



Technical Assistance Report

Project Number: 46230
Capacity Development Technical Assistance (CDTA)
May 2014

Kingdom of Cambodia: Strengthening Coordination for Management of Disasters (Financed by the Japan Fund for Poverty Reduction)

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 7 May 2014)

Currency unit	–	riel/s (KR)
KR1.00	=	\$0.00024
\$1.00	=	KR4,018

ABBREVIATIONS

ADB	–	Asian Development Bank
DRM	–	disaster risk management
DRR	–	disaster risk reduction
NCDM	–	National Committee for Disaster Management
NCDMS	–	National Committee for Disaster Management Secretariat
NGO	–	nongovernment organization
PCDM	–	provincial committee for disaster management
TA	–	technical assistance

NOTE

In this report, “\$” refers to US dollars.

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PROJECT AT A GLANCE

1. Basic Data		Project Number: 46230-001	
Project Name	Strengthening Coordination for Management of Disasters	Department /Division	SERD/CARM
Country Borrower	Cambodia National Committee for Disaster Management Secretariat	Executing Agency	National Committee for Disaster Management
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Public sector management	Decentralization		0.00
Agriculture, natural resources and rural development	Rural flood protection		0.00
Water and other urban infrastructure and services	Urban flood protection		0.00
Total			0.00
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
Environmentally sustainable growth	Disaster risk management		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Knowledge solutions	Knowledge sharing activities	Effective gender mainstreaming (EGM)	✓
Partnerships	Bilateral institutions (not client government) Official cofinancing		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	Yes		
Geographic targeting (TI-G)	Yes		
6. Risk Categorization:	Low		
7. Safeguard Categorization	No Safeguards Categorization available.		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
Cofinancing		2.00	
Japan Fund for Poverty Reduction		2.00	
Counterpart		0.35	
Government		0.35	
Total		2.35	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. The National Committee for Disaster Management (NCDM), established in 1995, is the country's main disaster management agency for facilitating interministerial responses to emergency and disaster events. The Flood Damage Emergency Reconstruction Project, approved by the Asian Development Bank (ADB) on 27 March 2012 for \$67.18 million commissioned an institutional review and capacity assessment of the NCDM.¹ This involved review of the policies, structure, performance, and outputs of the NCDM through individual interviews with NCDM staff, line ministries, development partners, and nongovernment organizations (NGOs), as well as secondary data and observations of coordination meetings over 6 months. The assessment highlights the lack of a solid policy foundation and budgetary resources to support disaster risk management (DRM)-related coordination functions in Cambodia; the weakness of the NCDM's structure and its lack of capacity to formulate relevant legislation, policies, and strategies; and its inability to translate policies and strategies into operational plans and implementation. The NCDM management has recognized the results of the study and has expressed willingness to improve those weaknesses.

2. ADB has developed two integrated and complementary proposals: (i) technical assistance (TA) to address DRM issues at the policy level, NCDM Secretariat (NCDMS) level, and provincial level; and (ii) a grant project, Community-Based Disaster Risk Reduction, to be submitted shortly once the funding from the Government of Japan is approved, to complement the planned institutional strengthening efforts to institutionalize community-based disaster risk reduction (DRR) and coordination through localized structures at the district and commune levels. ADB discussed the TA concept paper with the government ministries, civil society organizations, development partners, and other stakeholders; and reached a consensus on the need to strengthen the disaster management and coordination system. Following a fact-finding mission from 17 to 31 December 2013, a memorandum of understanding was signed with the senior minister in charge of the special mission and first vice-president of the NCDM on 8 January 2014, agreeing on the TA project's impact, outcome, outputs, cost, implementation arrangements, and terms of reference for consulting services.² The design and monitoring framework is in Appendix 1.

II. ISSUES

3. Cambodia experiences drought and flood incidents that impact a significant portion of its poor population every year. In 2009, Typhoon Ketsana affected 11 of 24 provinces and caused damage totaling \$39 million. In 2011, Cambodia suffered extensive and prolonged rains which resulted in unprecedented floods in 18 provinces. The floods had widespread impacts on public infrastructure and many communities—causing the deaths of 250 people, \$625 million in damages, and affecting more than 1.5 million people. In 2013, 20 provinces were impacted by huge floods which caused the deaths of 168 people, with an estimated loss of \$356 million in damages, affecting about 1.7 million people. As global climate conditions continue to change, Cambodia will experience increasingly unpredictable flood and drought occurrences that may overwhelm the country's limited capacity and resources.

4. Women and men are affected differently by natural disasters as a result of their different roles and responsibilities in the family and community. Women are often severely affected by damage and disruption to basic services and community infrastructure because of their family

¹ ADB. 2012. *Report and Recommendation of the President to the Board of Directors: Proposed Loan and Administration of Grant for the Flood Damage Emergency Reconstruction Project in Cambodia*. Manila.

