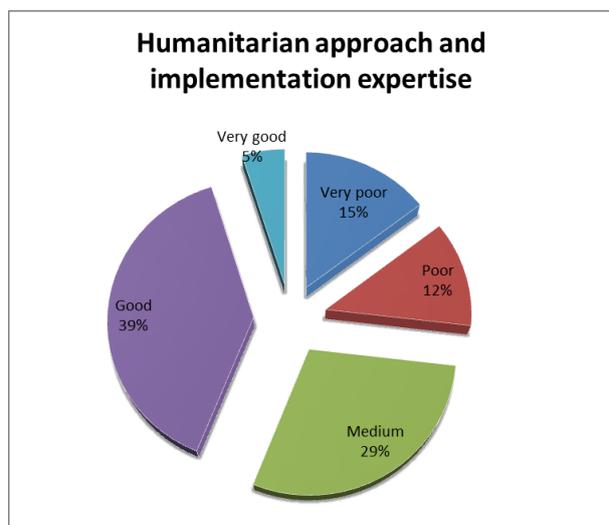


Figure 3: Group interview Scoring on Humanitarian Approach and Implementation Expertise

experience with humanitarian activities and are also confident to cope with a disaster or emergency. The interviews further discovered that 29% of CNGOs interviewed have some experiences and skills, but they didn't have any confidence to apply the skills during disaster response; 15% of interviewed CNGOs have no skills and experience with any humanitarian response; and 12% of other interviewed CNGOs confirmed that they have been trained to receive some technical knowledge for disaster preparedness and response, yet they don't have any experience or confidence to implement such knowledge during an emergency.

The survey also found that CNGOs interviewed are lacking logisticians. In the case of an emergency; the executive director, program staff, administration and/or finance staff will be responsible for logistical issues. Based on a general observation, the knowledge of the CNGOs regarding logistics is still very limited for those people to work during the state of an emergency. Additionally, none of the CNGOs have received any training for logistics in emergencies.

Planning and Policy Frameworks

Based on overall observations, besides policy on staffing, gender and financial management, there are not any policy frameworks related to neither humanitarian preparedness nor response in place. Furthermore, has been discovered that CNGOs have never used contingency planning as a tool by the practitioners, and therefore policies will need to be enforced for the CNGOs to follow.

The survey also revealed that only a few individuals have heard of the Humanitarian Accountability Partnership (HAP) and SPHERE Standards. Those who were interviewed and knew of HAP and SPHERE did not know the detailed contents within these international humanitarian standards, as well as policies related to DRR.

Even though there are not any policies or planning in place for humanitarian preparedness and response for the CNGOs to follow, the CNGOs are enthusiastic to work in the field of disaster management based on the previous disasters and emergencies that they have witnessed in Cambodia.

The main reasons that the interviewed CNGOs want to work in emergency preparedness and response, are summarized below:

- The CNGOs wish to provide a timely response to support the most vulnerable people within the community with good education, protection, water and sanitation, hygiene, health, gender equality and food security.
- Since they are working in a disaster-prone area, a greater capacity in disaster preparedness and response is required. This also means the inclusion of mainstreaming disaster risk reduction at the community level.
- CNGOs want support on reinstating disaster management projects that have been implemented in the past. However, the main challenge is seeking support of the donors who have shown a keen interest in the disaster management projects.

Disaster Preparedness and Emergency Response

The interviews conducted identified the number of individuals that have received training on emergency preparedness and response, disaster risk reduction and gender with the results shown in Figure 4. The findings show that 80% of the CNGOs have received training on gender issues and is the area that CNGOs received the most training.

Even though 71% of CNGOs have been involved in emergency response, only 52% of CNGOs have received training specifically tailored to emergency response, preparedness and Disaster Risk Reduction. These statistics have confirmed that training on emergency preparedness and response needs to be done to further ensure that the local CNGO's have a greater capacity to cope with emergencies.

