

# Wholistic Community Development Project (WCDP) Final Evaluation Report



*Living In Hope, Smiling In New Life*

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## ***ACRONYMS & ABBREVIATIONS***

<b>ARLP</b>	Action Reflection Learning Planning
<b>CASA</b>	Capacity Building Self-Assessment
<b>CCG</b>	Christian Core Group
<b>CDF</b>	Community Development Facilitator
<b>GM</b>	Gender Mainstreaming
<b>GNR</b>	Gender Network Representatives
<b>IGP</b>	Income Generation Program
<b>LA</b>	Local Authority
<b>LNGO</b>	Local Non-Governmental Organization
<b>MT</b>	Management Team
<b>OCI</b>	Organizational Capacity Index
<b>PRA</b>	Participatory Rural Appraisal
<b>RBA</b>	Rights-Based Approach
<b>VC</b>	Village Chief
<b>WCDP</b>	Wholistic Community Development Project
<b>WDO</b>	Wholistic Development Organization



## EXECUTIVE SUMMARY

### Background<sup>1</sup>

Virtually all of the members of target communities are rurally-based subsistence farmers who depend almost entirely on rice production to survive. Many families either own an insufficient amount of land to produce enough rice, or no land at all, which leads to several problems. One of which is the seasonal migration of family members to the urban areas in order to find labour. It is typically the males who leave the other family members behind in order to find work, but often are unable to and end up begging instead. The land shortages also mean many families face severe food shortages for 6-7 months a year due to low rice production yields. In addition, land owners are highly susceptible to being cheated into selling their land at way below market prices. This minimal short-term gain leaves them with no productive assets, severely worsening their income and food shortages in the medium to long term.

Community members are often faced with severe water shortages, especially during the dry season. They resort to drinking from dirty and contaminated water sources which often leads to health problems. They also lack access to toilet facilities, and instead will walk to forested areas rather than using a toilet. This affects the health of both community members and their animals.

Hospitals are located a long distance from the villages, making it extremely difficult to receive treatment for both medical emergencies and on-going health problems. Public hospitals severely lack adequate resources and supplies, so village members must pay to attend private hospitals which they cannot afford. This often forces people into receiving loans from loan sharks, which is expensive and has significant risks associated with it.

Like hospitals, schools are often located large distances from villages. Most children in the villages are able to attend school until the age of 11 or 12, but then drop out in order to assist the family with rice production. Some families, however, cannot afford for their children to attend school at all, which is not only detrimental to the child's development, but also reduces families' productive capacity as mothers require more time to look after their children. A small proportion of males go on to attain higher levels of education, however this is not true for females, as the education of girls and women is seen to defy their role as subservient.

Literacy is also strongly lacking with the majority of community members. This poses many problems for the people, the most prevalent of these being vulnerability to middlemen, who exploit people's illiteracy for their own gain by giving misinformation regarding market prices etc.

Many problems also exist within families such as domestic violence, gambling and drinking. Domestic violence is widely accepted in Cambodian culture, and so is a problem in and of its own. However the issues of gambling and drinking (especially males) further exacerbate the presence on domestic violence within families and within wider Cambodian society. These problems are also accompanied by child abuse in all forms. Due to the genocide in Cambodia in the late 1970's, many parents today grew up without parents themselves, and often have little idea about healthy ways to raise children. Children in WDO target communities are frequently verbally, emotionally, physically and sexually abused.

<sup>1</sup> Drawn Freely from the WCDP Final Project Proposal January 2009 – December 2011



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Child trafficking is a serious problem in rural Cambodia, including within WDO project areas. Children are offered what they believe to be a job opportunity. The parents' lack of information about the risks involved, the true motives of the potential 'employer' and the likely outcomes for the child, as well as desperation due to the extreme poverty of the families, can mean children will be sold to traffickers to work in the urban areas, usually as labourers or prostitutes.

Farmers also face problems relating to agricultural productivity. Farmers often have minimal knowledge about correct agricultural methods, and lack the knowledge and skills to gain the maximum possible yields from their produce.