² The TA first appeared in the business opportunities section of ADB's website on 10 February 2014.

responsibilities. In addition, during displacements, women and girls are more exposed to sexual abuse and violence.

5. Many development projects, including any disaster recovery project, will be threatened by future, more intense disasters caused by natural hazards if the country's DRM system continues to be weak. At the national level, government ministries and stakeholders have only met during emergencies and disasters. The NCDMS and its operational departments have limited capacity to operate effectively. They have not developed comprehensive annual action plans or operating plans, and do not have adequate annual operating budgets. At the subnational level, disaster management committees are responsible for leading DRM efforts but do not have adequate resources. Conditions at the subnational level are more challenging, as it is the front line in addressing the direct effects and impacts of emergencies and disaster events.

6. The TA will be linked to the ADB-financed Flood Damage Emergency Reconstruction Project, with a total budget of \$67.18 million, to restore key infrastructure damaged by the 2011 floods in six severely flood-affected provinces.³ To mitigate the impacts of the 2013 floods, ADB approved a flood recovery project with an additional financing into the Flood Damage Emergency Reconstruction Project with a total budget of \$90.6 million. The proposed TA seeks to strengthen and sustain government institutional and technical capacity for DRM. It will complement the project since its main activities include (i) reviewing the policy and legal framework to support and strengthen the NCDM's mandate, keeping in mind the DRM needs of the country; (ii) supporting the NCDMS to develop a long-term plan to build NCDM's institutional capacity at the national and subnational level to manage disaster risk; and (iii) assessing the feasibility of developing a knowledge base and of training staff to undertake practical risk reduction programs targeting at-risk communities.

7. Cambodia's National Strategic Development Plan Update, 2009–2013 includes DRR and recognizes its correlation to poverty.⁴ Strengthening community resilience to disasters contributes to poverty reduction and to a general improvement in the quality of life—the primary objectives of the government's development efforts. Hazard and vulnerability assessments, early warning systems, emergency response plans, and community preparedness and recovery plans enable local communities to address their specific vulnerabilities directly and cope with a primary contributor to poverty in the country.

8. The TA is aligned with ADB's Strategy 2020;⁵ the Southeast Asia Department's Climate Change Implementation Plan; and various sector assessments, strategies, and road maps prepared as background to the new country partnership strategy, 2014–2018. The TA supports ADB's Cambodia country partnership strategy, 2011–2013, which aims to reduce poverty and promote inclusive growth with an integrated approach to rural development, targeting the areas where most poor reside. At the same time, it will also be consistent with social protection measures, community-based development, and public sector capacity development.

III. THE PROPOSED TECHNICAL ASSISTANCE

A. Impact and Outcome

9. The impact will be improved national capacity to manage disaster risks in Cambodia.

³ Battambang, Banteay Meanchey, Siem Reap, Kampong Thom, Kampong Cham, and Prey Veng.

⁴ Government of Cambodia. 2010. *National Strategic Development Plan. Updated Version. Phnom Penh.* <http://www.mop.gov.kh/Home/NSDP/tabid/83/Default.aspx>

⁵ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020.* Manila.

The target will be a 15% reduction in losses to life and livelihood from the 2013 baseline (5-year average from 2009 to 2013) in the number of households affected by and the economic losses incurred from floods.

10. The outcome of the TA will be improved policy and institutional capacity for DRM in Cambodia. The target will be (i) a development planning process of at least eight sector ministries and the NCDMS, factoring in risks from natural hazards and undertaking interventions guided by priorities of approved DRM policies and strategies; and (ii) DRR interventions being implemented in six provinces, and an improved coordination mechanism to respond to disaster events.

B. Methodology and Key Activities

11. The proposed TA seeks to strengthen and sustain government institutional and technical capacity for DRM. There will be four outputs.

12. **Output 1: Policy environment for effective disaster risk management established and strengthened.** The policy environment will be strengthened to enable the DRM system to function effectively. The aim is to ensure the country has a unified strategy for DRM that is mainstreamed throughout the different sectors. This will result from activities that promote common understanding of roles and responsibilities of different line agencies (members of the NCDM for a well-coordinated implementation of key actions to reduce disaster and manage the residual risk of disasters such as floods and droughts. Key activities will include (i) drafting, consulting, and finalizing relevant DRM policies, strategies, and priorities, taking into account gender concerns, for approval by the Council of Ministers; (ii) assigning and training DRM focal points from line ministries and working with them to incorporate DRR actions into sector plans; (iii) organizing high-level dialogue with line ministries to incorporate DRR activities into the midterm review of the National Strategic Development Plan (2014–2018) to provide strategic direction for all DRR stakeholders; and (iv) preparing and adopting support policies such as standard operating procedures on DRM and national guidelines for integrating DRR into the subnational planning process.