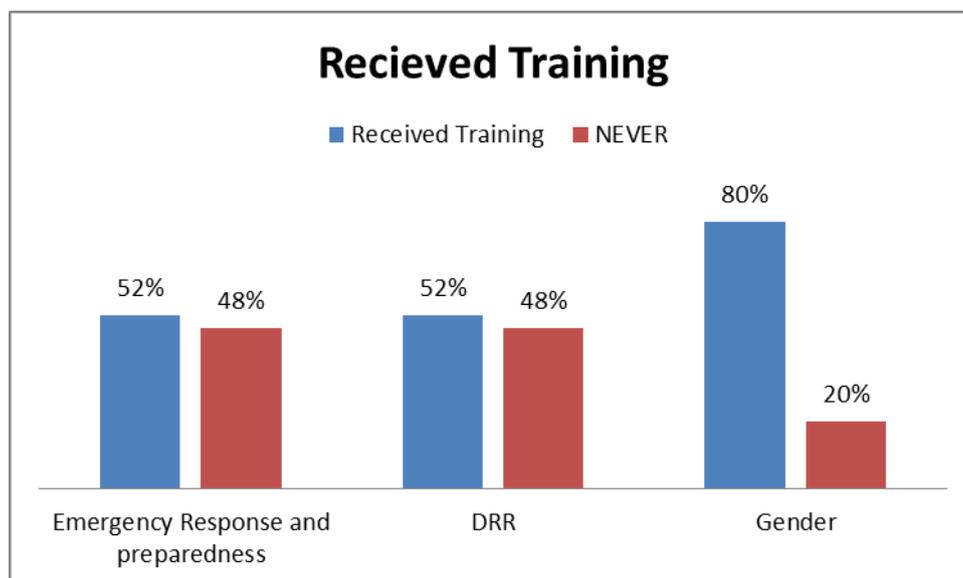


Figure 4: Trainings Received by Individuals

The survey was also in place to understand the limitations that the interviewees have in terms of capacity building. When asked, few CNGOs did not answer correctly about the meaning of disaster preparedness, where as some CNGOs had a very high understanding of the preparedness activities that should be in place and what the effects of effective preparedness are. Overall, the awareness of the importance of emergency planning and preparedness needs to be further raised.

Likewise, when the interviewees were asked about the meaning of emergency response despite understanding the different types of emergencies they often only had a basic understanding of emergency response, which included; the saving of lives, alleviating the suffering of humans and the various types of disasters.

Figure 5 shows the level of skill and capacity that the interviewees from the CNGOs have for emergency response. 36% of interviewees have some experience with a medium skill set compared to the 22% with a poor level of capacity and 20% with very poor or no capacity to respond to emergencies. Additionally, no interviewees were very confident with their capacity to respond to emergencies, but 22% believed they have experience and a good level of capacity and skill to respond and confidently apply their technical skills for emergency assessment and response.

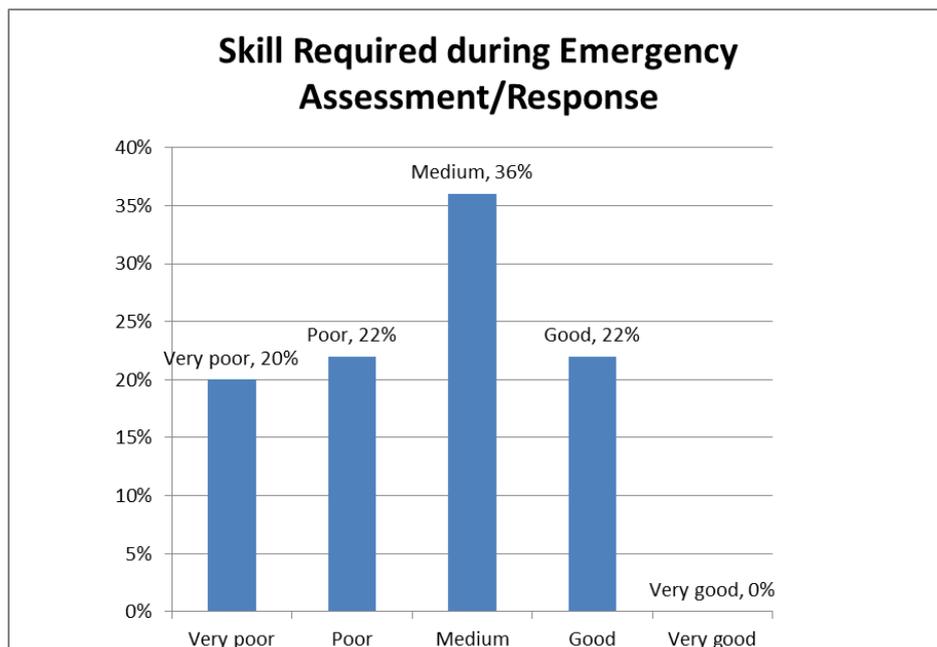


Figure 5: Skill required during emergency assessment and response

Disaster Risk Reduction (DRR)

The survey also included a discussion about Disaster Risk Reduction (DRR). However, it was in place only to find out about the interviewees understanding of the preparedness mechanism, which is mentioned under the umbrella of DRR in addition to their overall general understanding of DRR.

It was seen through the interviews that 40% of individuals could not differentiate the difference between DRR and disaster risk adaption.

The following points were also found in the interviews as common key weaknesses in relation to DRR that may limit the work and/or performance of the development program:

- The capacity of the CNGOs to cope with DRR is limited. The technical skills, knowledge, and experience with DRR are also limited and training on DRR is limited.
- The limited understanding of DRR from the local population
- Coordination with government
- Lack of information sharing and effective communication
- The mechanism of DRR implementation is poor
- The lack of PVCA on DRR
- Since the capacity on DRR is limited, the CNGOs do not know how to write effective technical proposal for DRR funding. Thus, the funding to support the DRR programs is not available.

The interviewees were asked to describe what skills, knowledge and applicable experiences they had within DRR. As seen in Figure 6, 40% of interviewees had poor or very poor knowledge and skills of DRR. 44% had a medium skill set with understanding the concepts of DRR. Therefore, it is clear that the capacity on DRR should be further strengthened.

