Evaluation report

A participatory evaluation of Community Transformation in Rural Cambodia

A program by

Mission Alliance (MA)

in partnership with

Christian Reformed

World Relief Committee

Cambodia (CRWRC-C)

Commissioned by

Mission Alliance (MA)

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Acknowledgements

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List of acronyms and abbreviations

AI	Appreciative Inquiry
CBO	Community Based Organisation
CC	Commune Council
CO	Community Organisers
CO Process	Community Organising Process
COI	Community Organising Index
CRWRC	Christian Reformed World Relief Committee
CRWRC-C	Christian Reformed World Relief Committee - Cambodia
KADRA	Khmer Association for Development of Raising Animals
MA	Mission Alliance
M&E	Monitoring and Evaluation
MSC	Most Significant Change (stories)
Norad	Norwegian Agency for Development Cooperation
OC	Organisation Capacity
OCI	Organisation Capacity Index
OM	Outcome Mapping
OREDA	Occupation and Rural Economic Development Association
PO	Project Officer
PRA/PLA	Participatory Rural Appraisal/Participatory Learning and Action
RBM	Result Based Management
ToR	Terms of Reference

Executive Summary

Introduction and background

In 2007, the Mission Alliance (MA) and Christian Reformed World Relief Committee Cambodia (CRWRC-C) initiated a partnership to establish a transformational development program with four local NGO-partners in four provinces in Cambodia. The program works with the following areas:

- *Community organising and capacity building*
- *Food security and income generation*
- *Health, sanitation and environment*
- *Children and education*
- *Advocacy and good governance*
- *Disaster preparedness*

The main objective of the program is to achieve *"transformed communities empowered to alleviate poverty and improve the quality of life for all members of the communities"* (Project Document, 2009-2013). This objective is divided into two overall goals; empowerment and poverty reduction. Empowerment is a goal both at the community level and at the partner level.

In line with the project document, a midterm evaluation was carried out in February/March 2012. The objectives spelled out in the ToR focuses on the partnership relations and three key aspects of the work: *sustainability, effectiveness and ownership.*

An evaluation team of three met with leadership and staff of CRWRC-C, and leadership and staff of their four local partners: KADRA, LC, CFT and OREDA. The team also visited 12 villages and four Commune Councils. Participatory methods were applied, in order to ensure participation and optimal learning. The tools and techniques used included interviews, observation, ranking, self-assessment, Appreciative Inquiry, etc.

Main findings, conclusions and recommendations

The evaluation confirmed that the program generally is on track. The strength of the program partly lies with CRWRC and its partners themselves, and partly in the program's community approach.

CRWRC has a strong commitment to its work. There is a strong team spirit, and a clear leadership philosophy. The values adopted by the organisation are also reflected in their work. For the organisation to further inprove, the evaluation team has the following recommendations:

- *Roles are more clearly defined. This applies to both roles between various positions within CRWRC and between CRWRC and partners.*
- *The planning process is clearly described, and adhered to. Changes to the plans apart from the process described to all should be kept at a minimum. Due to the strong position of the expats and their responsibility to ensure compliance with the plan, it is particularly important that the local partners understand and comply with the agreed to plans and to the planning process – so*

that both CRWRC/MA management team, the POs and the local partners are collaborating well together in true partnership.
• All core documents are shared between CRWRC and partners. This could include final version of application (to see possible changes and to get the big picture), reports and budgets with narratives. Translation should be available either orally or in a brief written version in Khmer.

Also the partners show strong commitment to objectives of the program. It is recognised that the partners have had a very steep learning curve, and now have gained knowledge and experience relevant for both implementation and management of the program. It is further noted that all four partners recognise the need for continued support, both in terms of organisational development and funding. Both CRWRC and the partners recognised that some partner issues need further dialogue and discussion. It is recommended that:

• CRWRC continues to support the organisational capacity needs of partners.
• While most of the organisations find the monitoring to be complex and difficult to understand, the monitoring should not necessarily be further simplified, but rather explained to the partners (again and again).
• The organisations are encouraged to develop their own M&E system, as long as they can meet the information needs from CRWRC.
• Training and workshops are announced well in advance, respecting the local partners work plans. At a minimum, dates should be announced early, even when the details are not all set.

The local partners generally have good relationship with both local authorities and communities. There were evidence of outcomes and impact on the community level. It was found that the perception of sustainable development varied in the communities (and among the partners). Most results were seen as a result of several factors, and both infrastructure and training were seen as important, although the latter was seen as most critical to the long term development of the community. The four project areas had slightly different profile, reflecting the work of their partner.

The Community Organising (CO) process generally serve the purpose of facilitating for development activities and results in the communities.

It is also recommended that:
• CRWRC spend time with the partner to discuss sustainable development, allowing for mutual listening and learning. Contextualized examples could be discussed.
• Assess the CO process, to make sure the stages are timed so that the benefit can be maximised. For instance repeat the participatory community research, so that it can benefit community planning.
• Develop clear criteria for phase over strategy for communities. Preferably make the strategy known to new villages.
• Recognise that the work with "old" villages needs a lot of investment in terms of time and training when CBO leadership (and other leadership) has been elected. This should lead to caution in terms of expanding to new villages (in particular if continued funding is not guaranteed).

1   Introduction

1.1   Overall context of the evaluation

In 2007, the Mission Alliance (MA) and Christian Reformed World Relief Committee Cambodia (CRWRC-C) initiated a partnership to establish a transformational development program with four local NGO-partners in four provinces in Cambodia. A pilot project was carried out the same year, and mapped out the following areas[1] to work with:

1. Community organising and capacity building
2. Food security and income generation
3. Health, sanitation and environment
4. Children and education
5. Advocacy and good governance

The main objective of the program is to achieve *"transformed communities empowered to alleviate poverty and improve the quality of life for all members of the communities"* (Project Document, 2009-2013). This objective is divided into two overall goals; empowerment and poverty reduction. Empowerment is a goal both at the community level and on the partner level.

In line with the project document, a midterm evaluation was initiated in the autumn of 2011 and carried out in February/March 2012. The evaluation process was set out to be participatory in order to maximize learning for all parties involved. The report will be shared with Norad as the main donor and Digni, as a major partner and stakeholder in Norway. The initial findings have already been shared with CRWRC and the local partners, but the report[2] will be translated to Khmer, in order to further contribute to the learning process of all stakeholders.

The evaluation team consisted of:
Ms Pia Reierson, a consultant from Norway with extensive experience working with NGOs, particularly focusing on participatory planning, monitoring and evaluation.

Ms Emelita Goddard, a Filipino resident in Cambodia with nearly twenty years of field experience in community development and currently providing consultancy services in organisational development, program design and evaluation, and local capacity building.

Mr May Simorn, a local consultant working with NGOs/IOs in the field of water and sanitation, Environmental Impact Assessment, monitoring and evaluation.

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1 Disaster Preparedness added as an additional area from 2011.
2 The evaluation team will recommend that parts of the report are translated to Khmer.

1.2   Brief description of the program

After the pilot phase in 2007/2008, working in ten villages with one partner[3], MA together with CRWRC-C[4] entered into a broader program[5]: Community Transformation in Rural Cambodia. Starting in 2009, the program works in four provinces (Svay Rieng, Prey Veng, Kampong Speu, and Kampot) in partnership with four local NGOs: Khmer Association for Development of Raising Animal (KADRA), Love Cambodia (LC), Community for Transformation (CFT), and Occupation and Rural Economic Development Association (OREDA). The local partners now work in 41 villages. This five years program is supported by Norad, and included in a Project Support Agreement between MA and Digni.

The overarching goal is empowerment, understood as promoting social and attitudial transformation through increased social responsibility, behavioural change and community cohesiveness. And poverty reduction, understood as increased income, and reduced poverty level.[6]

The program is clustered in six areas of interventions, with their respective expected outcomes (see point 1.1). The latest addition is Disaster Preparedness, which was added as an area in 2011.

While the five latter areas are mainly focusing on activities and expected outcomes related to the community and the civil society per se, the first area (Community organising and capacity building) is mainly describing the approach/ theory of change and describes how CRWRC intends to influence the work in the community through its partners. Core to the approach is to strengthen CRWRC to become better facilitators for change, and influence their four boundary partners[7]. Further, the four local partners again work with the CBOs as their boundary partners, in order to empower the community to take charge in their own development and to work towards the communities' aspired dreams.
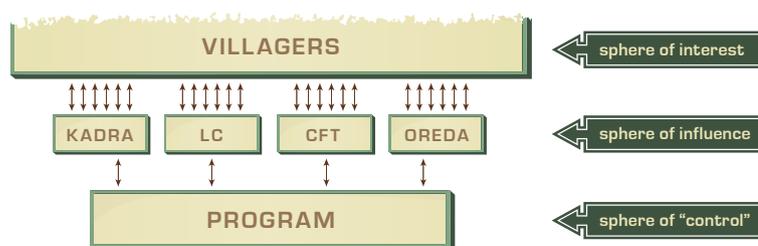
Figure 1: Illustration of CRWRC-C and its boundary partners

The main tool for working with the partner is an Organisational Capacity (OC) process, assessed by an Organisational Capacity Index. The main tool for working in the villages is a Community Organising (CO) process, in ten stages, assessed by the Community Capacity Indicators. The program uses Result Based Management (RBM) as its main monitoring tool together with the assessment of the OCI and CCI. In planning, Appreciative Inquiry is used as an approach.

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3 Community for Transformation (CFT)
4 In the following the abbreviation CRWRC will be used. It will still be referring to CRWRC in Cambodia.
5 The term Program is used due to the broad nature of the interventions, both geographically and thematically, and also because of its holistic approach. Please note that CRWRC usually uses the term project.
6 Project Document, 2009 - 2013
7 Terminology from Outcome Mapping (www.outcomemapping.ca), indicating those partners they can diretly influence.

2 Evaluation Scope and Objectives

The Evaluation is initiated by Mission Alliance (MA) in accordance with the requirement of Norad and according to the plan set out in the initial Project Document.

The ToR was developed by MA in close cooperation with CRWRC, and after input from the partners. According to the minutes from the Directors meeting[8] the expectations of what this evaluation should achieve varied quite a bit. The final ToR was decided by the leadership of MA and CRWRC.

The main purpose of the evaluation is to get a solid foundation of whether the organisations are on track to achieve the program plans, and if the objectives are likely to be met. The objectives spelled out in the ToR focuses on the partnership relations and three key aspects of the work: sustainability, effectiveness and ownership:

"MA and CRWRC-C are especially interested in evaluating sustainability in terms of capacity in the community and the partner, effectiveness in the method of community organising and partnership and local ownership to see if the community based approach is successful in producing long term changes for the target groups." (ToR, point 3.0)

The evaluation was further set out to explore more about the following five areas:
1. Community and organisational capacity
2. Project implementation
3. Sustainability and local ownership
4. Education
5. Diaconal profile

An additional aim of the evaluation is, according to the ToR, to use it as a learning opportunity for all organisations and communities involved, in order for each group to enhance their understanding and participation in the program. For more details, please see attached ToR in Appendix 1.