13. **Output 2: Institutional capacity of disaster risk management structure at the national level improved.** This output will build the DRM technical capacity and gender analysis skill of the NCDMS staff and sector focal points to perform DRM functions effectively through a series of capacity-building activities on technical aspects of DRM. Identification of training and capacity-building needs will begin with the national workshops under output 1, supplemented by needs analysis and resource identification and mobilization by development agencies. A pool of trainers specialized in gender and DRM will be formed, with at least 30% women's participation, from the NCDMS and sector focal points. Activities will include (i) needs assessment and training of NCDM staff and sector focal points; (ii) review of the roles and functions of NCDMS staff, assessing the possibility for establishing policy and planning and disaster management information system units; (iii) developing standardized tools, guidelines, and protocols; and (iv) establishing a training pool for all technical aspects of DRM and gender specialization with qualified NCDM and other line ministry staff.

14. **Output 3: Institutional capacity of disaster risk management structure at the provincial level improved.** The capacity for DRM at the subnational level will be much improved, with fully staffed and functional provincial committees for disaster management (PCDMs) with communication lines to provincial departments (PCDM's members). The capacity-building priorities and training curriculum developed under output 2 will be rolled out to the subnational level under this output by the pool of trainers established under output 2. In

addition, PCDMs and provincial departments will jointly develop provincial contingency plans and coordinate all related actions through provincial disaster response teams.⁶ PCDMs will acquire the capacity to identify risk; analyze gender issues; prioritize and implement risk reduction measures; lead flood coordination meetings, and joint damage and needs assessments; produce situation reports during disasters; and regularly collect and manage disaster-related information. Key activities include (i) establishment of the PCDMs, (ii) contingency planning formation and training of provincial disaster response teams on gender-inclusive DRM, (iii) establishment and capacity building for a subnational disaster management information system, and (iv) contingency planning and regular coordination of preparedness and disaster response activities.

15. **Output 4: Effective technical assistance management.** This component ensures that the project will be completed in a timely manner within the specified budget, with best gender responsive practices and innovative approaches documented for replication and rolled out to other provinces. It involves (i) timely assigning the counterpart staff for the implementation of the TA activities with women staff represent at least 30% of the total counterpart staff, (ii) reviewing the availability of information and identifying the venues for documentation and dissemination, (iii) raising public awareness on DRM, (iv) collecting and sharing information on traditional and/or indigenous DRR practices, and (v) monitoring and reporting of progress regarding national DRM priorities.

C. Cost and Financing

16. The TA is estimated to cost \$2,353,000, of which \$2,000,000 will be financed on a grant basis by the Japan Fund for Poverty Reduction. The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions.

D. Implementation Arrangements

17. The TA will be implemented over 2 years from 1 July 2014 to 30 June 2016. The NCDMS will be the executing agency for the TA. It will assign 12 qualified staff, with women staff specifically encouraged, for the positions and tasks specified in the terms of reference (Supplementary Appendix A). The departments of the NCDMS and the PCDMs from the six priority provinces will serve as implementing agencies. The selected NCDM member agencies⁷ will assign focal points for DRM. With the focal points and NCDM assistance, NCDM member agencies will take the necessary actions to incorporate DRR into their policies, strategies, and annual sector plans.

18. A TA steering committee—comprising senior representatives of the Ministry of Interior; Ministry of Planning; Ministry of Economy and Finance; Ministry of Environment; Ministry of Water Resources and Meteorology; Ministry of Agriculture, Forestry and Fisheries; and the National Committee for Sub-National Democratic Development Secretariat—will be established within 3 months after the TA becomes effective. An NCDM senior official will chair the steering

⁶ The National Contingency Plan, developed by the NCDM and approved by the Prime Minister in 2012, is the primary strategy aimed at reducing the negative impacts of major disasters (primarily floods and droughts) by developing standard operating procedures for emergency scenarios. This is a living document, with scenarios and procedures updated at least annually, to reflect actual occurrence. Each target province will have a similar exercise involving provincial departments.

⁷ The selected NCDM members include the following: Ministry of Interior; Ministry of Planning; Ministry of Economy and Finance; Ministry of Environment; Ministry of Water Resources and Meteorology; Ministry of Agriculture, Forestry and Fisheries; Ministry of Rural Development; Ministry of Women Affairs; and the National Committee for Sub-National Democratic Development Secretariat

committee meetings on a quarterly basis to resolve policy issues and provide project direction. Based on needs, representatives from development partners and NGOs will be invited to the meetings. This steering committee will also guide the proposed grant for the Community-Based Disaster Risk Reduction Project to ensure good coordination between the projects.