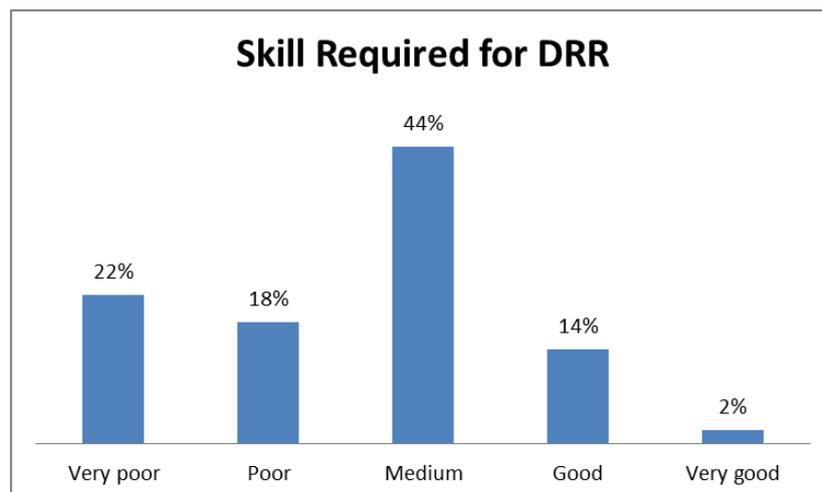


Figure 6: Skill Required for DRR

In respect to these issues, the common skills that need to be given to the CNGOs in relation to DRR are:

- Effective knowledge to prepare for emergency response through planning
- Know how to develop an effective emergency plan
- Know the international standards related to the DRR
- Know how to fundraise for DRR projects and programs

Gender Responsiveness in DRR and Emergency Response

The survey found that the issues relating to gender in DRR and emergency response are very important to the CNGOs due to: Women being considered the most vulnerable during an emergency; Women often group together and they will know other women who are especially vulnerable and they can help each other by providing support throughout the emergency.

Although gender issues are at the forefront of many CNGOs mind, they do not have the experience of utilizing tools for gender responsive analysis. The survey identified that mostly sex-disaggregated data has been done in the last two years and the gender-specific indicators have been developed and used for monitoring. The survey also discovered that the majority of CNGOs have developed their own gender strategies and policies.

The general observation based on the assessment found that all CNGOs need more training on gender responsiveness in both DRR and Emergency Response.

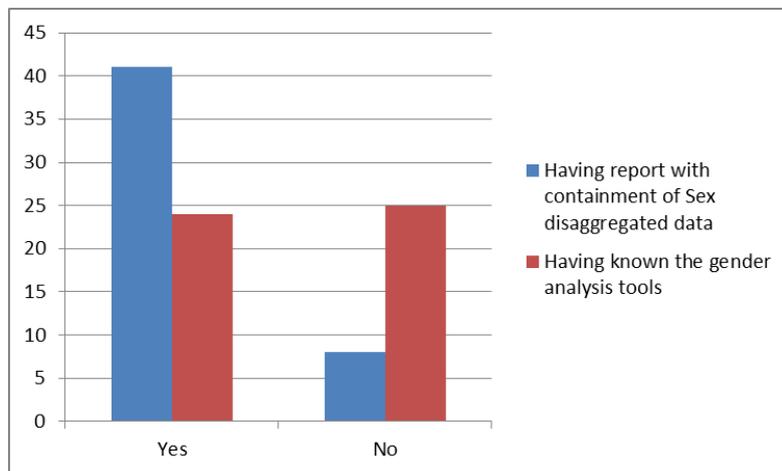


Figure 7: Part1-Gender Responsiveness in Emergency

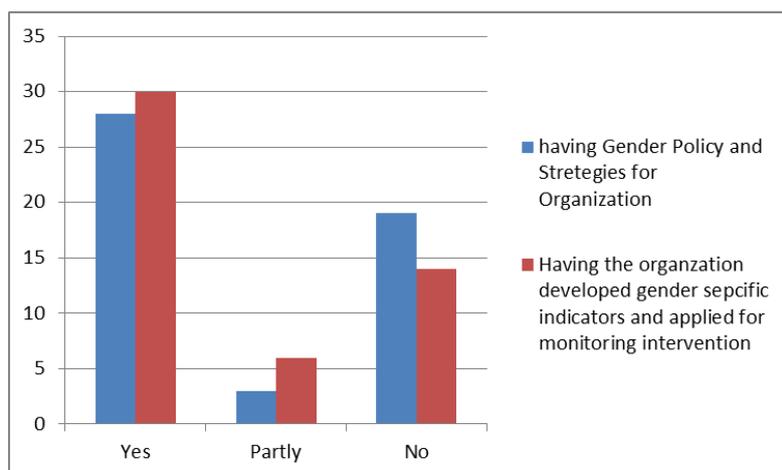


Figure 8: Part2-Gender Responsiveness in Emergency

Training Required and Priority

Based on the assessment, Figure 9 shows that the following areas are of the highest priority in response to CNGOs training needs:

- The ability to plan for an emergency
- The need for technical staff for DRR
- Understanding and further knowledge of the SPHERE standards
- Technical staff for emergency response

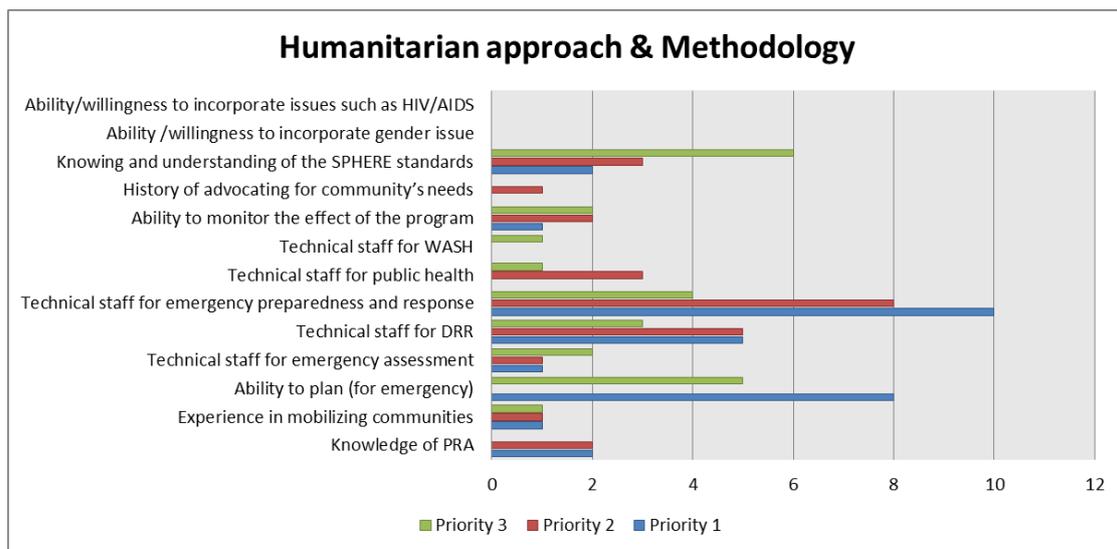


Figure 9: Training Priority on Humanitarian Approach and Methodology

Figure 10 also shows that the CNGOs ability to integrate SNAP and CCA into their programs is of high priority. However, based on the scope and limitation of this project these are not considered to be of high priority in emergency response. However, the need to understand the SPHERE standards is still a vital asset that the CNGOs need training on.

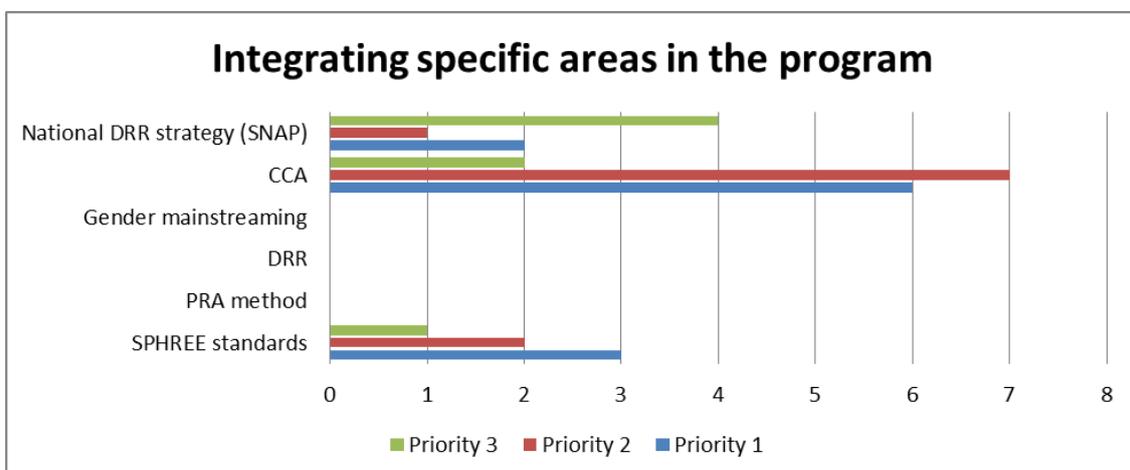


Figure 10: Training Priority on Integrating Specific Area in the Program

Figure 11 further confirms that CNGOs need to build their capacity and knowledge on monitoring and evaluation.