Learning and active participation is further emphasized in the Methodology section of the ToR:

"A mix of quantitative and qualitative methods should be used. Since the nature of the community organising process of development is to maximize the participation of all members of the communities, participatory approaches in various ways should be an overlying praxis during the whole research phase." (ToR, point 5.0)

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8 Minutes from Directors meeting dated 16th August 2011

3   Evaluation Methodology

3.1   Key stakeholders in the evaluation

As the program is complex in that it works with various partners and on various levels, it was imperative that the evaluation team met with and listened to various stakeholders. The following parties were involved in the evaluation (see also section on sampling below for more details).
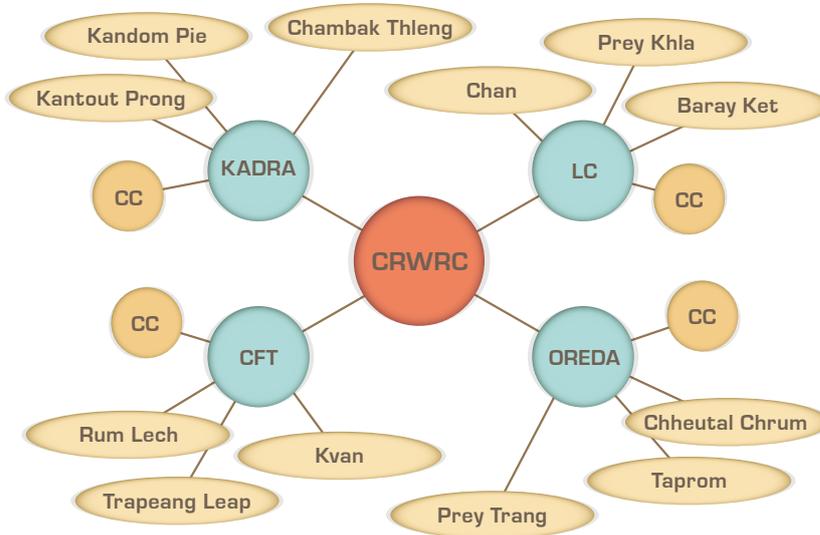
Figure 2: Key stakeholders involved in the evaluation

3.2   Data collection tools

As most of the evaluation questions were qualitative in nature, and in line with the idea to carry out a participatory evaluation, mostly qualitative, participatory methods were used in the field. However, also some quantitative methods were used.

The following methods/tools were used:
- Group discussions/presentations
- Chapatti Diagramming (Stakeholder Analysis)
- Spider Web
- Visual Drawings
- AI (modified version)
- Ranking exercises
- Most Significant Changes (MSC) stories (modified version)
- Role-play with discussion
- Semi structured interviews

- Observation
- Transect (modified version)
- Feedback sessions
- Secondary data analysis

The benefit of using a wide variety of methods was to ensure triangulation of data, and a deeper understanding of the issues. For more details on the process, see Appendix 3.

The purpose of the data collection was primarily to inform the overall evaluation, and the evaluation team does not wish to give stakeholders the impression that it was or would have been possible to conduct in-depth project/partner evaluations within the limited time frame of this overall evaluation.

3.3 Data analysis

The initial analysis was usually facilitated by one of the evaluation team members and carried out by the actual target group in the form of self-assessments and discussions.

The further analysis, though brief, took place in the feedback sessions with each of the partners, discussing the findings in the villages.

The evaluation team discussed throughout the field visit, but also met specifically for data analysis. During the last of these meetings, some main findings and conclusions were formulated, and some recommendations suggested. Most of the conclusions were "tested" in the workshop with CRWRC, for feedback and clarifications.

Given that most of the data were qualitative in nature, it allowed for more in-depth understanding of issues, and it allowed for a wealth of insight into people's perceptions. However, even though the team makes some attempts of looking at trends and tendencies in the data, it should be strongly cautioned against any form of direct comparison. Just to emphasis this point, it was observed that some of the more mature villages tended to score themselves lower than villages with relatively more challenges.

3.4 Sampling

CRWRC and all four partners were visited during the evaluation. Key leadership and staff in CRWRC were interviewed (partly as a group and partly individually). All key leadership and staff in each of the four local partners were involved in group discussions and self-assessments.

Four Commune Councils (CCs) (one in each of the local partner's working area) were paid a courtesy visit and interviewed. The CC was picked, so that at least one of the visited villages belonged to the same CC.

Purposive sampling was chosen for selection of the three villages to visit in each of the four project areas. Loosely defined criteria was given for selection of a "ma-

ture" and a "facing challenges" village, as well as the selection of one "emerging" village. Each partner (KADRA, LC, CFT and OREDA) further had to tell what they understood by the "mature" village, and how the selected village complied with these criteria, and similarly with the "facing challenges" village. As for the emerging village, it generally should be a village were the partner had started to work recently, and at least completed the election of the CBO leadership. The reason for visiting three villages was because this was the maximum number of villages that would be feasible within the timeframe available given the issues that needed to be explored.

By visiting three villages in each of the four project districts, the evaluation team could visit a total of 12 out of the 41 villages involved in the program (or 8 out of the 27 villages that have reached step 9 of the CO-process).

The following criteria were used for the groups to meet with in each of the villages:
- CBO leadership and Village Chief (as many members as available)
- 8 women (mostly women that participate in various activities of the program, and preferably at least one person that is not directly involved in the activities)
- 8 men (mostly men that participate in various activities of the program, and preferably at least one person that is not directly involved in the activities)
- According to the profile of the activities in a village, and also to meet with a variety of groups from each local partner, one of the following was chosen for each village: Children group, youth group, PTA. For the youngest children, they mostly were more than 8 kids, in order not to leave somebody out.

The team met with:
- 12 CBO leadership and village chiefs
- 8 women's groups
- 8 men's groups
- 1 PTA
- 6 youth groups
- 3 groups of kindergarten kids

We met directly with 38 village related groups (as specified above). We further observed five different groups in emerging villages (see below).

In one village the youth were all men and in their early twenties, so they rather met as a men's group, because there were hardly any older men available for that group (and therefore registered as a men's group rather than a youth group).

For the "emerging" villages, we met with the CBO leadership and Village Chief. In addition, we met with a youth or children's group. In one emerging village, Kvan, we only met with the CBO/leadership, and not with any additional group. Since most of the activities have not started yet, we rather used the opportunity to see the local partner facilitate an introduction/discussion on an agreed topic with some of the villages. These were mixed groups. In one case (with KADRA)

the group split in two, and two Community Organisers met with groups at the same time. In the three other organisations, the two COs introduced/discussed with the group after each other.

3.5   Limitations and constraints

There were a few limitations and constraints to the evaluation which the team encountered during the field research phase.

The primary limitation the team faced was the limited time for field research. Although the team tried to maximize its time in the field, the ToR was so wide that some areas were just briefly touched upon.

The team greatly appreciated the effort of the POs to translate to the evaluation team leader (who doesn't know Khmer). However, it should be noted that language constraints are likely to have impacted some in terms of getting all the details from the discussions in the groups (in particular the CBO leadership groups).

On the same note, although the PO who translated was not the one in charge of the partner we visited, it is a possibility that the presence of the PO may have influenced the responses. We did not have situations where we suspected that it actually happened.

Given that a lot of information is already available through the RBM monitoring, the team found it mostly meaningful to use qualitative methods in this evaluation. The strength in this is that it adds depth to the numbers and narrative in the reports from CRWRC. It should be cautioned that it does not allow for much comparison between villages or partners. Further to this, it should be noted that several of the method were based on self-assessment, which again does not open for comparison.

Prior to the evaluation, in the last week before the field visit, a set of tools were forwarded to the local partners, for them to spend a day to prepare before the evaluation team arrived. It turned out that some of the tools were misunderstood by the local partners, partly because the instructions were written in English. Later the local partners were able to adjust their responses after some further explanations from the evaluation team.

The evaluation team met for the first time on the day of the evaluation. Dedication and keen interest in the evaluation made all the team members invest a lot of time and effort to "get on the same page" ASAP.

4   Research Findings & Analysis

4.1   CRWRC-C and partners

The Christian Reformed World Relief Committee (CRWRC) is an agency of the Christian Reformed Church in North America. CRWRC works in six Asian Countries, including Cambodia. These countries make up the Asia Team. Mr Rick DeGraaf is the Country Consultant for Cambodia, and a member of the Asia Team. He is further the Country Team Leader for CRWRC Cambodia. CRWRC-C was established in 1996, and now has a total of 20 staff, and works with 13 local partners and 3 network partners in 8 provinces of Cambodia.

The mission of CRWRC is to transform poor and vulnerable communities through collaboration with local partners, building organisational capacity and facilitating sustainable community development.

Core to the work of CRWRC-C is the partnerships, and in the Community for transformation in Cambodia program, they work with four local partners: KADRA, LC, CFT and OREDA. CRWRC- C has also established two learning circles for capacity building and these networks are available to the four partners, as well as other partners of CRWRC. Funding partners include CRWRC (US and Canada), Mission Alliance (MA) and Norad, Tear Fund – UK, and Foods Resource Bank.

Briefly about the four partners:

4.1.1 KADRA

Khmer Association for Development of Raising Animal (KADRA) is a local NGO based in Svay Rieng, Cambodia. It was established in 1993 in order to improve the living conditions of people in Svay Rieng Province. Currently KADRA implements two main programs: Integrated Community Development Program (Community Transformation in Rural Cambodia) and Grassroots Advocacy and Democracy. It works with 5 villages and 4 emerging villages (where the program has not yet been implemented). KADRA presently has 9 staff and 1 volunteer, 5 of whom are women.

4.1.2 LC

Love Cambodia (LC) is an NGO based in Prey Veng Province, focusing on holistic ministry. The organisation was founded by Pastor Ieng Sopheareak of Preay Veng Christian centre in 2001, with the help of the Singapore Church. In 2007, they were able to register Love Cambodia as a new independent local NGO. This allows for cleaner separation of church work and development work. It works with 6 villages, and has taken on board 4 new ones. LC presently has 10 staff, 2 of whom are women.

4.1.3 CFT

Community for Transformation (CFT) was established in January 2007 as an arm of the Odong Holiness Church to serve the poor and vulnerable in their target areas. CFT is based in Odong district, Kampong Speu province and works in 10 villages, plus 3 new villages. CFT presently has 9 staff, 2 of whom are women.

4.1.4 OREDA

Occupation and Rural Economic Development Association (OREDA) is a local NGO based in Kampot province, committed to working in community development and empowering the rural poor to meet their aspirations for justice and food security regardless of religion, ethnicity, gender or political affiliation. It works in 6 villages, and 3 emerging villages. OREDA presently has 6 staff, 3 of whom are women.

Figure 3: Project sites

The findings and analysis that follows mainly follow the structure of the ToR, focusing on: community and organisational capacity; project implementation; sustainability and local ownership; education; and diaconal profile. Added to this is a section on Partnership.

4.2 Community and organisational capacity

4.2.1 Building organisational capacity

Analysing the initial project document and its terminology, it is evident that the program has borrowed part of its structure from Outcome Mapping (OM), in that CRWRC acknowledges its boundary partners and its sphere of influence. This is also in line with the emphasis on Appreciative Inquiry as a way of assessing and planning. CRWRC sets out to increase its own and its partners' capacity in order to be good facilitators for transformation and change in the local communities. The tool and process for building/strengthening the necessary knowledge and experience in CRWRC and its partners is referred to as Organisational Capacity (OC) and the ultimate goal is empowerment.

While the strategy is still explicit, the program may benefit from being even more explicit on what is within the sphere of influence of CRWRC, and what is within the sphere of influence of its local partners.