19. The TA will require an estimated 20 person-months of international and 230 person-months of national consultant inputs, to be engaged through a consulting firm or NGO in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The quality and cost-based selection method (80:20) and full technical proposal procedures will be followed for selection of the consulting firm. ADB will recruit the consultant firm or NGO, and advance action will be applied.

20. Consulting services contracts will only include consultant-related expenses as indicated in the cost estimates and financing plan (Appendix 2). Expenses related to equipment, workshops, training and conferences, administrative support, surveys and special studies, and knowledge products will be managed by the NCDMS; and an advance payment facility will be established. The facility will be established at a bank endorsed by the Ministry of Economy and Finance and acceptable to ADB, and its ceiling and the amount of the initial advance will be based on estimated expenditures for the first 6 months or 10% of the budget to be managed by the NCDMS, whichever is lower. The advance payment facility will be established, managed, replenished, and liquidated in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time) and arrangements agreed upon between the government and ADB. Procurement and disbursement will be done in accordance with ADB's Procurement Guidelines (2013, as amended from time to time).

21. With support from the consultants, the NCDMS will submit quarterly progress reports to ADB. Progress will be monitored against the intended outcome and outputs in the design and monitoring framework (Appendix 1). In line with output 4, the results will be disseminated through conferences, workshops, and web portals starting in September 2014. The NCDMS will monitor project progress against the project implementation schedule, and will inform ADB of any significant deviations. Within 3 months of completion, the NCDMS will submit to ADB a TA completion report. The form and content of the reports will be agreed with ADB during the TA inception mission.