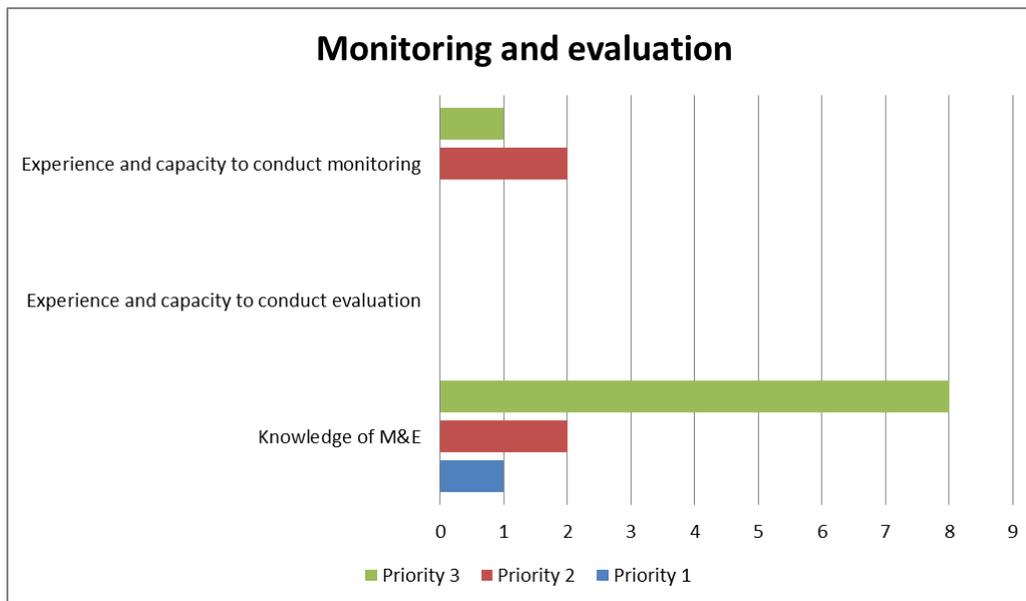


Figure 11: Training on M&E

Among the individuals who were interviewed, the ability for rapid appraisal and the ability to conduct emergency assessment are of top priority to the CNGOs. The interviewee's also require further training and experience with project proposal writing, using logical frameworks and experience with monitoring and evaluation.

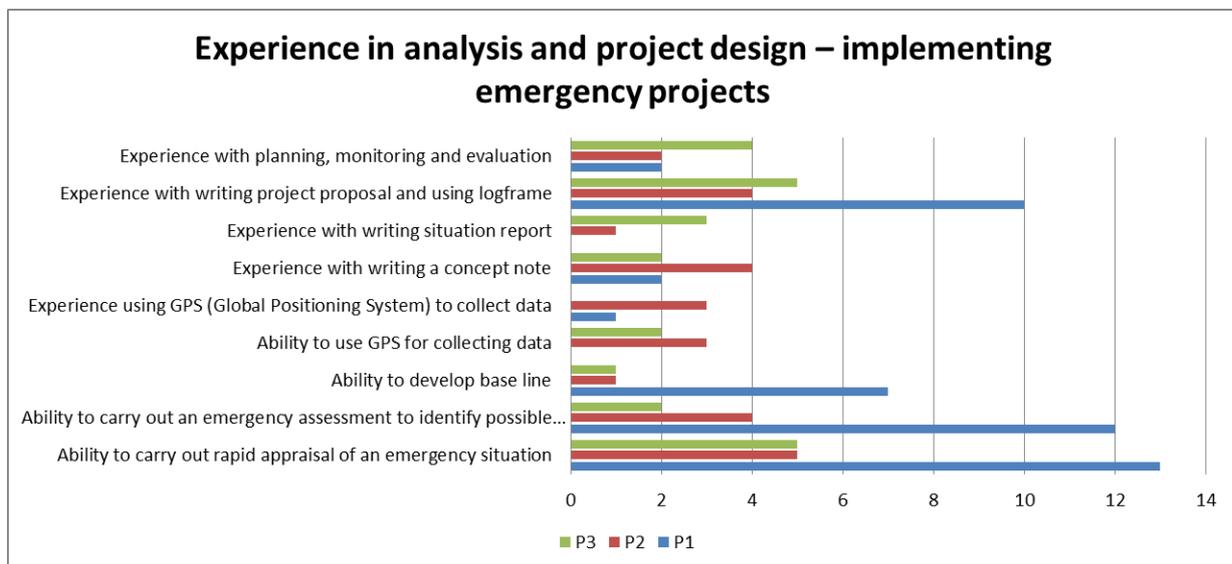


Figure 12: Experience in Analysis and Project Design for Skill Required for ER

Leadership in emergency response is not prioritized. When the interviewees were asked to discuss the leadership skills that are needed in an emergency response situation, it was discovered that they did not prioritize leadership as a skill for use in emergency response. Figure 14 shows the skills that are prioritized secondly.