The OC takes place in various ways:
- Training sessions internally and for individual partners
- Partners participate and benefit from being part of the capacity building networks *Cambodia NGO's Capacity Building Network* (CNCBN) and *Christian Learning Circle for Development Association* (CLCDA)
- The Project Officer from CRWRC do on-the-job-training with the local partner
- The progress in increased OC is measured by an OCI (Organisational Capacity Index)

All parties (CRWRC and the four partners) acknowledge a steep learning curve for all local partners over the last few years. All the partners can identify areas where they have increased competence and skills[1]. Further, all the partners are able to assess their own capacity and identify areas that may need improvements/strengthening.

CRWRC offers training both directly and through the capacity building networks. While these training sessions are seen as crucial by the local partners, they sometimes experiences late information on both topic and dates. The dates set may sometimes conflict with other prior work plans set by partners and therefore may interfere with their work schedule.

Internal Partner Assessment reports indicate that there have been partner assessments in 2009, 2010 and 2011. The reports identified areas of strength and areas that needed improvements. It was not clear how the reports were followed up, although some of the improvements noted in next year's report indicated that it had been worked on.

The capacity of the local partners is imperative to the success of the entire program. Varies aspects of the capacity will be further explored under other headings in this report. There will also be more on partnership in section 4.6.

Recommendations for CRWRC:
- *(Continue to) Be explicit about the strategy of building own and the partners' capacity and report and discuss improvements in this area.*
- *Inform the local partners well ahead of time of any planned training workshops or meetings. Even if the venue and topic is not decided, it may still be important to set aside dates in the calendar.*
- *Whenever a partner assessment is conducted, there should be some follow up mechanism. It could possibly be recognition of improvements/lack of improvements in the following report.*

Recommendations for local partners:
- *When making plans for improved capacity, be explicit of what you can handle on your own, what is needed from CRWRC, and what can be obtained from other sources. Be creative.*

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1 Ref "Ability to" framework analysis using a spider web

4.2.2 The Community Organising (CO) process

The Community Organising (CO) process is the main tool for community development and program implementation. The process includes ten stages:

1. Entry into the community
2. Community immersion
3. Core group formation
4. Formation of the Community Based Organisation (CBO)
5. Community Capacity Building
6. Participatory community research
7. Community Planning
8. Community and Resource Mobilization
9. Project Implementation
10. Exit from the Community

Most of the villagers only recognise stage 4 to 9. This is easy to understand, as most of the villagers are involved in these steps. They also see some of the stages as interlinked, and doesn't distinguish them from each other (such as stage 6 and 7). There seems to be a certain anxiety about stage 10, and what it will entail.

There is always a danger of becoming too schematic about the implementing of the CO process. In order to remain relevant, the Participatory community research followed by planning, should be linked to important events/new plans in the community.

From what the evaluation team has seen there are strong indications that the CO process leads to outcomes that are critical to the livelihood and wellbeing of the villagers. See 4.2.1 for more details. Due to the differences in results between some of the villages, there is also reason to believe that other factors than the process itself influences the outcome. The two most important factors are assumed to be:

- The knowledge and facilitation skills of the CO
- The skills, personality and commitment of the CBO leadership

There seems to be indications that all four of the local partners have some competence and skills to facilitate the stages of the CO process. There is also indication that each of the organisations has gained more experience, and now ensures more participation, gender equality and sustainable plans when starting up in new villages. More important than just the number of staff, are the skill set and developmental understanding of each of the COs. From what the team could observe, the understanding of sustainable development varies between the staff and between the local partners. Also the facilitation skills of the staff vary greatly, and are likely to affect the ability to carry out the CO process.

During the discussions it was expressed a wish for the PO to spend more time with the CO to explain the CO process more in depth.

4.2.3 Expansion

The four partners presently work in 27 villages that have reached level 9 of the CO process, and have started working in additional 14 villages.

	Villages 1-9 of stages	Emerging villages
KADRA	5	4
LC	6	4
CFT	10	3
OREDA	6	3

Figure 4: Overview of number of existing and emerging villages

According to the leadership of CRWRC, it is expected that the local partners will have to stay with a village for at least the time of two CBO leadership elections, and training of these. This will ensure a broader base of trained and competent leadership, and ensure sustainability in the future. This raises the question of expansion into new villages, as the new round of elections will lead to "starting over" in the "old" villages. It can be assumed that the local partner and the CO now are familiar with their work, and therefore work slightly more efficient with both "new" villages and "old" villages that have had a new leadership election. However, given the total workload, there may be a concern that it will be difficult to cover the work with the existing staff.

Another aspect is that some of the emerging villages will not be ready for phase over by the time the program period ends. Although the evaluation team has no reason to believe that there will be a stop or shortfall in funding, it still leaves the work in a vulnerable situation when 38 % of the villages are not ready for phase over by the time the project ends.

4.2.4 The local partner and its relationship with core stakeholders

The relationship between the local partners and the communities is core to the success of the program, and again the CO is core to the success of building this relationship. Each of the village communities acknowledged the contribution from the local partner in terms of increased capacity and funding. They generally expressed strong appreciation of the relationship with their partner NGO. There were a few concerns about the age of the COs, as some of the CBO leadership felt that the COs were very young.

The Commune Councils (CCs) interviewed all confirmed good relationship with the local NGOs (local partner) and perceived the relationship between the NGO and the local communities as good.

For example: The CC in LC's working area, admitted that at first they had been sceptical towards LC, wondering if they were genuine, or if their work was a cover to proselytise. The CC felt that LC had proven its genuine interest in the local communities, and the CC expressed its appreciation for their work.

Also the local partners themselves acknowledged improvements in the relationship with the various stakeholders

Recommendations for local partners:
- *Continue to build good relationship between local partners and CC and communities (+ other stakeholders).*
- *Find ways for both leadership and CO to interact with the CBO leadership and villagers (this is probably done already, but there is a need to continue to be aware of this).*

4.2.5 The CBO leadership

The main tools to understand the strength of the local leadership and ownership were Rapid CBO Capacity Self-Assessment tool, role-play and discussions, and group discussion on outcomes and MSC.

The role-play discussions usually revealed the issues of dependency/independence, notions of sustainable development and self-perception in general. There were no clear patterns in the feedback on the role-play, but some villages expressed more self-esteem describing their readiness to lead their own development.

During the self-assessment and discussions with the CBO leadership, very different dynamics were revealed. In several of the groups the village chief tended to take the lead in answering the questions. In most of the villages most of the CBO leadership members involved in one way or another.

Indicators	KADRA			LC			CFT			OREDA		
1. Community representation	/	//	/	//		/	/	//				///
2. Leadership selection and replacement	/	/	/	///			///			///		
3. Decision making		//			//			///		/	//	
4. Gender profile and roles	/	//		/	/	/	///					///
5. Organisational vision and purpose	/	//			//			//		//	/	
6. Management of CBO	//			//			/	/		/		/
7. CBO meetings	/		/	/	/			//		//		
8. Depend. and inter-demence with NGO	//			/	//		/	/	/	//	/	
9. External linkages	/	/	/	///			///			//	/	
10. Resource mobilization	//	/		/	//		///			///		
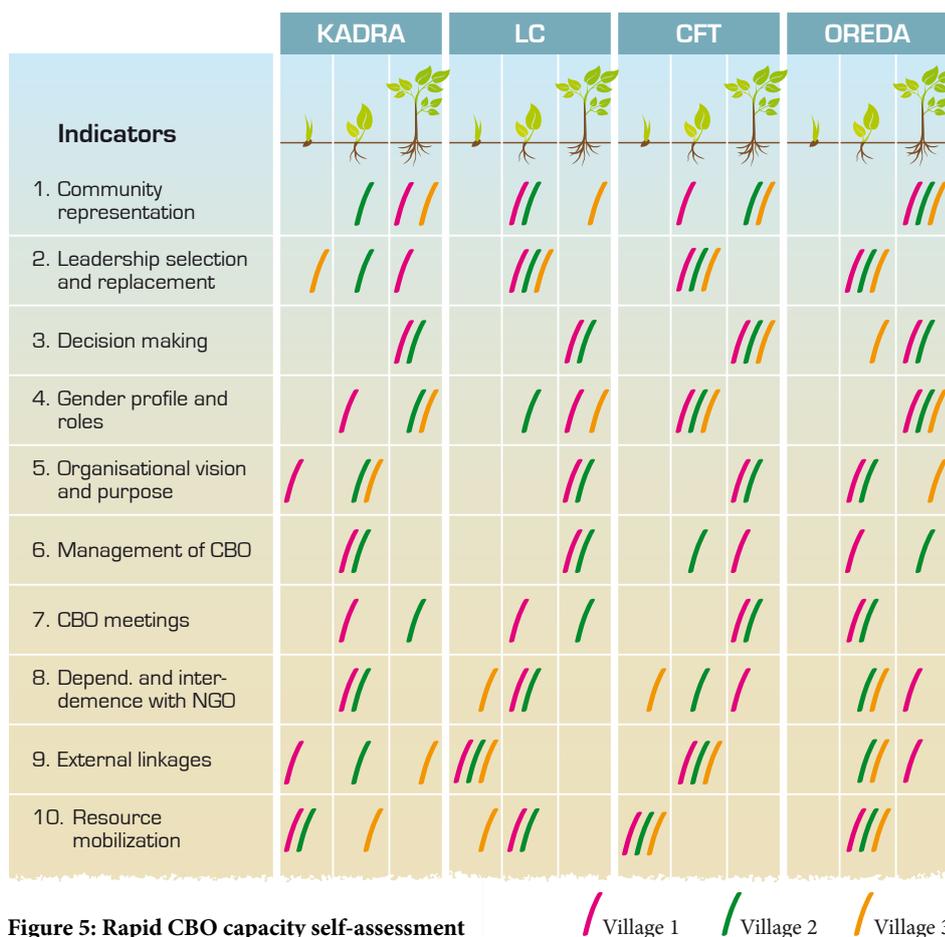
Figure 5: Rapid CBO capacity self-assessment   / Village 1   / Village 2   / Village 3

The factors that stood out as critical to the strength of the CBO were:
- Personalities and dynamics in the CBO group. Also the literacy level is a factor here.
- The CO/local partner's perception of sustainable development
- The CO/local partner's understanding of the CO process
- Lack of other external partners/donors
- Lack of external (and partly internal) funding

There seems to be a certain irony in the fact that NGOs use as a criteria for entering a village that no other NGO is working there, while diversified partnership and funding could have strengthened the CBO position considerably.

One "cry" that came from some of the CBOs, was the need for increased fundraising capacity and skills, and more linking to outside technical sources.

Recommendations for CRWRC:
- *Consider further training in local fundraising and linking strategies for the local partners, which they in turn can teach to the CBOs.*
- *Allow for sufficient time to discuss sustainable development with the local partner, as the CBOs to some extent seem to reflect the view of development that the local partner portrait.*

4.3 Program implementation

4.3.1 Progress
According to the RBM most activities are on track in terms of progress according to plan. There are also indications of success in immediate outcomes.

4.3.1.1 Community organising and capacity building
As mentioned above, the Community Organising (CO) process is the main tool for the local partner to work with the communities. By the end of last year 27 of the communities had reached stage 9 in the CO process (2 above target). Further, the communities own contribution was close to 30 % above target.