IV. THE PRESIDENT'S RECOMMENDATION

22. The President recommends that the Board approve ADB administering technical assistance not exceeding the equivalent of \$2,000,000 to the Kingdom of Cambodia to be financed on a grant basis by the Japan Fund for Poverty Reduction for Strengthening Coordination for Management of Disasters.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Improved national capacity to manage disaster risks in Cambodia</p>	<p>By 2020: Losses from flooding reduced by 15% from the 2013 baseline^a (5-year average of disaster losses from 2009 to 2013) in the number of households affected by and the economic losses incurred from floods</p>	<p>Government statistics (NCDM Secretariat)</p> <p>Assessment and documented feedback from development organizations and aid agencies</p>	<p>Assumption Strong commitment of the Government of Cambodia to DRM</p> <p>Risk Unprecedented disaster events overwhelm national DRM capacity</p>
<p>Outcome Improved policy and institutional capacity for DRM in Cambodia</p>	<p>By 2016: Development planning process of at least 8 sector ministries and NCDMS factor in risks from natural hazards and undertake interventions guided by priorities of approved DRM policies and strategies</p> <p>DRR interventions being implemented in 6 provinces, and improved coordination mechanism to respond to disaster events</p>	<p>NCDM annual reports</p> <p>TA progress report</p> <p>NCDM annual reports</p> <p>TA post-evaluation</p> <p>TA completion report</p>	<p>Assumption Strong commitment from NCDMS and Council of Ministers to draft and adopt the law on disaster management</p> <p>Risk Shift in government priorities</p>
<p>Outputs 1. Policy environment for effective DRM established and strengthened</p>	<p>Gender-inclusive DRM policies, strategies, and priorities targeting most vulnerable groups (i.e., women, children) approved by Council of Ministers by 2015</p> <p>DRM integrated into at least eight sector and ministry plans by 2016</p> <p>Support policies (standard operating procedures, guidelines, and decrees establishing disaster management focal points) approved and rolled out by 2015</p> <p>National guidelines developed and adopted for integrating DRR into district and commune development planning by 2015</p>	<p>NCDM and PCDM quarterly progress reports</p> <p>Post-evaluation</p> <p>TA completion report</p> <p>TA progress report</p>	<p>Assumptions Government line agencies remain committed to disaster management priorities and strategy</p> <p>NCDM staff and focal points actively participate in capacity strengthening activities</p> <p>NCDMS and focal points are committed to roll out activities</p> <p>Development organizations continue to provide required technical resources</p> <p>Provincial authorities are supportive of project activities</p>
<p>2. Institutional capacity of DRM structure at the national level improved</p>	<p>At least 20 NCDM department staff (at least 7 female) trained in gender-inclusive DRM and able to perform DRM by 2015</p> <p>At least 8 line agencies have functional DRM focal points</p> <p>Policy and Planning and DMIS established as units within NCDM by 2015</p>	<p>NCDM and PCDM quarterly progress reports</p> <p>Training reports</p> <p>NCDM and PCDM annual reports</p>	<p>Risks Lack of leadership and capacity for coordination of interministerial discussions by the NCDMS</p> <p>High turnover of trained staff in the government</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks														
	<p>Human resource development plan for NCDMS prepared and adopted by 2015</p> <p>DMIS (i.e., database, website, data collection with sex-disaggregated information and dissemination) is established and operation and maintenance budget is available by 2016</p>	<p>NCDM and PCDM annual reports</p> <p>NCDM website DMIS system</p>															
3. Institutional capacity of DRM structure at the provincial level improved	<p>Well-functioning provincial DRM and coordination mechanisms in six priority provinces by 2015</p> <p>Provincial disaster response teams, inclusive of women, formed and trained in six priority provinces by mid-2015</p> <p>Functioning DMIS at the subnational level by 2015</p>	<p>NCDM and PCDM annual reports</p> <p>NCDM and PCDM annual reports</p> <p>TA progress report</p>															
4. Effective TA management	<p>Timely project completion within budget</p> <p>At least six consultation meetings organized throughout TA period</p> <p>All policies, guidelines, and materials produced, stored, and disseminated by 2015</p> <p>Innovative approaches and best practices in disaster management documented and disseminated (website, print materials, workshops) by 2016</p> <p>Good practices and innovative approaches, and showcase of the benefits and efficiency of gender-sensitive policies and programs in DRR, climate change adaptation, and poverty reduction, documented and shared</p>	<p>NCDM and PCDM reports</p> <p>Case studies</p> <p>TA progress report</p> <p>Process documentation</p> <p>Materials produced by the project</p>															
<p>Activities with Milestones: 2014–2016</p> <p>Output 1: Policy environment for effective disaster risk management established and strengthened</p> <p>1.1 Appoint and train DRM focal points from line ministries by August 2014</p> <p>1.2 Conduct high-level dialogue to mainstream DRR into National Strategic Development Plan, 2014–2018</p> <p>1.3 Assist line ministries in incorporating DRR into sector plans (2014–2015)</p> <p>1.4 Organize three interministerial level policy development workshops (2014)</p> <p>1.5 Draft relevant DRM policies and strategies, and organize consultations for approval by 2015</p> <p>1.6 Develop and operationalize national guidelines to integrate DRR into district and commune development planning by November 2014</p> <p>1.7 Review relevant legislations for disaster management structure by November 2014</p> <p>1.8 Develop and roll out policies, terms of reference, and standard operating</p>			<p>Inputs</p> <p>JFPR: \$ 2,000,000</p> <table border="1" data-bbox="1105 1570 1442 1881"> <thead> <tr> <th>Item</th> <th>Amount (\$'000)</th> </tr> </thead> <tbody> <tr> <td>Consultants</td> <td>1,282.4</td> </tr> <tr> <td>Equipment</td> <td>130.0</td> </tr> <tr> <td>Training, Seminars, and Conferences</td> <td>180.0</td> </tr> <tr> <td>Surveys & special studies</td> <td>140.0</td> </tr> <tr> <td>Miscellaneous administration and support costs</td> <td>150.0</td> </tr> <tr> <td>Contingencies</td> <td>117.6</td> </tr> </tbody> </table>	Item	Amount (\$'000)	Consultants	1,282.4	Equipment	130.0	Training, Seminars, and Conferences	180.0	Surveys & special studies	140.0	Miscellaneous administration and support costs	150.0	Contingencies	117.6
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<p>procedures for disaster management coordination by December 2014</p> <p>Output 2: Institutional capacity of disaster risk management structure at the national level improved</p> <p>2.1 Review plans, practices, and needs at the NCDMS by October 2014</p> <p>2.2 Reactivate DRR working group and subgroup meetings by December 2014</p> <p>2.3 Establish Policy and Planning Unit and DMIS as units within NCDMS by January 2015</p> <p>2.4 Prepare and adopt human resource development plan and, action plans for NCDM departments by February 2015</p> <p>2.5 Develop training plans and modules by February 2015</p> <p>2.6 Train NCDM and line ministries focal points, February 2015</p> <p>2.7 Training of trainers and training rollout to provincial staff, 2014–2015</p> <p>2.8 Develop standardized assessment tools for response and recovery by December 2014</p> <p>2.9 Assess and strengthen DMIS by December 2014^b</p> <p>Output 3: Institutional capacity of disaster risk management structure at the provincial level improved</p> <p>3.1 Improve PCDM offices in six provinces by December 2014</p> <p>3.2 Conduct pre-contingency planning activities (baseline and audit of existing disaster management actions) by December 2014</p> <p>3.3 Prepare contingency planning for 6 priority provinces by October 2014</p> <p>3.4 Form and train disaster response teams by October 2014</p> <p>3.5 Coordinate DRM activities with development partners and NGOs, ongoing</p> <p>3.6 Provide technical support at district and commune levels, ongoing</p> <p>3.7 Conduct damage and needs assessments in 6 priority provinces by December 2014</p> <p>3.8 Provide necessary support to humanitarian relief to affected areas, ongoing</p> <p>3.9 Gather and manage disaster information, ongoing</p> <p>Output 4: Effective technical assistance management</p> <p>4.1 Review and/or conduct baseline information by October 2014 and conduct end-line survey by March 2016</p> <p>4.2 Support the effective functioning of the project steering committee, ongoing</p> <p>4.3 Support the effective management and implementation of activities, ongoing</p> <p>4.4 Review knowledge management information systems for gathering, storing, and producing knowledge products on DRR best practices, creating links to DRR web portals, by December 2014</p> <p>4.5 Conduct public awareness campaigns on DRR, ongoing</p> <p>4.6 Document traditional and/or indigenous DRR practices, ongoing</p> <p>4.7 Compile and manage information from DRR projects and related programs (i.e., climate change adaptation), ongoing</p> <p>4.8 Document good practices and innovative approaches, and showcase the benefits and efficiency of gender-sensitive policies and programs in DRR, climate change adaptation, and poverty reduction, ongoing</p> <p>4.9 Monitor and report against progress on Community-Based Disaster Risk Reduction Program, ongoing</p>	<p>The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions.</p>
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DMIS = disaster management information system, DRM = disaster risk management, DRR = disaster risk reduction, JFPR = Japan Fund for Poverty Reduction, NCDM = National Committee for Disaster Management, NCDMS = National Committee for Disaster Management Secretariat, NGO = nongovernment organization, PCDM = provincial committee for disaster management, TA = technical assistance.