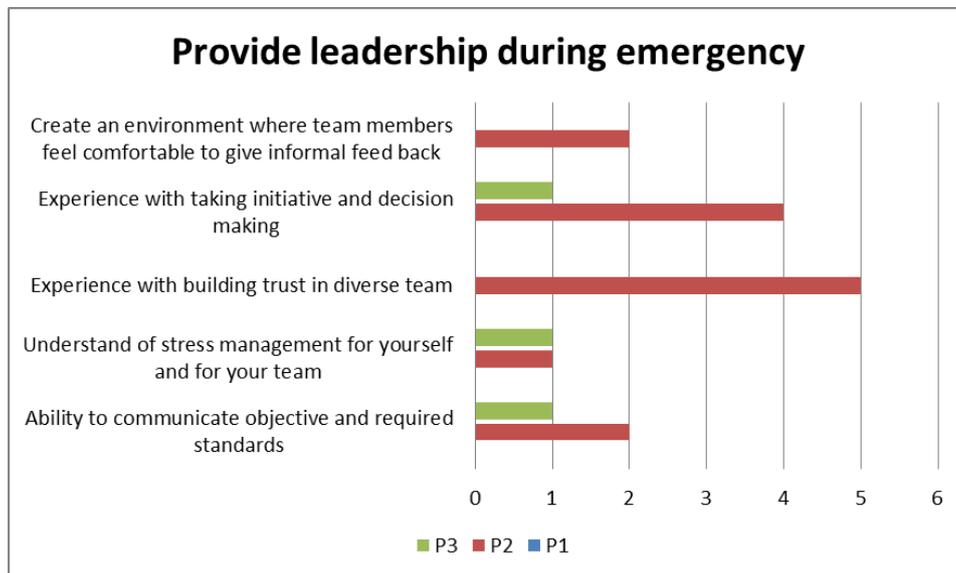


Figure 13: Skill for Provision of Leadership during Emergency

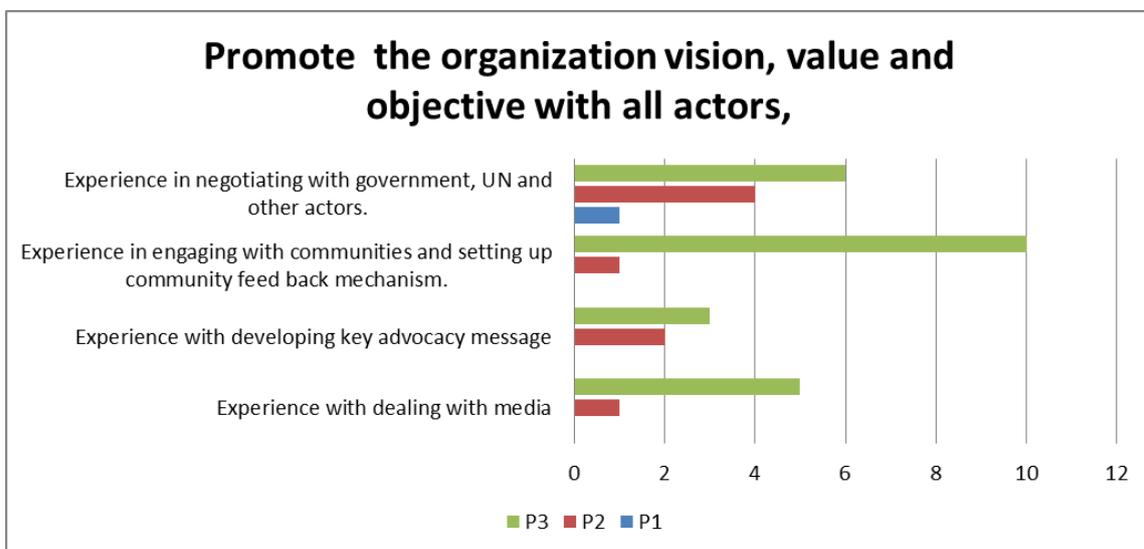


Figure 14: Skill Required for ER on Promoting the Organization vision and objective

Training Priorities and Skill Requirements for DRR

Regarding the general aspects of DRR, the survey found that individuals felt that familiarizing themselves with PCVA and CVA tools, as well as the ability to integrate DRR into development programs and projects are of the highest priority (as seen in figure 15).