Core to the areas of community organising and capacity building is developing relevant plans such as the community development plan and disaster preparedness plan. By the end of 2011 a total of 34 out of 39 villages had developed their development plan. This was two more than planned for. During discussions with the CCs these plans were recognised as important for the development of the communities, and at least recognised by the CC, and at most incorporated into their own plans. 30 villages (2 above target) were actively implementing the development plans of their respective communities, according to the RBM.

Only 13 out of 39 villages had developed their disaster preparedness plans, and this was 11 less than planned for. Ironically, the lack of achievement seemed to be partly due to extensive flooding last year. It is a question if all of the villages need a disaster preparedness plan as some of the areas are not prone to natural disasters? It is however a great need for such plans in some of the areas affected by the flooding. Some villages reported that the plans had raised awareness of preparedness issues.

4.3.1.2 Food security and income generation
Although more people are involved in saving and loan groups than anticipated, income is less than target for. Also number of families with sufficient food throughout the year and families with increased yields are lower than anticipated. However, there is reason to believe that this is partly due to the flooding. Many of the villagers recognised the importance of the saving groups and the training in agriculture.

"Before we borrowed a lot of money to meet our daily needs for medicine and food, and we pay a lot of interest. However, in the saving group, we can save about 2000 to 5000 Riel per month (0.5 to 1.25 USD) and we can loan up to 100,000 Riel (25 USD). We use the loan for emergencies like sicknesses or for small business such as bamboo basket making and as seed funds for raising animals and for other needs in the family. It is better, as the saving group is in the village, and closer to us." (Woman from Rum Lech)

"I have enough food for my family and so I am happy because before it was difficult and people did not care. The NGO helped me before, but now I do not wait for them (the NGO) because I have enough food and able to help myself." (Woman in Kantout Prong)

The cow bank, pig bank and chicken bank were also seen as very important for the wellbeing of the families:

"Families are better off because of the cow bank. LC provided cow so my cow has produced calves two times, and I was able to sell the calf so I got money to send my children to school. My husband has been sick and cannot help, but the calf was able to help me to be better off." (Woman in Prey Khla village)

"By raising animals I do not need to buy meet. We have enough food and I even have left over to sell and have increased income and reduce our poverty a bit." (Woman in Taprom village)

4.3.1.3 Health, sanitation and environment

Again, the outcomes are a bit below target, in terms of health benefits. When asked about the most significant changes in the villages, health stood out as the number one area of perceived important impact.

"People are healthier now than before because now we know how to prepare good quality of clean food, we need to drink boiled water to make it safe and for some of us in the village, we also use the filter from the NGO to make sure we drink clean water." (Woman in Kandom Pie village)

"Before the community had lots of diseases such as diarrhoea, dengue fever, and many others because people did not understand the health issues. People spent money on medicine and they also spent a lot of time looking after sick people. Now there no more diseases or very few because we drink clean water from the wells, we boil our water or filter, we have toilets instead of the field where the animals can spread the dirt, we no longer burn rubbish, but we keep the rubbish bin, we have a good environment because we understand the value of health. Now we spend less on medicine and we have time to do something else." (Woman from Rum Lech village).

"Health is like a bridge, if health is not good even if I have lots of money, if I get sick I will lose all my money and cannot do my work, then I get poorer." (Woman from Prey Khla village)

4.3.1.4 Children and education

See separate section on Education (point 4.4)

4.3.1.5 Advocacy and good governance

One of the remarkable outcomes of the program is the drop in cases of domestic violence. This impact was also noted by several of the villagers, the CBO leadership and CCs. Also in terms of gender equality there has been notable improvements of women in leadership positions. Although the target is not met in terms of number of people involved in leadership positions, the proportion of women has increased from 74% (baseline) till 82 % last year. See 4.3.3 for more details.

4.3.1.6 General

According to MA/CRWRC the six program sectors have developed in diverse directions within the program. That said, most of the villagers (participants) saw the various components as integrated.

Within the limited time available, the team was not able to assess the efficiency of the various "sectors". To the extent we assessed the progress it was based on the RBM and annual report prepared by CRWRC. The ToR seems to suggest that there is little integration between some of the sectors. While this may be true, it was also evident in most communities that the villagers saw the interdependency of the various interventions, and saw some integration between the initiatives. This was observed in both the women, men and CBO leadership groups.

In some communities, where there is no kindergarten, the education initiative was not mentioned among the results in the village. However, a reason for that could be that most schools are located outside of the community, and therefore not assumed to be relevant for questions regarding changes in their community.

The team did look for signs of effectiveness, and also of early indications of outcomes and impact. Both the villagers and the local partner confirmed that the program was addressing the real needs of people and contributed to development in the communities.

While asked about the changes in the communities due to the program, different people emphasised different aspects. When asked about the most significant change that had taken place, it looked like this:

	KADRA	LC	CFT	OREDA
Partner	The influence of KADRA with different stakeholders to achieve their project objectives and implementation.		Ownership	
CC	Improved Health	Agriculture	Kindergarten	Kindergarten
CBO	V1: Agriculture (increased yield). V2: Solidarity (working together to plant rice).	V1: Knowledge in agriculture (less use of chemicals). V2: Better health from clean water and better hygiene.	V1: More working together (solidarity). V2: Participation/ joined together.	V1: Knowledge in agriculture (SRI and chicken ++). V2: Water gate increased yield + increased food sufficiency.
Women	V1: Community people are healthy. V2: Community better off due to the saving groups and cows.	V1: People in community are in good health because of water and sanitation. V2: Good health because of good water & sanitation (integrated).	V1: People are healthy and good roads with canal (integrated). V2: People are healthy due to water and sanitation (integrated).	V1: People are healthy because of water and sanitation (integrated). V2: People are healthy because of water, sanitation + not using chemicals for vegetables (integrated)
Men	V1: Health V2: Health	V1: Agriculture V2: Agriculture	V1: Saving groups V2: Saving groups	V1: Agriculture V2: Health
Project Officer	Managing KADRA's expansion without losing its impact.	Improved planning, budgeting and reporting.	Capacity has improve and gained respect from government and community.	Improved capacity of the CO staff in community development process, facilitation and activities.

Figure 6: Most Significant Change as identified by stakeholders.

4.3.2 Infrastructure vs. capacity building

All the CBO leadership groups were asked about the relationship between infrastructure and capacity building. And all the groups concluded that capacity building was more critical to the sustainability of the development in their community. At the same time, a lot of appreciation was expressed for the infrastructure, and most of the CBO leadership groups explained the close linkage and mutual dependence between the two parts.

Further, many of the changes (outcome and impact) that were observed by the participants could be attributed to infrastructure. This included some of the health benefits that the villagers now enjoyed.

Recommendations for local partners:
- *Before planning for infrastructure, make an analysis of both how it can be maintained in the future (maintenance, repair, replacement etc.) and how it contributes to sustainable development.*
- *Keep a strong focus on capacity building.*

Recommendations for CRWRC:
- *As far as the evaluation team could assess, the infrastructure contributed to the success of the program. If, however, cuts in the budget for infrastructure have to be considered, a thorough discussion with the local partner on sustainable development is strongly advised.*

4.3.3 Cross-cutting areas

The cross cutting issues were discussed with the women and men's group, as well as touched upon in other settings.

Gender equality: The gender issues are addressed in various ways by the program. Two areas were particularly noted: Women in leadership and reduction in domestic violence. The program has made remarkable progress in both areas. The 'women in leadership' is recognised in the RBM report, but it was also recognised in the meetings with the CBO leadership. Worth noting is that CBO leadership in emerging villages seems to be more aware of the importance of gender equality and empowerment, and they scored relatively higher on the number of women in leadership position (compared to "old" villages). The evaluation team sees this in connection with more experience, and a stronger emphasis on gender by the local partner.

Both the annual report and the villagers reported significant decrease in cases of domestic violence in the communities. According to the villagers, this could be attributed to improved living conditions and to the training received from the local partner (or through ADHOC[11]).

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11 ADHOC is a Cambodian Human Rights & Development Association used by the local partners for training of the villagers and others.

A woman in Taprom village said:
"Before the domestic violence was high and if we had trouble at home we could not work, mothers got broken hearted, and sometimes this lead to separation or divorce. But now domestic violence has been reduced and we have more time to do our business."

A woman in Rum Lech said that there were no violence in the community:
"Before there were violence and problems because people were poor and no jobs so nothing much to do. But now most people are busy, most youth are out of the village working, and men are away for work. There is very little fighting and drinking, only when there is a community event when there is celebration."

Two COs presented/introduced gender issues in emerging villages, while the evaluation team observed. It was evident that they themselves had been trained and had available material for training of villages.

Environment: Also environmental awareness is addressed in different ways by the program. The indicator in the RBM shows a slight decrease in proportion of number of families keeping garbage in the proper place over total number of families that have been involved in environmental stewardship activities (65% at baseline, 62% by the end of 2011). The number of people was also lower than planned for. From observation in the villages, we observed that some of the "mature" villages had a cleaner environment than that of the "more challenged" villages. This may indicate that the ability to organise the campaign is partly dependent on a strong CBO leadership.

Both some women and men's groups mentioned about the use of latrines as an important contribution to better health. Also good water to drink and no use of chemicals for growing vegetables, but rather use compost, was also mentioned as important contributions to health and the environment.

Disaster preparedness: According to the RBM only 13 out of 39 villages have developed disaster preparedness plans. Among the communities interviewed (8) only two had experienced flooding, and in one of these villages 30 % had raised the houses to higher ground. Four of the villages had experienced some drought, but didn't consider it to be calamities. The areas that had suffered severe flooding were very explicit in their appreciation of the support received from their partner (LC) during the flood last year. There seemed to be a significant difference in how the support was perceived: the more mature village emphasized their own contribution, whereas the other community seemed to have more of a "charity mentality", expecting the NGO to provide for them.

It is a question if all of the villages need a disaster preparedness plan as some of the areas are not prone to natural disasters? It is however a great need for such plans in some of the areas affected by the flooding. Some villages reported that the plans had raised awareness of preparedness issues.

None of the villagers made any reference to any disaster preparedness plan.

The team does not have enough data to conclude if work in the cross cutting issue is sufficient. But it can be confirmed that there are significant results in the area of gender. Also the area of environment can show some results. In the area of disaster preparedness it is a bit early to conclude if the investment in developing disaster preparedness plans will have intended effect. The villages that experienced flooding last year gave testimony of good support from local partner, and pride of own contribution.

4.4 Sustainability and local ownership

4.4.1 Target groups and participation

A strong indicator of both sustainability and ownership is villagers' and CBOs' participation in the program activities at the grassroots level.

Active participation: The Savings groups are the main self-help group in the villages. A total of 2,452 villagers are members of these groups. While only about half of the group members report to have increased their income, the groups are reportedly seen to serve a role as a security net, and as a tool for development of the community.

An elderly woman in Kantout Prong village said:
"The saving group has helped me a lot because I can buy the materials I need for my family, and they also help me find solution to my problems at home."

Through the exercises in the men and the women's groups it was evident that many of the villagers perceive that they are active either directly or indirectly in the groups, in the CO process and in the activities.

Behind the "scoring" in the analysis of the CBO leadership, most of the CBO leadership's reported that the villagers are strongly involved in leadership election and planning of activities for the community. It was further reported how women are involved in the leadership of the CBO and the various groups in the village. These findings were also confirmed by the other groups we met, and indicate a strong participation in many of the villages visited.