^a To be established in the second quarter of year 1 (Activity 4.1).

^b As of December 2013, two DMIS projects have been implemented at the NCDMS.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Japan Fund for Poverty Reduction^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	440.0
ii. National consultants	690.0
b. International and local travel	82.4
c. Reports and communications	70.0
2. Equipment ^b	130.0
3. Workshops, local training, seminars, and conferences	180.0
4. Surveys and special studies	140.0
5. Miscellaneous administration and support costs	150.0
6. Contingencies	117.6
Subtotal (A)	2,000.0
B. Government Cash Contribution^c	
1 Salary supplement for government counterpart staff	117.6
Subtotal (B)	117.6
Total	2,117.6

Note: The technical assistance (TA) is estimated to cost \$2,353,000, of which contributions from the Japan Fund for Poverty Reduction and the government are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions. The value of the government's cash contribution is estimated to account for 5% of the total TA cost and the value of the government's in-kind contribution is estimated to account for 10% of the total TA cost.

^a Administered by the Asian Development Bank.

^b Equipment includes computers (14 desktops and 16 laptops), eight printers, eight scanners, eight photocopiers, 20 global positioning system and geographic information system software licenses, one set of server and network equipment, 14 mobile communication devices, 40 filing cabinets, and office furniture. The office equipment and furniture will be handed over to the National Committee for Disaster Management after TA completion.

^c Administered by the executing agency

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General

1. The technical assistance (TA) will require an estimated 20 person-months of international and 230 person-months of national consultant inputs, to be engaged through a consulting firm in accordance with the Asian Development Bank's (ADB's) Guidelines on the Use of Consultants (2013, as amended from time to time). The terms of reference are detailed below.

2. The quality and cost-based selection method (80:20) and full technical proposal procedures will be followed for selection of the consulting firm. Procurement and disbursement will be done in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time) and *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Items procured under the TA will be turned over to the executing agency upon TA completion. Progress of the TA will be monitored against the intended outcomes and outputs stated in the design and monitoring framework. The consulting firm will assist the National Committee for Disaster Management Secretariat (NCDMS) in submitting quarterly progress reports to ADB. The form and content of the reports will be agreed upon by ADB and the NCDMS during the inception mission.

B. Detailed Terms of Reference

3. **Team leader and disaster risk reduction specialist** (20 person-months, intermittent, international consultant). The consultant will preferably have 10 years of experience in disaster risk reduction (DRR)-related work, with a relevant master's or higher degree in climate change, environmental management, or a related discipline. The specialist will have experience as a team leader and in assisting government agencies, preferably in Cambodia. A legal background for drafting disaster management law would be an asset. The ability to work with government agencies, development partners, and civil society organizations (CSOs) to address DRR and to report effectively in consultations and in written reports is required. Specific duties include the following:

- (i) Manage the consulting team and take overall responsibility for ensuring the production and delivery of quality outputs of the two ADB-financed projects: (a) Technical assistance for Strengthening Coordination for Management of Disasters (SCMD); and (b) Community-Based Disaster Risk Reduction (CDRR).
- (ii) Coordinate awareness-raising and capacity-strengthening activities such as
 - (a) preparation of DRR action plans and operational guidelines for integrating or mainstreaming DRR concerns into local development plans;
 - (b) coordination with the NCDMS and the National Committee for Sub-National Democratic Development Secretariat (NCDDS) to ensure smooth TA implementation;
 - (c) development of training materials such as guidebooks on adaptation (e.g., mainstreaming DRR in the local planning process);
 - (d) implementation of an awareness raising campaign on DRR, and organization of seminars and workshops; and
 - (e) dissemination of the TA findings and project achievements in various local, national, regional, and international forums.
- (iii) Support the NCDMS in developing and implementing a knowledge management and communication strategy for the NCDMS and NCDDS.