The vast majority of people living in the target areas are Buddhists, with only a very small proportion being Christian. They generally worship in small houses, and Christians are often discriminated against and isolated from the community

**Environment**

A significant environmental threat for rural communities is the way in which the water table is reducing due to deforestation. As a result, less and less water is available from the water table for both agriculture and drinking. Other environmental threats include soil erosion due to flooding, damage to crops due to inappropriate pesticide use, and water pollution due to poor waste management.

**Disaster Vulnerability**

Rural villages are entirely dependant on agriculture as their source of food and income, and are therefore highly susceptible to variations in weather patterns. For example, both flooding and droughts are significant problems for Cambodian subsistence farmers. Droughts pose not only an agricultural threat, but also render villages with no clean source of drinking water or long periods at a time. Village members resort to drinking from stagnant, unsafe water sources. Floods also cause problems for communities, such as the soil erosion problem mentioned above. In addition, village members are susceptible to storm damage (including excessive dust inhalation), house fires caused by cooking methods and insect outbreaks that affect crop production.

**Local Churches**

Churches in rural Cambodia are typically very small and inexperienced. If there is a Christian community within a village, it will usually consist of only a few families and makes up a very small proportion of the wider village population. Rural Cambodian churches tend to have a strong focus on the 'spiritual' elements of Christianity, often neglecting the practical outworkings of faith. This can stem from a weak theological framework, as pastors have often had insufficient training and churches can be isolated and disconnected from their denomination.

**Government Policies**

Villages have a commune council that is supposed to be responsible for community development, however development initiatives are not common due to either corruption or a lack of resources. Support from village officials is essential for the success of projects as they play a significant role in encouraging community members to participate in development activities. They are generally very receptive to external development initiatives, and while they are not active in implementation, they will often attend meetings and participate in planning. In addition, government officials can play an important mediation role if there is conflict within the community relating to the project.

**The Wholistic Development Organization (WDO)**

The Wholistic Development Organization (WDO) had its beginnings as a five-year project originally named the Food and Income–Generation, Training and Health project or FAITH project initiated in 1999 by Southeast Asian Outreach (SAO). In 2000, SAO-International Cooperation Cambodia (ICC) merger took place which gave rise to the ICC-FAITH project operating among 20



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villages in four provinces from January 2000 to December 2005. Halfway through the project implementation, a mid-term evaluation was conducted. This evaluation paved the way for FAITH project's localization and, shortly after, WDO was established on December 2005 as a local non-governmental organization (LNGO).

In January of 2006, WDO as a newly localized NGO started implementing the Wholistic Community Development Project or WCDP 2006 – 2008, with a defined exit in the next three years, 2009 – 2011. The goal/purpose of the project is that: groups of committed Christians improve the physical, social, spiritual and environmental situation of people, through establishing sustainable wholistic community development practice within communities.

**Vision:** Transformed Communities Everywhere:- Groups of Christians in Cambodia and beyond have enabled their community to know God, have strong social capacity and consequently live in peace and harmony.

**Mission:** Facilitating, training and demonstrating a model of sustainable wholistic community development for individuals, local churches and social development agencies.

**Goal :** Committed Christians Core Groups (men, women, and youth) will improve the physical, social, moral and environmental situation of people, through establishing sustainable Wholistic Community Development practice within communities.

**The Wholistic Community Development Project**

The project seeks to work with the poorer members of the community, which is determined based on factors such as land ownership, number of children, whether or not it is a single-parent family, health levels, number of animals, access to food and number of assets. The CCGs carry out this assessment and rank to community members into four categories of wealth: very poor, poor, intermediate and rich. To date the project works with 3,660 families, of which 53% are female and 47% are male, and 55% are under 18 years old. The gender breakdown of those under 18 is 55% female and 45% male.

It is estimated that a total of 7,320 families and 40,260 persons will be served including from the 30 new villages.

The project presently works in Kompong Cham, Svay Rieng, Kandal, Takeo and Kompong Speu provinces, a total of 30 villages. However, in 2009 14 new villages will be accessed in Svay Rieng province, whilst withdrawing from 14 mature villages (5 in Kompong Cham, 1 in Kompong Speu and 8 in Svay Rieng province). WCDP will continue to provide advisory support to these villages as required for a further period. In 2010, 16 new villages will be selected as a further 16 old villages are anticipated to reach maturity.