Obstacles to participation: That said, most groups also recognised some obstacles to participation: Lack of time being the main obstacles. But also some internal conflicts and lack of trust were mentioned. Within the time available it was not possible to get confirmed if any families or groups were deliberately excluded from participation. It is likely that there are some political dynamics in the villages, but they were not confirmed.

Some of the poorer families in the villages (often women headed households) have been hesitant to join the savings groups, partly because of the amount that had to be saved, but mostly because of time constrains. While these two obstacles are real, it also seems to be a question of trust and seeing the benefit of joining a group. The poorest cannot afford to make mistakes, so they will only find time and contribute their little funds if they can be assured that the benefits are real

and the risk is low. A strong CBO leadership and well run groups with evidence of success is likely to attract the poorest segment of the communities.

The young people of the villages tend to leave for Phnom Penh or other cities for work or education. The young people that remain in the villages are often those who dropped out of school early or the very poor ones. Since only one from each family is "represented" in the saving groups, and this person often is a woman, the young men in their twenties may be left out to some extent. It should be mentioned that they may still receive agricultural training etc, so they can still participate in some ways.
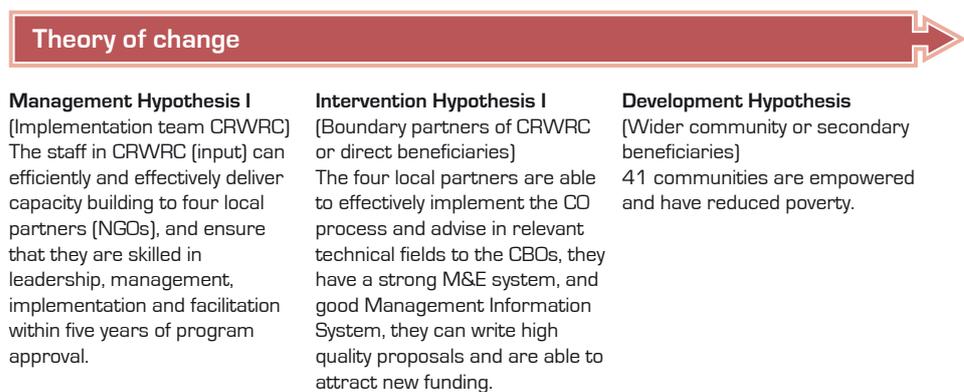
Recommendation for local partners
• If possible, find time to sit with the CBO and identify who participate, and who are not participating willingly, and who may in fact be excluded from participating actively in the various groups/forums provided by the CBO, and set a strategy for overcoming obstacles to participation.

4.4.2 Results and long term impact

As seen under section 4.3 on program implementation, there are several identified outcomes of the program per today. In the RBM report, CRWRC has also indicated progress towards stated objectives.

In terms of its longer term impact we need to look at some of the assumptions behind the program. Whether an intervention leads to the desired outcomes and long term impact can only be assessed after the completion of the program. However, based on experience and best practices in other project, it is possible to anticipate some linkages.

A tool for identifying assumptions and linkages in a program like this may be Theory of Change. This tool tries to identify the hypothesis and assumption by which a project/program is designed and later implemented. Below is a possible Theory of change for the evaluated program looking at it from the perspective of CRWRC and the perspective of the local partners:

Theory of change

Management Hypothesis I
(Implementation team CRWRC)
The staff in CRWRC (input) can efficiently and effectively deliver capacity building to four local partners (NGOs), and ensure that they are skilled in leadership, management, implementation and facilitation within five years of program approval.

Intervention Hypothesis I
(Boundary partners of CRWRC or direct beneficiaries)
The four local partners are able to effectively implement the CO process and advise in relevant technical fields to the CBOs, they have a strong M&E system, and good Management Information System, they can write high quality proposals and are able to attract new funding.

Development Hypothesis
(Wider community or secondary beneficiaries)
41 communities are empowered and have reduced poverty.

Figure 7 a: Theory of change

Management Hypothesis II
(Implementation team local partners)
The staff of KADRA, LC, CFT and KADRA can efficiently and effectively deliver capacity building to CBO leadership in 41 villages in Prey Veng, Kampot, Kampong Speu and Svay Rieng.

Intervention Hypothesis II
(Boundary partners of local partners or direct beneficiaries) The CBOs are committed to sustainable development of their community and leads out in a participatory community development where nobody is excluded, they are able to manage the CO process by themselves, and are able to mobilise villagers for activities, and they are able to mobilize own and external resources...

Development Hypothesis
(Wider community or secondary beneficiaries)
41 communities are empowered and have reduced poverty.

Figure 7 b: Theory of change

It is not possible to test these hypothesises fully, but from experience with similar programs these hypothesises seem plausible.

From the data available in this evaluation there is still a way to go before all the conditions for success are met. However, the direction seems to be right.

The strength of the various actors has been partly touched upon earlier, by looking at the capacity of the partners and the capacity of the CBO leadership.

But also CRWRC itself needs some more attention. From observation and dialogue the evaluation team found that
- CRWRC has a committed staff and a leader who works to create a team spirit. This idea of being a contributing team member applies to all sides of the work.
- There were testimonies from staff that the leader sees them and are genuinely concerned about their well-being.
- CRWRC reflect its values and principles in its work
- The organisation is committed to participatory development and Appreciative Inquiry as an approach
- CRWRC is further committed to community development and the OC and CO process.

It was observed that there are some challenges:
- Some of the national staff and the partners sometimes feel that some decisions are too strongly influenced by the expats of CRWRC. That said, part of this perception relate to the Management Team (who also have two senior Khmer staff) having to make last minute executive decisions, as some of the proposed plans and budgets received from the local partners go beyond of what can be accomodated for within the present program.
- There is a certain lack of clarity regarding roles and expectations between some positions and sometimes between CRWRC and the partner.

Recommendations for CRWRC:
• Describe the decision making process of the organisation so that all (staff and local partners) are aware of the process.

4.4.3 Integration and holistic approach

After reading the initial project document and talking to a former Director of CRWRC, Mrs Navy, it is clear that the program was developed with a holistic approach. Core to the whole idea was strengthening core actors. There was also an awareness of boundary partners and sphere of influence. The ideas were rather process oriented, and the indicators vaguely described.

Most of the initial ideas are carried forward with new leadership and some change in personnel, and some of the shortcomings of the initial project document have been addressed. This particularly applies to clarifying indicators for monitoring and developing a point of reference (baseline) for changes. The RBM is now core to the M&E system. Some of the staff and some of the local partners find the RBM slightly difficult to understand. However, since there has been a total revision of indicators, some of the confusions may as well be due to the many changes.

There is a slight danger that the RBM has become too much of a determining factor for what is now focused on in the program, at the expense of a deep analysis of the CCI and OCI. To strike the balance between the two paradigms will be one of the challenges ahead. The use of AI is well appreciated by the CRWRC staff and may be the bridging factor between the two "mind sets"

In order to understand how the various sectors and parts of the program were integrated, we listen to the answers from the villagers, and assessed if they themselves expressed an understanding of linkages between the various interventions. Most of the villagers expressed such linkages, and their answers showed us how they saw the parts as integrated.

Being a complex program, there is a danger that some staff and local partners only see the parts and not the whole picture. But in general, there seemed to be a pretty good understanding of the overall ideas and how it links to the various parts.

4.4.4 Risks to local ownership

Despite some really encouraging findings during the evaluation, the team is aware that there are also risks to local ownership. Partly in the field and partly during the workshop, the local partners identified what they see as the main threats to local ownership by the CBOs.

- CBO members may have personal interests that go before the community interests, or the CBO leadership may be too dependent on the CBO leader.
- Or internal personal conflicts.
- Low capacity of the CBO leadership
- Lack of confidence
- Limited solidarity
- Lack of internal resources and too much dependency on local partner
- Lack of community support
- Lack of transparency
- Low support from the local authorities

Knowing the local context better than the evaluation team, CRWRC and the local partners are in a much better position to assess the probability and consequences of each of these factors.

> **Recommendation for CRWRC and local partners:**
> • *Conduct a general risk analysis, assessing the probability and consequences of identified risks. Include risks to ownership and sustainability.*

4.4.5 Phase over and sustainability

A lot of what has been said above already relate to the sustainability after phase over. However, the major point here is probably the lack of a clear/explicit phase over strategy[12]. It should be mentioned that there are plans for phasing over, with reference to phasing over when a village reaches stage 10 in the CO process.

What we found was that villages and CBOs seemed a bit hesitant to reach stage 10 because they are uncertain what will then happen.

> **Recommendation for CRWRC:**
> • *A clear and slightly more time bound phase over strategy could be developed, with equal emphasis on criteria for phase over and what kind of relationship can be anticipated after the phase over. This would probably ease the work of reaching to stage 10.*

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12 Phase over is the preferred term in CRWRC, rather than phase out.

4.5 Education

4.5.1 Integration of education interventions

All the local partners reported to address the education sector. While there seems to have been a certain push towards the implementation of the education interventions from the CRWRC at the beginning, the sector is embraced by the local partners, and the need for educations interventions were confirmed by the various groups in the village.

The local partners have estimated how much time and effort they spend for each sector with the villages that the evaluation team visited:
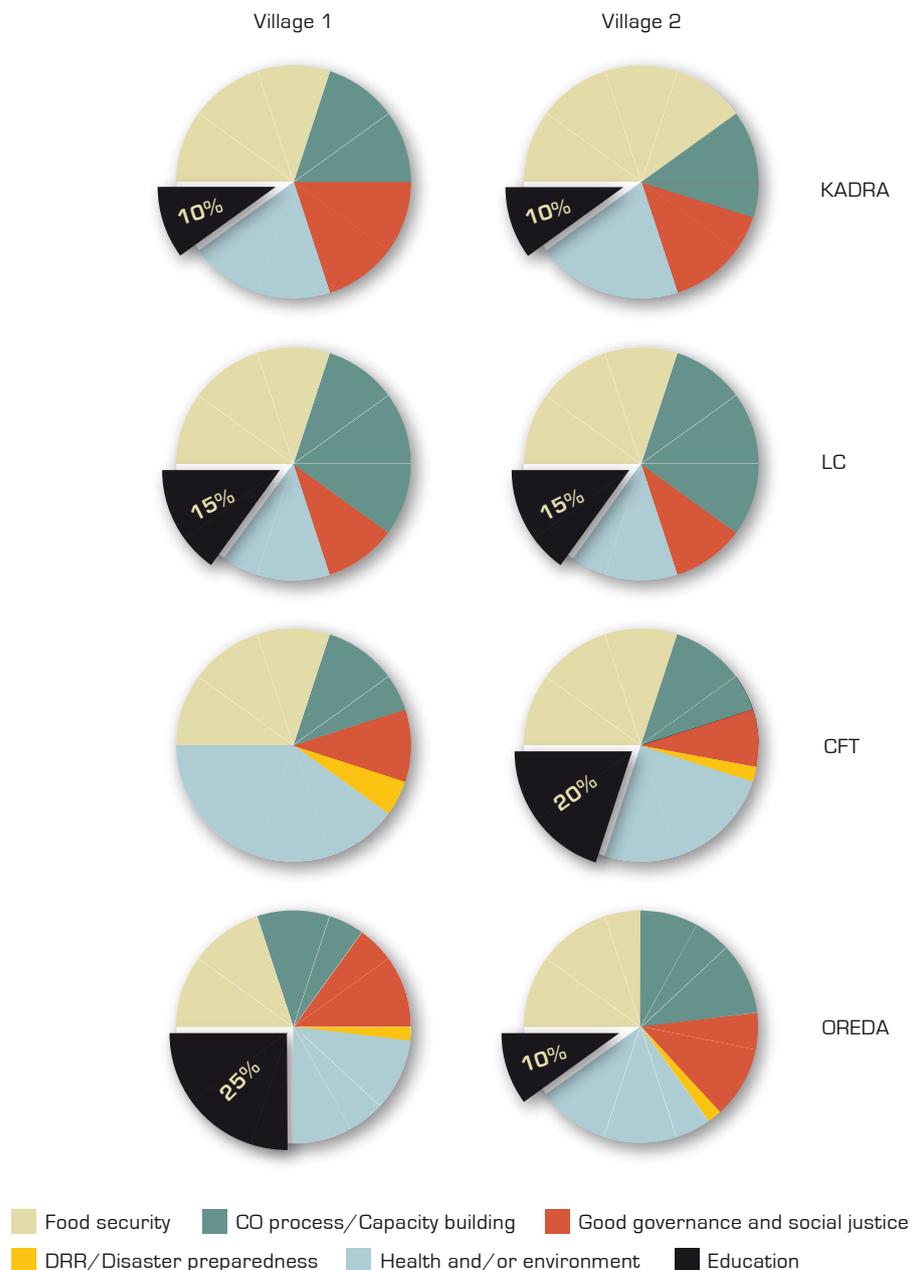
Figure 8: Time distribution in visited villages, with focus on Education.