- (iv) Ensure implementation of gender mainstreaming activities and gender performance indicators in the design and monitoring framework are achieved.
- (v) Ensure effective implementation of selected DRR measures, with consideration to environmental and social safeguards, national agencies and subnational regulations, and other compliance requirements.
- (vi) Participate in the review mission to assess the performance of the projects.

4. **Disaster risk management policy formulation and coordination expert** (22 person-months, full time, national consultant). The consultant will preferably have 7 years of experience in disaster risk management (DRM)-related work, with a relevant master's or higher degree in climate change, environmental management, or a related discipline. The specialist will have a legal background for drafting the disaster management law, and in assisting government agencies. The ability to work with government agencies, development partners, and CSOs to address DRM and to report effectively in consultations and in written reports is also required. Specific duties include the following:

- (i) Review existing DRM projections and impact assessments, strategies, and plans.
- (ii) Manage the implementation of all policy reform agendas regarding DRM.
- (iii) Coordinate the implementation of the project's policy agenda with key stakeholders, as specified during inception mission. The tasks will include (a) preparing terms of reference for policy studies, reviewing the draft disaster management law, and drafting gender responsive sub-decrees, regulations, etc.; (b) disseminating the results of studies; and (c) discussing the drafts of proposed sub-decrees, etc. with the relevant units for subsequent approval and implementation.
- (iv) Manage the relevant laws, policies, and strategy awareness raising activities; and ensure that training and awareness building activities on gender-inclusive DRM are part of the project's training activities for the disaster management focal points from line ministries, staff from the NCDMS, and staff from the NCDM subnational structures.
- (v) Ensure the implementation of gender mainstreaming activities and gender performance indicators in the design and monitoring framework are achieved.
- (vi) Provide the project manager and team leader with regular status reports.

5. **Administration, finance, and procurement specialist** (22 person-months, full time, national consultant). The consultant will preferably have 5 years of experience in administration, finance, and procurement, with a relevant bachelor's or higher degree in business administration or a related discipline. Experience in working with ADB- or World Bank-financed projects will be an advantage. The specialist will report to the TA director and manager of TA SCMD, and will carry out the following tasks:

- (i) Assist the NCDMS in managing the TA and grant inventory, personnel contracts, and procurement and bidding activities.
- (ii) Ensure that all cash and bank payments are operated in compliance with ADB and government procedures, and the ADB financing agreements.
- (iii) Ensure that all payments and related transactions are kept up to date on a financial accounting system.
- (iv) Ensure that a filing system for all vouchers and documents is maintained properly.
- (v) Manage receipts, expenditures, and cash according to government and ADB regulations.

- (vi) Assist the NCDMS to respond to the audit reports and associated management letters, and address any financial management and procurement issues.
- (vii) Advise the NCDMS and NCDDS on the project's procurement functions in line with government requirements and systems, and ADB financing agreements. Manage project procurement by implementing all policies and procedures related to procurement activities, ensuring that ADB procurement guidelines are followed in all transactions.
- (viii) Undertake project procurement activities, such as reviewing technical specifications for goods and works, and researching the market for procurement bid lists.
- (ix) Update the procurement plan on a regular basis.

6. **Procurement specialist** (12 person-months, full time, national consultant). The consultant will preferably have 5 years of experience in procurement, with a relevant bachelor's or higher degree in business administration or a related discipline. Experience in working with ADB- or World Bank-financed projects will be an advantage. The specialist will report to the TA director and manager, and will carry out the following tasks:

- (i) Assist the NCDMS and NCDDS in ensuring that the procurement processes and procedures are in place and strictly enforced according to the ADB's procurement guidelines.
- (ii) Assist the NCDMS and NCDDS in preparing the annual updated procurement plan and regular progress reports against the procurement plan.
- (iii) Work with the NCDMS and NCDDS in monitoring major procurements by these agencies.
- (iv) Ensure timely and effective implementation of the consolidated project procurement plan.
- (v) Supervise the preparation of official documents related to the procurement process.
- (vi) Provide instruction and capacity building to project staff on procurement-related matters.
- (vii) Advise counterpart staff to prepare and update the contracts register and inventory list.
- (viii) Assist project managers in coordination with ADB and the Ministry of Economy and Finance on procurement matters.
- (ix) Coordinate with the procurement officers at national and subnational levels.