**Target Communities:**

Communities are primarily selected by WCDP on the basis of a poverty assessment taking into account factors such as size of the population, presence of clean water sources, food security, distance to nearest health centre and primary school, land ownership and availability of work opportunities. Normally the project will not engage villages where there are other NGOs already providing community development type initiatives.

The project has the following expected outputs:



1. *The CCGs and villagers have the capacity to facilitate the community and extend new villages by themselves*
2. *Continued improvements in the quality of work (food production, education, access to clean water, income generation, debt reduction, health promotion, gender equity, education, environmental protection, disaster response) in existing programmes and facilitation of small infrastructure projects as appropriate*
3. *Enhanced capacity of WCDP staff toward managing Wholistic Community Development*

**Evaluation Objectives and Scope**

The general objective of the assessment is to conduct an end-term evaluation of *Wholistic Community Development Project* which will review the overall impact of the project. More specifically, the consultant will assess mainly **the relevance, efficiency and effectiveness** of the project and its implementation.

Based on the cited objectives and monitoring and evaluation framework, the assignment involved the following tasks:

1. *Comprehensive review and analysis of pertinent documents*
2. *Conduct of key informant interviews*
3. *Conduct of focus group discussions*
4. *SWOT Analysis*
5. *Case Studies*

Other important points considered for this mission were the following:

- Information on the projects gathered through interviews with staff and beneficiaries.
- Review of the technical capacity and understanding of the staff related to project goals, objectives, and methods of implementation.
- The strategy of implementation, including cooperation with other projects and organizations were assessed.
- The evaluator identified any weaknesses or gaps in the project and presented some ideas which arise through the evaluation.

**Review of relevant documents:** Pertinent documents provided by Wholistic Development Organization (WDO) project management and staff were reviewed in order to get an overview of the project as a whole and to identify available information concerning achievements and impact. The reports and other relevant documents reviewed were sources of both quantitative and qualitative data. These were validated during the interactions with the project beneficiaries and other relevant stakeholders including the staff and management of WDO.

**Primary data collection activities:** Qualitative data collection methods were used to capture data from the project beneficiaries. Information gathering has been triangulated to ensure reliability of responses and this was undertaken through several data collection methods with the various target groups. These methods consisted of:

- Interviews with the management and staff of the project and WDO:
- Key Informant Interviews & unstructured discussions with the Christian Core Groups (CCGs), community leaders and community members



**Data Analysis:** Data derived from the above-mentioned methods were grouped according to themes, particularly in terms of the key questions from the objectives that were posed. Quantitative data on planned targets and actual accomplishments obtained from the reports and through interviews with the management and staff of WDO involved with the project were cited to strengthen the observations/findings gleaned from the qualitative data and which illustrated the measurable outcomes of the project.

**Limitations of the Study:** Given the topographical situation and proximity of the target areas, it's next to impossible to conduct field visit to all areas given the limited evaluation schedule to have an ocular inspection of existing projects. The evaluation was conducted on three provinces (Kampong Spue, Svay Rieng and Takeo).

The 6-day data-gathering period that included site visits to the provinces of Kampong Spue, Svay Rieng and Takeo gave an indication of the project's impact on beneficiaries. However, it provided only a snapshot of the three-year program.

The evaluation only sampled a small percentage of all the beneficiaries. For this evaluation, a total of one hundred sixty-seven (167) beneficiaries of which more than half are women, were interviewed through FGDs and KIIs.

Furthermore, lack of baseline data on some program components, i.e., improved food security; increased numbers of families with access to clean water; improved irrigation; increased levels of sanitation; decrease in the incidents of domestic violence; increased literacy within the village; improved environment; decreased number of families remaining in debt; increased unification and evidence of social cohesion; increased numbers of poor children able to attend school, increased understanding of gender and human rights, prevented disaster and a reduced incidence of sickness in both people and animals, debt and income of the beneficiaries; makes it difficult for the evaluation to make an accurate elaboration and analysis of the situation.

As such, the observations in this report mostly reflect the evidence collected during the data-collection process.

## Findings

The project goals and its interventions showed strong evidence and significant positive changes in the beneficiaries and the communities as a whole. They have met the criteria of appropriateness, effectiveness, immediate impact, efficiency, participation and sustainability.