Many villagers mentioned education as an important element of the program. Education was seen as an investment for the future, and linked to the general improvement of living conditions. It was difficult to assess how well the evaluation component were integrated, but it was evident that the education intervention addressed important needs.

One element that concerned the evaluation team was that some of the local partners had very limited experience working with education projects. Even though an holistic and integrated approach might be desirable, the local partners should be careful not to be "experts" in everything, but rather go for linking strategies, involving other organisations in certain aspects of the work. This is already done, but could be even more emphasised.

Recommendation:
• *Make careful assessment of what expertise is needed by the local partner and what can be "borrowed" from other organisations.*

4.5.2 Outcomes of education interventions

One indicator of success in the education sector is how many students progress to the next class out of the total students attending school. While the target was 91%, the achievement was 93%. The drop out number was slightly higher than planned for.

The local partners identified several preliminary outcomes of the education interventions.

KADRA mentioned increased enrolment of students, and mentions factors that had promoted this change. "Parents value the education sector", was ranked as the most important factor, followed by "having PTA meetings" and "parents pay attention on sending children to school". Other factors mentioned were: "Have some contribution from the community", "Sharing of information of local authorities and education department", and "improved living standard of the family, enabling them to send the children to school".

LC mentioned "school age children registered 100%" and "rate of children promotion to next level – 98%". Factors that had promoted this changed were "parents value education" and "good cooperation between school and community (PTA and CBO)" as the highest rated factors. Second to this was "reward system to encourage children in school", followed by "scholarship for poor students" and "LC work directly with teacher".

CFT mentioned 8 results from the education sector (some outputs and some outcomes):
• Have five kindergarten teachers who got training
• Have a committee/PTA
• Have food for kindergarten children
• Primary and Secondary teachers got training

- Has teacher forum/children's day
- Children are brave
- Have teaching materials
- Have a kindergarten

Factors that have contributed to these changes are (ranked): "participation from community and local authority", "good relationship between teachers/community/local authorities and CFT", "parents understand the importance of education", "provide breakfast for children (nutritious food)", "teachers day, children's day and award to encourage studens", have program to teachers", and "have teaching materials and kindergarten building".

OREDA mentioned 7 results of the education sector:
- Have a community kindergarten
- Have financial support from local authorities, community and stakeholders
- Have community kindergarten committee
- Infrastructure (school)
- Good and clean environment in school
- Has ability to operate the kindergarten by themselves
- Parents send children to school

Factors that have contributed to these changes are (ranked): "Ownership", "parents understand the value of education and always share information to the community", support from local authorities, community and stakeholders", and "food support to children (2 times per week).

> **Recommendation for CRWRC and local partners:**
> • *The evaluation team recognises the findings, and also the explanations of the successes. At the same time, it may be useful to further discuss what the overall objective of the education sector is, and assess the various findings/ results in that context. Maybe a workshop could be focusing on the various aspects of education, brining theory and praxis together.*

4.5.3 Obstacles to higher education

Adults, youth and children were asked to identify obstacles to higher education. Number one reason that was mentioned was poverty, followed by poor student performance and distance to school. Some mentioned laziness.

What can be done to ensure more kids to go to school? Here the number one solution was to motivate parents to send their children to school (mostly through the PTA). There seemed to be a disconnection between the identified problem and the solution. Among the children's groups and youth group nobody mentioned increased income to address the poverty challenge. And even the PTA group only confirmed that increased income could be a solution, after probing.

Still, there seems to be an increased enrolment and decrease in drop-out. It is likely that this is due to a combination of factors. As the poorest cannot afford

to take high risks, the work of the PTA explaining the benefits of education has an impact. Further, it was expressed that teachers training and better facilities at school also had an effect. According to some of the local partners the reward program/scholarship program for the poorest students was important as motivating factors.

> **Recommendation for CRWRC and local partners:**
> • *Set aside time to discuss the best strategy to address each of the hindrances to education. Be specific and contextualised, and test each assumption. Be willing to reconsider.*

4.5.4 Cost effectiveness

This is probably one of the areas that this evaluation will not be able to provide a lot of insight. The partners were challenged to prioritise what kind of interventions they would focus on/keep if the budget was cut in half. The main suggestions were to keep the work with the PTA, work hard to increase the local communities and other stakeholders' contribution, and be careful not to expand to new areas. Mostly it was recognised that the activities would be less and the results be less too.

Probably the most useful approach to see if the activities are cost effective is to first discuss about the effectiveness and efficiency of existing activities towards a commonly agreed objective. The answer may look different if the main focus is on getting poorer kids into school as soon as possible, or longer term sustainable solutions is the main focus. See point 4.5.2

4.5.5 Sustainability of the kindergartens

From feedback in the villages, the kindergartens are greatly appreciated. The kindergarten not only would prepare the young children for school and further education, it also allowed the parents (and in particular the mothers) to more effectively spend time on income generating activities.

In the cases where the CBO leadership were asked they assured that they had a system for maintaining the building. The team didn't spend time on confirming this information. All the villages with a kindergarten reported on own contribution towards the salary of the teachers.

It was observed that some of the kindergarten are/will be used for other purposes as well, such as literacy training. This will better utilize the infrastructure investment.

> **Recommendation:**
> • *Develop a strategy for each of the kindergartens in terms of long term running of the kindergartens. This may exist, but we did not become aware of it.*

4.5.6 Strategy for working with the primary schools

The strategy for working with the primary schools has several elements to it. From what we observed, most of the interventions seem to complement each other. Better teaching combined with a playground and better equipment all contribute to a better learning environment.

Our comment to this point therefore is the same as earlier in the section. CRWRC and the local partners have to agree on the objective and then discuss the various possible intervention in light of this objective and the local context. The discussion should of course be open and not predefined.

4.6 Diaconal profile

Mission Alliance (MA) is a diaconal mission organisation inspired by the love of Christ to work with the poor and vulnerable. The Christian core values are shared with CRWRC. The evaluation team looked for and asked for evidence of these values in the work of CRWRC. According to the local partners the following values can be observed in CRWRC:

- Good stewardship
- Righteousness
- Prayer and devotion in the office
- Provide opportunities for partners
- Partnership-sharing of ideas
- No discrimination
- Facilitating and encouraging during problem solving
- Capacity building
- Respect for human being
- Show the love of God to all
- Honesty in showing what is right to partners
- Help local NGO implement rather than implementing it themselves
- Transparency

When asked about the same, CRWRC to a large extent had the same statements. A few more were also mentioned:

- Communicate personally to partner
- Fellowship with partners
- Forgiveness and give second chances
- Use of AI in the community
- Love, compassion and justice
- Share good news
- "How we walk and how we talk"

The team did not see anything that contradicted the above. From the discussions with the partners and the staff of CRWRC, a couple of statements, though probably true in most cases, still have room for improvement:

Transparency: CRWRC was complemented for their transparency in financial matters. In terms of transparency in information flow some partners raised con-

cerns. From following up on some of the specific cases, there seems to be two sides to the story. The evaluation team did however find that some information didn't reach the partner staff.

Help local NGO implement rather than implementing it themselves: There seems to be a very fine line as to the role of CRWRC staff visiting in the field in terms of only giving advice and back-stopping, and not implement (read: doing what the CO should do). It is likely to be personality differences between the POs and technical advisors from CRWRC in terms of how "strong" their advices appear. This said, both the local partner and CRWRC recognise the local partner as the one implementing and working directly with the communities.

Although the evaluation team did not target it explicitly, we observed that the local partners had a desire to reflect certain values in their own work with the communities. Values mentioned included transparency, no discrimination and respect. For the local organisations with the strongest ties to the church, there were a clear consciousness of distinguishing between the role of the church and the role of an NGO. They were explicit about not proselytizing, but reflect the love of God in what they do.

> **Recommendations for CRWRC:**
> • *Develop a clear Management Information System, describing the communication lines and what kind of information to share. This is particularly important since the local partners have to relate not only to one PO, but also to the teams in CRWRC.*
> • *Continue to support the local partner both in the office and in the field, but ask the partner explicitly how to give advice in the communities and still respecting the role of the local partner as the implementer.*

4.7 Partnership

It was soon evident that partnership issues were key to the success of the program, and it was an area with some strength but also some challenges. In order to understand the relationship better, each partner were asked to make drawings of the relationship.
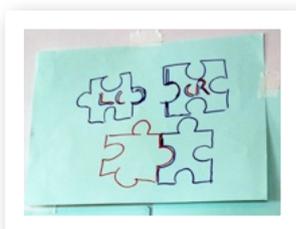
Drawings of partnership by the partners.

Drawings of partnership by the partners

Most of the drawings conveyed the message and recognition that the various partners have different roles. Some of the drawings indicated CRWRC more as a parent, but several of the drawings focused on the equal relationships. In discussion there was certain sensitivity to stress/emphasis the equality.

It was noted in some of the discussions with the local partners that the term donor was used for CRWRC, and the donor function most evident. However, all the local partners acknowledged the critical role of CRWRC as a provider and facilitator for organisational capacity. In assessing the dependency of CRWRC both funding and training (and broader OD) were acknowledged. It was also recognised that the relationship between the local partners and CRWRC was more than just a contractual agreement, but included a strong commitment towards each other and the objectives of the joint program.

The local partners identified areas that could further improve the relationship between CRWRC and the local partners:
- CRWRC could invest even more in strengthen the capacity of the local partners and sharing of its own experience
- The PO should spend more time with the local partner, and s/he should share main observation, give feedback and provide recommendations (maybe in a travel report)
- CRWRC could help identify potential funding sources for the partners
- The roles and expectations need to be clear

Some points were stressed by the PO:
- Opportunities for discussion on development seen from the local perspective and context
- Clarity of who to communicate what to the partner

Some points noted by the evaluators:
- Core documents need to be available to the partner
- Find the balance between the use of English and Khmer, making sure people are not left out of the loop
- Find the balance between imposing requirements for reporting and allowing the local partners to develop their own systems (as long as they also meet the requirements of CRWRC in terms of reporting)

Many of the points above have already been partly covered under other headings as well. This just confirmed how various aspects of the work are interlinked. There is no clear cut between local partners' ownership, sustainability and effectiveness.