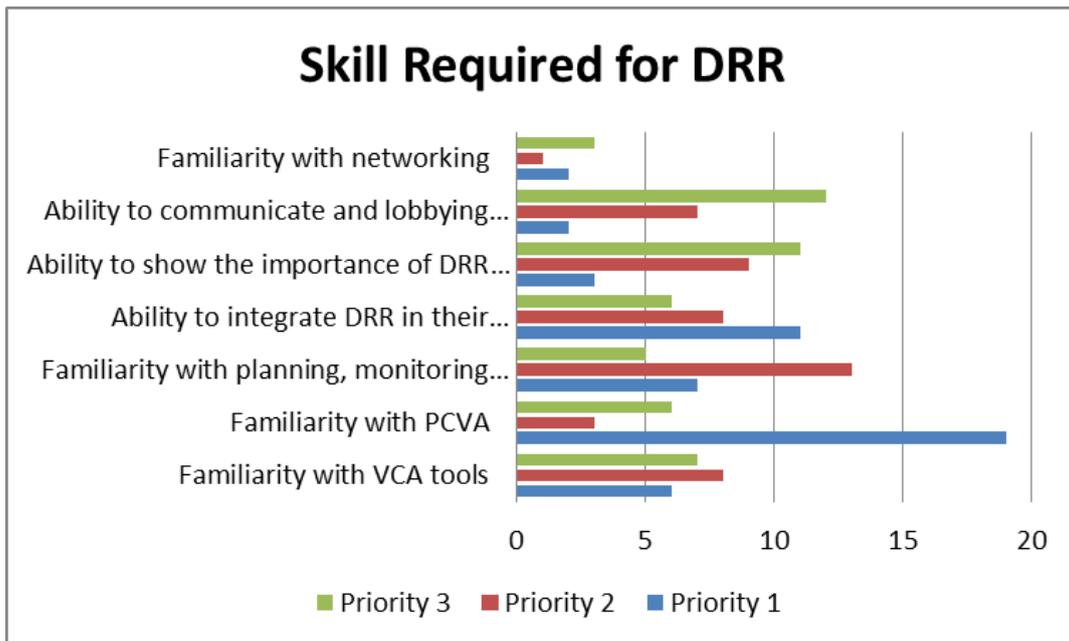


Figure 15: Skill Required for DRR

Trainings that have been received and training needs

Based on the questions asked along with registration it was also indicated that only three registered members have received any form of training regarding fundraising and proposal writing. CHF registered members are requesting for training in this area.

In addition, other trainings in relation to the SPHERE minimum standards, emergency early warning systems, communications and working with the media during an emergency, rapid assessment and appraisal, as well as comprehensive damage and needs assessment are also in high demand from the members, as shown in Figure 16.

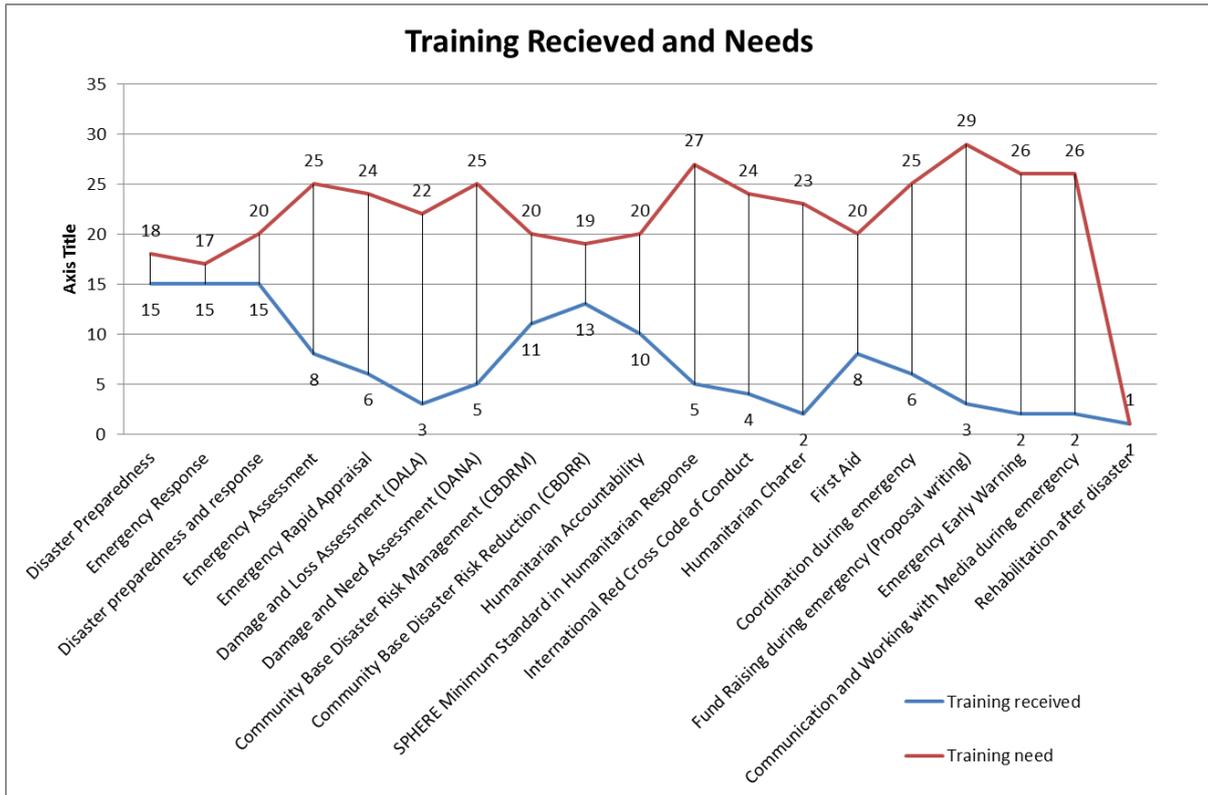


Figure 16: Training Recieved and Needs

Learning Opportunities

The assessment also identified the roles that best fit the people that wish to work within emergency response and DRR. These roles include coordinators and technical field staff. To achieve this role, the individuals will have to build their capacity through field experience and on-the-job training. Figure 17 shows the roles that individuals wish to take on.