Several important lessons have been identified during the course of the evaluation. These are the following:

- The relationship between WDO, the communities and the local authorities have improved through the efforts of the CCGs. At the start of the intervention, most of the people in community and the CCGs have strained relationships. However, CCGs were encouraged by the WDO staff and other stakeholders to make the relationship better.
- The training staff was able to adjust their training materials and curriculum to suit the needs of its target audience. Most of the people who participated in WDO training courses at community have low educational attainment, but it did not stop them from participating in the workshops and apply what they have learned in their daily lives and in the community. Even though they were busy with their work and livelihood, they came to study and exchange ideas with the staff.



- As most of the people in community belonged to the most vulnerable group, they had little money to contribute as their counterpart to the project; however, WDO encouraged them to make use of local materials available in the area.
- The gender network established by WDO in cooperation with local authorities helped in raising awareness regarding domestic violence and has created an opportunity for the communities, especially women to voice out their situation and plight. This has also created awareness for parents on the importance of education for the children. Gender mainstreaming component noted that most of the villages had reduced the domestic violence incidence.

The following factors enabled the project to achieve its targets:

- The commitment of WDO to uplift the conditions of the marginalized sector in the target areas has been the foremost enabling factor aside from the good project design and strategies that contributed to the success of its implementation in general.
- WDO put into place management systems to ensure a successful implementation. Creating an M&E person is one of them. Capable and dedicated staff also contributes to the smooth implementation in general. Strengthening the capacity of its personnel has also contributed positively to this. Key staff have undergone several capacity-building courses over the duration of the project. ([See Annex 8. Staff Training](#))
- With the CCGs in the forefront of the WCDP strategy, building their capacity is core to the project. CCGs played a key role in identifying the beneficiaries, organizing, mobilizing and training the communities to participate in the project. They were also active in monitoring the activities and made follow-ups. They can share their ideas in analyzing problems and finding solutions on issues concerning the communities.
- Another positive factor is the good cooperation and collaboration between CCGs, WDO and the local authorities. This helped facilitate organizing and mobilizing the communities in the project activities. The local authorities considered CCGs as partners in community development.
- The communities and the beneficiaries' active participation in the activities as a result of good information sharing, capacity-building done by WDO and the CCGs is another enabling factor in the success of the project implementation. This is more so because the project has addressed the real needs of the communities targeted by the project.
- The limited intervention of other NGOs in the areas selected also contributed positively. This has resulted enthusiastic response from the communities. Furthermore, the non-discrimination policy applied to the projects (beneficiaries were both Christians and non-Christians) have erased the negative impression of the communities on WDO and the CCGs.

However, there were several factors that constrained the project from creating more positive impact during the three year period.

- **Cases of CCGs migrating to other places in search of work thereby neglecting the main task CCG was mandated to perform such as meetings with the villagers. Result is a minimal**



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implementation in the community and consequently poor participation of the people in the project implementation.

- Most CCGs have low educational attainment and this somewhat has affected them in performing their duties as CCGs.
- The savings seed money is not enough vis a vis the needs of the community and there were several cases wherein there were problems with the repayment of loans. Same goes with the rice bank, the stock of rice was not enough to provide to all the community needs especially during the lean months.
- The lack of baseline data on the socio-economic situation specific to the project beneficiaries makes it difficult to analyse and see a clear picture of developments achieved over the years

As mentioned earlier, the result of the evaluation points to a successful implementation of the Wholistic Community Development Project. The project successfully brings to forth a working alternative development model focused on spiritual development and social development through community-driven initiatives worth replicating.

Based on the defined output elaborated in its program which stated the following:

1. *The CCGs and villagers have the capacity to facilitate the community and extend new villages by themselves*
2. *Continued improvements in the quality of work (food production, education, access to clean water, income generation, debt reduction, health promotion, gender equity, education ,environmental protection, disaster response) in existing programmes and facilitation of small infrastructure projects as appropriate*
3. *Enhanced capacity of WCDP staff toward managing Wholistic Community Development*

The evaluation revealed that majority of the Christian Core Groups (CCGs) has demonstrated the ability and the capacity to be at the forefront of development initiatives at the community level. They have fostered good relation ship and collaborated well with the local authorities and developed trust and respect from the communities.