The field notes will be made available to CRWRC, and will provide more details into both partnership issues and not the least some partner specific issues. In this report we have tried to keep it general, but we recognise the importance for CRWRC to always go deeper and explore further, and we hope the field notes will add to this.

Recommendation:
- *Take note of the list of areas for further improvements above, and make an action plan to address the issues.*

5   Overall conclusions and recommendations

The evaluation confirmed that the program generally is on track. The strength of the program partly lies with CRWRC and its partners themselves, and partly in the program's community approach.

CRWRC has a strong commitment to its work. There is a strong team spirit, and a clear leadership philosophy. The values adopted by the organisation are also reflected in their work.

The following recommendations are agreed by the evaluation team. However, it should be noted that some of the ideas are gathered from groups or individuals in CRWRC, the partners or the villagers.

It is recommended that:
- *Roles are more clearly defined. This applies to both roles between various positions within CRWRC and between CRWRC and partners.*
- *The planning process is clearly described, and adhered to. Changes to the plans apart from the process described to all should be kept at a minimum. Due to the strong position of the expats and their responsibility to ensure compliance with the plan, it is particularly important that the local partners understand and comply with the agreed to plans and to the planning process – so that both CRWRC/MA management team, the POs and the local partners are collaborating well together in true partnership.*
- *All core documents are shared between CRWRC and partners. This could include final version of application (to see possible changes and to get the big picture), reports and budgets with narratives. Translation should be available either orally or in a brief written version in Khmer.*

Also the partners show strong commitment to objectives of the program. It is recognised that the partners have had a very steep learning curve, and now have gained knowledge and experience relevant for both implementation and management of the program. It is further noted that all four partners recognise the need for continued support both in terms of organisational development and funding. Both CRWRC and the partners recognised that some partner issues need further dialogue and discussion.

It is recommended that:
- *CRWRC continues to support the OC needs of the partners.*
- *While most of the organisations find the monitoring to be complex and difficult to understand, the monitoring should not necessarily be further simplified, but rather explained to the partners (again and again).*
- *The organisations are encouraged to develop their own M&E system, as long as they can meet the information needs from CRWRC.*

- *Training and workshops are announced well in advanced, respecting the local partners work plans. At a minimum, dates should be announced early, even when the details are not all set.*
- *While learning and improvement of the program should continue to be encouraged, it is important that all parties involved stay focused on program interventions, and keep operations within agreed budget and plan. If/when a new 5 year plan is being developed, it is important that each local partner develops plans according to their strength and capacity, and when the plans are consolidated into one overall plan and program, and agreed on, that each partner adhere to the plan and budget agreed.*

The local partners generally have good relationship with both local authorities and communities. There were evidence of outcomes and impact on the community level. It was found that the perception of sustainable development varied in the communities (and among the partners). Most results were seen as a result of several factors, and both infrastructure and training were seen as important, although the latter one was seen as most critical to the long term development of the community. The four project area had slightly different profile, reflecting the work of their partner.

The CO process generally serve the purpose of facilitating for development activities and results in the communities.

It is recommended that:
- *CRWRC spend time with the partner to discuss sustainable development, allowing for mutual listening and learning. Contextualized examples could be discussed.*
- *Assess the CO process, to make sure the stages are timed so that the benefit can be maximised. For instance repeat the participatory community research, so that in can benefit community planning.*
- *Develop clear criteria for phase over strategy. Preferably make the strategy known to new villages.*
- *Recognise that the work with "old" villages needs a lot of investment in terms of time and training when CBO leadership (and other leadership) has been elected. This should lead to caution in terms of expanding to new villages (in particular if continued funding is not guaranteed).*

References and review documents
1. Community Transformation in Rural Cambodia, Project document, January 2009 – December 2013, with appendices
2. Draft Annual Report 2011, dated 8th March 2012
3. Implementing partners (14 years of work)
4. Internal Partner assessments 2010, 2011 and 2012
5. Minutes from Leadership meetings dated 7th June 2010; 15th February 2011; 3rd May 2011, 16th August 2011; 7th February 2012
6. Terms of Reference, Community Transformation in Rural Cambodia, November 2011

Terms of Reference for mid-term evaluation 2012

1 Background

In 2007, the Mission Alliance (MA) and Christian Reformed World Relief Committee Cambodia (CRWRC-C) initiated a partnership to establish a transformational development program with four local NGO-partners in four provinces in Cambodia. A pilot project was carried out the same year, and mapped out the following five areas[3] to work with:

1. Community organising and capacity building
2. Food security and income generation
3. Health, sanitation and environment
4. Children and education
5. Advocacy and good governance

The main objective of the program is to achieve "transformed communities empowered to alleviate poverty and improve the quality of life for all members of the communities" (Project Document, 2009-2013). This objective is divided into two overall goals; empowerment and poverty reduction. Empowerment is a goal both at the community level and on the partner level.

2 Evaluation purpose

The main purpose of the evaluation is to get solid foundation of whether we are on track to achieve the project plans and if the objectives are being met, as the project reaches its mid-point in 2011. The results of the evaluation will tell us whether or not we need to make some adjustments in order to reach our goal within the end of the project period. The focal point of the evaluation is to assess the sustainability, effectiveness, and the local ownership of the project. An additional aim of the evaluation is to use it as a learning opportunity for all organisations and communities involved, in order for each group to enhance their understanding and participation in the project.

3 Specific objective

MA and CRWRC-C are especially interested in evaluating *sustainability* in terms of capacity in the community and the partner, *effectiveness* in the method of community organising and partnership and *local ownership* to see if the community based approach is successful in producing long term changes for the target groups. The education program requires an individual analysis. The five sub-sections below describe the main areas of investigation for the evaluation:

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3 Disaster Preparedness added as an additional area this year.

3.1 Community and organisational capacity

1. The Community Organising (CO) process is the main tool for community development and program implementation. Assess its effectiveness to empower members of the communities and implement program activities.
2. Each of the first three initial years of the project, the local NGO-partners expanded their work to new villages. In 2011 the four partners work in 37 villages. Evaluate if the level of capacity is compatible with the number of target villages.
3. Cooperation with the local authorities is vital for community development. Analyze the relationship between the partner organisations and the communities, and between local authorities and the partner organisations.
4. Building up local leadership and ownership is an important part of the project. Community based organisations (CBO) are established in all target villages. Analyze the capacity, the quality and the leadership of the CBOs to implement and monitor the development activities in all program areas.
5. MA/CRWRC-C aims to build the local partners capacity and regularly monitors organisational development. Analyze at the relationship between MA/CRWRC-C and the four local partners in terms of collaboration, and to what extent the partnership builds capacity.

3.2 Project implementation

1. The five program sectors have developed in diverse directions within the project. Analyze the main areas of progress in the five program sectors, and evaluate which areas are not making adequate progress.
2. Assess the relationship between infrastructure and capacity building, and which part is most significant for change in the communities.
3. Assess the impacts of our work in the cross-cutting areas of gender, environment and disaster preparedness, to see if our work in these areas is sufficient.
4. All partners organise self help groups and saving groups for the poorest people in the target areas. Assess to what extent the participants are committed on their own part, or if they are pushed by the local leaders to participate.

3.3 Sustainability and local ownership

1. A main goal in the transformational development project is to reach out to the most marginalized poor people in the rural, remote areas of Cambodia. Analyze to what extent the target group is participating in the project, and which specific groups of people should be targeted in future community development.
2. An overall objective in the evaluation is to assess the sustainability of the work of MA and CRWRC-C. Analyze whether or not the results of the project are sustainable, and if they will lead to long-term positive changes in the communities.
3. In order to achieve multi-sectored community transformation, all the programs need to complement each other. Assess how well the five program areas are integrated.
4. The partners and the communities require frequent training and monitoring of CRWRC-C program staff and partner staff. Do a risk evaluation of the threats to local ownership in the communities.

5. The project is on a limited time frame. Analyze what will happen in the communities and with the CBOs after MA/CRWRC withdraw.

3.4 Education

1. The education program started behind schedule and was initially implemented more directly from the partner level and not from the CBOs. Assess to what extent the education project (and its activities) is integrated into the overall project.
2. An overall goal in the education program is that children enjoy a better education. Assess which activities within the education project that have given/not given successful outcomes according to the goals in the RBM.
3. The project expects to reduce the number of dropouts from schools in the target area. Analyze what factors in the communities that prevent the children´s transition from primary to secondary education.
4. The education program includes both infrastructure activities and capacity building. Assess to what extent the education activities are cost effective.
5. A major education investment was the 10 community kindergartens built in 2010. Evaluate the collaboration with the local authorities.
6. Evaluate the strategy to work with primary schools and the involvement of the Parent Teacher Associations (PTA).

3.5 Diaconal profile

1. MA is a diaconal mission organisation inspired by the love of Christ to work with the poor and vulnerable. Evaluate in what ways the organisations´ Christian values influence the work.
2. Evaluate how the diaconal profile is reflected in the work of MA/CRWRC.

4 Recommendations

We encourage the evaluation team to identify strengths and weaknesses in the projects, e.g. the collaboration between the local Partners and MA/CRWRC-C. In addition, we want advice on possible approaches to improve sustainability, effectiveness, and local ownership of the program, especially including how the funding can be spent better the coming project period.

5 Methodology

A mix of quantitative and qualitative methods should be used. Since the nature of the community organising process of development is to maximize the participation of all members of the communities, participatory approaches in various ways should be an overlying praxis during the whole research phase.

6 Time schedule

For the time being, the start of the evaluation is suggested to start at the end of February, and the submission of the final report should be due mid-April. The suggested schedule for the evaluation activities is shown below.

Days	Activity	Time
1	Meeting to design evaluation tools and coordinate the team	End of February
8	Fieldwork in the prosject areas	End of February/ Start of March
3	Workshop/presentation of data with MA/CRWRC-C in Phnom Penh	Beginning of March
1	Writing of report, consolidating data, sharing of results and recommendations with MA/CRWRC program staff	Beginning of March
1	Workshop with sharing of results and recommendations with local partner	Beginning of March
35	Submission of final report	March/April

Table 1: Time Schedule

7 Reporting

The report shall include the most emergent and central recommendations to MA/CRWRC and our four local partners. The final report shall be submitted by the end of March 2012 in the light of the ToR, and shall be written in English and later translated into the national language Khmer. It shall be written an executive summary at maximum two pages in the final report.

A workshop shall be organised with both MA/CRWRC staff, as well as with the local partners in an appropriate and constructive way. Presentation of the findings, joint discussions, and feedback to the evaluation team will be the main agenda at these workshops.