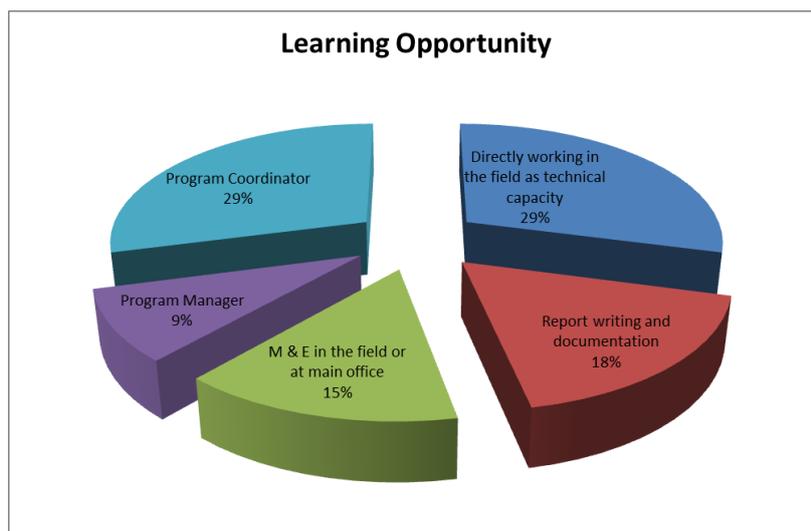


Figure 17: Role that Interviewees wish to be for ER/DRR

How to build the capacity to achieve the role interviewee mentioned

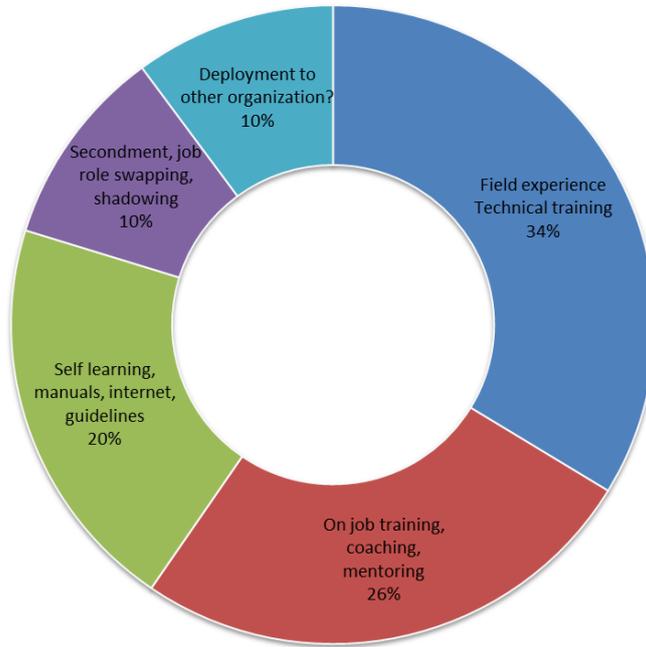


Figure 18: Way to build the Capacity

4 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

According to the data analysis and interpretation seen in section 3, the capacity of the CNGOs towards emergency response, DRR and gender responsiveness has to be strengthened. Some training has been conducted; however there is a strong need for refresher training sessions.

Based on the observations regarding the organizations experience and expertise, more than 50% of the CNGOs are working on projects in relation to disaster management. However, through the interviews it can be seen that they do not fully understand the links to disaster management. The other main issue found from the interviews were that 70% of interviewed CNGOs are involved in emergency preparedness and response but their capacity to respond needs to be strengthened.

The interpretation of results also revealed the need to build the capacity of the CNGOs in logistics and especially emergency response logistics. This should therefore be integrated into the training as there are currently no staff in the CNGOs that are specialized in logistics.

Contingency and emergency planning for response is a skill that needs to be implemented into the CNGOs daily activities. The ability for them to conduct both rapid appraisal and emergency assessment to humanitarian standards is vital for a more effective response. For a more effective response, further training in leadership and project management skills are necessary.

4.2 Recommendations

In order to build the capacity of the CNGOs, the following recommendations should be considered. Along with the capacity building and the timeframe of the project; the training modules should be mainly focused on the proposed trainings below.

The CHF Secretariat with support from ADPC and other competent agencies should develop the detailed training curriculum by covering the following proposed training:

- ***Introduction to Disaster Management.***
 - Disaster management terminology
 - Linkage between Disaster Management and Development
 - Impact and characteristics of different hazards
 - Disaster Management Processes

- ***Emergency Management Planning***
 - Introduction to Disaster Preparedness
 - Disaster Preparedness Planning
 - Contingency Planning

- Logistic Management
- ***Leadership and Humanitarian Standards in Emergency Response***
 - SPHERE introduction
 - Humanitarian Accountability
 - Gender in emergency
 - Logical framework
 - Humanitarian Coordination and Leadership for Effective Response Management
- ***Development of Humanitarian Flash Appeal***
 - Proposal development
 - Coordination with donor agencies
- ***Emergency Response***
 - Emergency response
 - Rapid Appraisal and emergency assessment (include concept note)
 - Situation Report
 - Damage and needs assessment

Appendices

Appendix	1	List of Organizations Met
Appendix	2	Assessment Team Composition
Appendix	3	Part 1: Questionnaire for Group Interviews
Appendix	3	Part 2: Questionnaire for Individual Interviews
Appendix	3	Part 3: Questionnaire asked within the registration form