7. **Human resource development and planning specialist** (20 person-months, full time, national consultant). The consultant will preferably have 5 years of experience in human resource management and planning, with a relevant master's or higher degree in business administration or a related discipline. Experience in working with ADB- or World Bank-financed projects will be an advantage. The specialist will report to the TA director and manager, and will carry out the following tasks:

- (i) Review relevant NCDM capacity assessment reports, and conduct capacity gaps and training needs assessment for the NCDMS and provincial committees for disaster management (PCDMs).
- (ii) Develop and manage the capacity strengthening program for the NCDM at all levels.
- (iii) Oversee the implementation of the project's planning system, and the consolidation of the annual work plans and budgets.

- (iv) Provide training in planning, budgeting, and reporting systems and procedures to staff of the NCDMS and focal points from line ministries.
- (v) Assist the NCDMS and PCDMS in developing their operational plans, annual work plan, and contingencies plan.
- (vi) Coach and assist the TA director and manager and NCDMS relevant departments in preparing human resource development plans.

8. **Monitoring, evaluation, reporting, and communication specialist** (20 person-months, full time, national consultant). The consultant will preferably have 5 years of experience in monitoring, evaluation, reporting, and communication, with a relevant master's or higher degree in business administration, rural development, or a related discipline. Experience in working with ADB- or World Bank-financed projects will be an advantage. The ability to work with government agencies is required. The specialist will report to the TA director and manager, and will carry out the following tasks:

- (i) Design and support a harmonized monitoring and evaluation system that aligns with the project results framework.
- (ii) Oversee the design, establishment, and implementation of the project's monitoring and evaluation system for the two projects; and establish and maintain the project implementation database.
- (iii) Manage the communication network, including the website and use of print and broadcasting media, reporting of project progress, and publication of best practices.
- (iv) Develop a work plan and schedule for monitoring and evaluation of specific implementation contracts in accordance with approved criteria.
- (v) Review and consolidate quarterly provincial progress reports for incorporation with those prepared by the implementing agencies, to produce the project's quarterly and annual progress reports.
- (vi) Ensure the implementation of gender mainstreaming activities, and collection and reporting of sex-disaggregated data.
- (vii) Produce and distribute regular (quarterly) ADB TA and grant newsletters.
- (viii) Coordinate the dissemination of information through radio, TV, and print media, including project experience, lessons, and best practices.

9. **Disaster management information system and knowledge management specialist** (20 person-months, full time, national consultant). The consultant will preferably have 5 years of experience in disaster management information systems (DMISs) and knowledge product management, with a relevant master's or higher degree in business administration, rural development, or a related discipline. Experience in working with ADB- or World Bank-financed projects will be an advantage. The specialist will report to the TA director and manager, and will carry out the following tasks:

- (i) Review and/or conduct baseline information on disaster loss and damages.
- (ii) Assist the NCDMS in establishing the DMIS as an official structure within the NCDMS, including sex-disaggregated data. This will include the review and design of the terms of reference, and identification of resources.
- (iii) Coordinate with other stakeholders including the United Nations Development Programme, the World Bank, and CSOs in assessing and strengthening the DMIS; and define the feasibility of rolling out the system to the provincial, district, and commune levels.
- (iv) Update the NCDMS website and DMIS system regularly.

- (v) Review knowledge management information systems for gathering, storing, and producing knowledge products on DRR best practices, creating links to DRR web portals.
- (vi) Develop media and content, with the assistance of CSOs and NGOs, to communicate information effectively.
- (vii) Conduct public awareness campaigns on gender-inclusive DRR.

10. **Provincial disaster risk management advisors** (6 full time national consultants, total of 114 person-months). Each province will have a national long-term provincial disaster risk management advisor working within the PCDM and reporting to the chair of the PCDM, project manager, and team leader. The advisor will preferably have 5 years of experience in handling disaster management and DRR projects, with a relevant bachelor's or higher degree in business administration, rural development, or a related discipline. The ability to work with government agencies is required. The advisor will report to the TA director and manager, and will carry out the following tasks:

- (i) Coordinate all project activities within the province, and oversee the activities of the various service providers implementing project-financed activities.
- (ii) Manage capacity development activities at provincial, district, and commune levels, e.g., initial training of the PCDM, District Committee for Disaster Management (DCDM), and Committee for Disaster Management (CCDM); and project orientation training for the staff of the relevant provincial and district administrative units.
- (iii) Liaise with other projects and programs to ensure that all DRM action at commune, district, and provincial levels are complementary.
- (iv) Ensure the implementation of gender mainstreaming activities and plans, and collection and reporting of sex-disaggregated data.
- (v) Provide the NCDMS with timely provincial annual work plans and budgets, regular financial statements and reports, and quarterly progress reports, based on the information provided by the DCDMs and CCDMs and from the contracts managed at provincial level.
- (vi) Perform other tasks as required by the NCDMS.