8 Evaluation team

The evaluation team shall consist of three consultant with experience in community development as well as the areas reflected in the objective of the evaluation. We also want the team as a whole have the following competency:

- Experience in doing evaluations with participatory approaches and with good collaboration within the team
- Experience in Community Organising/grassroots organisations
- Experience in education and development

Recommended team of external consultants:

Name	Nationality	Background/strengths
Mrs Pia Reierson (leader)	*Norwegian*	*Education and development, participative methods*
Mrs Emelita Goddard	*Filipino*	*Agriculture, community development, qualitative methods*
Mr Nimul Chun	*Khmer*	*Water and sanitation, community development, quantitative methods*

Appendix 2

List of individual or groups interviewed or consulted and sites visited

CRWRC (in alphabetical order)

Ms Bente Iversen Foseide	*Program Consultant – from MA*
Mr Bun Chanthoun	*Project Officer – responsible for CFT*
Mr Chen Dechorith (Rith)	*Project Officer – responsible for KADRA*
Mr Knut Iversen Foseide	*Program Consultant – from MA*
Mr Neth Sovann	*Program Manager*
Ms Nhem Nyta	*Project Officer – responsible for OREDA*
Mr Rick DeGraaf	*Country Consultant and Team Leader of CRWRC-C – from CRWRC (USA)*
Mr Sar Paulerk	*Program Team Leader*
Mr Sochi	*Driver and Librarian*
Mr Sok Kao	*Project Officer – responsible for LC*

Also the following persons from CRWRC participated in group discussions and/or workshop:

Mr Khut Narinkannbo	*Project/Education Officer*
Ms Kim Savy	*Communication Officer*
Ms Ouch Maya	*Finance Officer*
Ms Rachel Brink	*Program Advisor – CRWRC (USA)*
Ms Van Arun Reasmey	*Project officer – responsible for churches*

In addition, CRWRC has the following staff, who directly or indirectly contributed to our stay:

Ms Ruth Cubol	*Admin/Finance Manager*
Ms Seng Kimhuoy	*Secretary*
Mr Chorn Vichet	*Office Maintenance/Day Guard*
Ms Sar Nimol	*Office Cleaner*
Mr Pisedth	*Night Guard*
Ms Hong Kimsear	*Health Program Assistant*

The evaluation team leader also had an informal discussion with Ms. Navy Chann, who was the former country team leader of CRWRC 1998 – 2008.

KADRA

During the discussions and/or workshop, the following persons from KADRA were present:

Mr Ros Sovanna	*Director*
Mr Doun Chuob	*Program Manager*
Ms Teh Sophany	*Community Organiser*
Ms Soiy Chantou	*Community Organiser, Education*
Ms Sokha	*Finance Officer*
Ms Nian Thida	*Finance and Admin Manager*
Mr Ponlork	*Financed by Forum Syd*
Mr Sotheara	*Financed by Forum Syd*
Ms Vor Chanra	*Financed by Forum Syd, new employee*
Mr Dara	*volunteer*

The following villages were visited in Svay Rieng province:
Kantout Prong, Kandom Pie, and Chambak Thleng.

LC

During the discussions and/or workshop, the following persons from LC were involved:

Mr Ieng Sopheareak	*Director*
Mr Noun Watana	*Program Manager*
Ms Meas Iinara	*Accountant*
Mr Noun Visal	*Admin (Not supported by MA)*
Mr Neou Channa	*Community Organiser*
Mr Kheav Hoeun	*Community Organiser*
Ms Touch Sreynil	*Community Organiser*
Mr Heng Khean	*Community Organiser*

LC also has two guards:

Mr Chean Ean	*Guard*
Mr Phoeun Sinoeun	*Guard (Not supported by MA)*

The following villages were visited in Prey Veng province:
Chan, Prey Khla, and Baray Ket.

CFT

During the discussions and/or workshop, the following persons from CFT were involved:

Mr Chuob Metta	*Executive Director*
Mr Horm Phalla	*Program Manager*
Ms Keo Chanmakara	*Admin/Finance*
At Sunly	*Community Organiser*
Duong Chandim	*Community Organiser*

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Yeuon Sokha   *Community Organiser*
Torn Sokunthea   *Community Organiser*
Pheng Phon   *Office Assistant*

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CFT also has a cleaner:
    Ms Sum Thy   *Cleaner*

The following villages were visited in Kampong Speu province:
Rum Lech, Trapeang Leap, and Kvan

OREDA

During the discussions and/or workshop, the following persons
from KADRA were involved:

    Mr.Chhav Monovan   *Executive Director*
    Ms Sum Chansomaly   *Community Organiser*
    Mr Chhay Bona   *Community Organiser*
    Ms Un Sotheary   *Finance/Admin Officer*

Also present was *Mr Ung Dina*, Community Organiser, who resigned
in March 2012

In addition, OREDA has the following staff:

    Ms Khin Sa-Em   *Cleaner*
    Mr Phuong Ny   *Guard*

The following villages were visited in Kampot province:
Prey Trang, Taprom, and Chheutal Chrum

Appendix 3

The process in the field

The evaluation was carried out from 27th February to 12th March 2012. The first Monday was spent with CRWRC, and similarly Friday 9th March. The days between were mostly spent in the field, two days exploring the work of each of the local partners.

The time in each of the four project areas was structured as follows (with some variations):

Day 1

08:30 – 12:00	Meeting with the local partner
13:30 – 14:00	Visit and interview with a CC
14:30 – 17:00	Visit village 1
20:00 – 21:00	Writing up and analysis

Day 2

08:30 – 11:00	Visit village 2
11:30 – 12:30	Interview with PO
13:30 – 14:30	Visit village 3
15:00 – 16:30	Feedback session
20:00 – 21:00	Writing up and analysis

Meeting with the local partner (KADRA, LC, CFT or OREDA)

Each of the meetings with the partners had approximately the following content/structure:
- Introduction and briefly about the evaluation
- Icebreaker
- The organisation presenting itself
- Stakeholder analysis (chapatti diagramming)
- "Ability to"-framework self-analysis (Spider web)
- The best of what is and dreaming of what can be (AI)
- Signs of outcomes and impact (MSC)
- The partnership with CRWRC (drawing)
- Crossing the river role-play, with discussion on roles and dependency
- The partnership with CRWRC (group work and discussion)
- Confirming selection of villages to be visited (and practical arrangements)

In the feedback session at the end of the two days, the evaluation team showed and explained the findings from the villages, and asked for comments and feedback.

Please note that in the meeting on the 27th February and the workshop on 9th March, most of the issues above were also addressed with CRWRC. In addition there were individual interviews with some of the leadership and staff in CRWRC.

Meeting with the Commune Council (CC)

The evaluation team, together with someone from the local partner, paid the CC a courtesy visit. Afterwards two from the evaluation team interviewed the CC, using a semi-structured interview guide, focusing on relationship with the local NGO, the CBOs and the outcomes/impact of the work.

Visit to the villages (1 and 2)

After briefly presenting ourselves, three villagers would perform the "Crossing the River" role-play. The villagers would be asked for their comments and response to the role-play, starting with the literal meaning, and then on recognition with own village life.

After the role-play the group would divide into subgroups, and the women's and the men's group would meet separately and discuss about participation and ownership, as well as some sectorial questions related to education, health, economic development etc. Outcomes were identified and ranked. The evaluators/facilitators used a semi-structured interview guide, and a visual tool for participation in the CO process.

The CBO leadership and village chief met together, to discuss various aspects of the work of the CBO, using a Rapid CBO Capacity Self-Assessment tool, and group discussion on outcomes and MSC.

Meetings with the kindergarten groups had limited evaluation value per se, but centred on what the kids do in kindergarten, what they like to play, songs they like to sing… Apart from the fun of being with the kids, it also gave a little indication of the dynamics of relationship between the kids and the "teacher" of the kindergarten, and some indication of what the kids learn and do in kindergarten.

Meetings with older children and youth focused on the four child rights that are taught in Cambodian schools: The right to protection, the right to participation, the right to living, and the right to education. The youth rated their own living conditions and situation according to those four rights, and further discussed about the importance of and obstacles to education.

Meeting with one TBA group focused on the work of TBA and the importance and obstacles to education.

Visit to "emerging" village (3)

In the third village, the evaluation team met with the CBO leaders and village chief, and usually also with a youth group (focusing on child rights and education). Parallel to this, the CO from the local partner would meet with a mixed

group of villagers to introduce a topic/discuss a topic with them. This was partly for the evaluation team to observe the work of the CO and to get more information on some of the cross-cutting topics. The following themes and topics were addressed: Gender, Education, Environment, and Health.
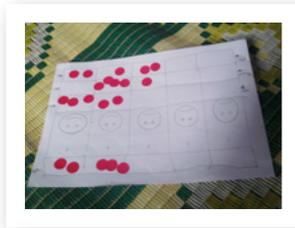

Meeting with partners

Meeting with CBO leadership and village chief

Meeting with women's group

… and men

Involving the youth

... and the children

Income generation

Agriculture, kindergarten and garbage bin

Interview guide

Group discussions (male and female groups)

Question/Issue for discussion	Method	Responsible
Understanding maturity of organisations	Facilitate the Crossing the River role play	Milet/ Simorn
Initial feedback from people present: Where do you see yourself	Ask for immediate reactions	Milet/ Simorn
Introduction to group discussions	Divide into groups: Women's group Men's group Present the evaluation, and yourself, and explain the objective of the group work (to better understand the changes that take place in the community, and understand more about the project's results) Tell them that their names will be noted down, but it will not be referred to who said what in the group Tell them the time frame (max 1,5 hours)	 Milet Simorn
Assessment of who they identify with in the role play	Allow for the group to give a little bit of immediate response	
In what ways the quality of life has changed in the last two years? What factors have promoted the changes? What factors have hindered changes?	Ask the questions to the group, note down their answers	
What has been the most significant change for you during the last two years due to the project? What factors contributed to this change? What factors may have hindered change?	Most Significant Changes (define appropriate time, if the group has existed shorter)	
	Use the smiley faces for assessing peoples knowledge of the CO process, and peoples involvement/participation in the CO process.	

CO process

1. What do you recall from the first time you met people from (name of local partner).

2. How did you get to know of the CO? Where did s/he stay? What did s/he do.

3. How where you involved in the core group formation? (smiley)

4. How where you involved in the formation of the CBO? (smiley)

5. Did you express what kind of needs the village had in terms for Capacity Building? (smiley)

6. Where you involved in Participatory Community Research? (smiley)

7. Where you involved in Community Planning for Problem Solving? (smiley)

8. Have you been part of Community Resource Mobilization? (smiley)

9. Have you been part of CBO project implementation (possibly through some of the activity groups)? (smiley)

10. Would you be ready to carry the CBO work/implementation (if worst case scenario) the local NGO had to leave now? Explain why, why not? (smiley)

Sector understanding:

11. How safe do you feel in your community? How safe is your home environment?

12. How many of you have access to clean and safe water for home consumption? What were they? What are the benefits of clean water, if any? What are the hindrances for access to clean and safe water?

13. Have anyone in your household had diarrhea within the last week? Last three months? What is the best way to care for a child with diarrhea at home? What causes diarrhea?

14. Does your household have access to a latrine? Who has been using it (in your house hold) currently? What are the benefits and disadvantages of using the latrine?

15. How many month did you have sufficient food to feed the family last year? During the time there is not enough food, what do you do to cope?

16. What do you do to be prepared for calamities (like the one happening last year)?

17. Have you learned any new agricultural techniques from the project? What techniques? Have you had increased rice yield in the last year? If so, What were the factors that you think contributed to the increase yield? (similar question for reduced yield).

18. Why is/isn't education important? What may be the hindrance for children's transition from primary to secondary education?

19. How safe do you feel in your community? How safe is your home environment?

20. Increased income?

21. Experience with saving groups? How long have your saving group been operating. Should the group continue? what would be the factors that could contribute to making it last for a long time?

22. Experience with cow banks?

Observation point:

23. Do the participants perceive the various components as integrated?

24. Other observation points?