Despite some weaknesses, community development practices of WDO have been translated in accomplishments through the 3-year implementation of WCDP in terms of scope and impact at the community and individual levels. A significant impact at the community level has been achieved as expressed by the different project stakeholders and beneficiaries during the evaluation and further discussed in previous chapters of this report.

In the light of the findings, the following recommendations have been deemed necessary to further strengthen an already working strategies and approaches.

Since CCGs are the main factor in the success or failure of the project, it is imperative that the main recommendations would be pointed at that particular component. It is also equally important that gender mainstreaming be a core thrust of WCDP. As for the other components



(agriculture, savings and credit, health and sanitation, etc.), they are intrinsically linked and cut across these two main features of the project.

**For the Christian Core Groups (CCGs)**

Capacity-building for the CCGs should be continued. WDO should identify the training needs of the CCGs based on their capacity level. It is crucial that WDO should identify what capacity each CCG has to determine and address the need at different levels of CCG capacity.

Although there is an existing criteria that WDO developed and use, there is still a need to further define the parameters for the CCG levels. The following are the set of criteria WDO is using to date to determine CCG level of maturity:

- *the level of demonstrated ownership of projects by the community/CG*
- *the ability of the CG to solve problems and work independently of WCDP*
- *the level of good relationships with outsiders to the village*
- *CG co-operate well and encourage each other*
- *active participation of villagers in development projects*
- *the CG and villagers have enough capacity – to manage projects effectively*
- *honesty is demonstrated (corruption is minimised)*
- *discrimination is minimised i.e. rich/poor, men/women, ....*
- *CG and villagers demonstrate a commitment to the work in the community.*

WDO should standardize the parameters defining the levels of capability for the various factors and their sub-categories considered in order to minimize ambiguities, discrepancies and subjectivity in determining the organizational capability status of the CCGs in all target areas. It is an important tool that will determine what further assistance will be given to these CCGs and which CCG have reached maturity stage and are ready for phase out.

The Organizational Capability Index (OCI) can be used and can be developed further by WDO as a rating system for the CCGs based on their project design. This could be accomplished at the levels of the CCGs and WDO. The final ratings can be discussed by both parties. The following OCI can be further developed and utilized.

- 1. Group orientation/ Basis of unity**
- 2. Sustainable Area Development management: capability to undertake the following:**
  - *Organizing work: capacity to recruit and retain members; expansion rate*
  - *Education/ Training activities*
  - *Economic enterprises (Agriculture-based or Non Agriculture-based)*
  - *Health program management*
  - *Natural resource management*
  - *Gender and Development mainstreaming*
  - *Child's Rights*
- 3. Organizational development**
  - *Research and analysis: planning, monitoring and evaluation*
  - *Organizational structures and systems*
  - *Member participation*
  - *Local leadership development*



- *Financial self-reliance: Internal and External resource generation and financial management systems*

**4. Development cooperation and Advocacy: capacities for networking, bargaining, negotiation, and campaign management**

The OCI can be a useful tool for identifying the strengths and weaknesses of CCGs with respect to the capacity factors that would be considered. It can be utilized in planning and target-setting for succeeding capability-building interventions.

**For the Gender Mainstreaming Component**

This component should be incorporated in all WCDP areas. Hiring a regular staff is necessary to do the full time work of gender mainstreaming in all WCDP areas. Capacity-building and information dissemination should continue.

Although some level has been gained since in terms of increased awareness on women’s role in development and improved understanding of the relevant concepts, it is only recent that this understanding is being translated into guidelines, approaches and methods; how to incorporate gender analysis in development projects or activities. There is a need for WDO to review and if necessary improve the training modules for the gender mainstreaming component.

A gender analysis should be conducted thoroughly. Attention to gender issues during project implementation and especially, monitoring and evaluation is equally important.

Use of gender analysis methodology and tools should be based on a thorough understanding of main underlying principles and crucial issues. The term “gender” puts the differences between men and women in a socio-economic context, and focuses on roles and responsibilities of people, both men and women, in the development effort. Gender differences are being shaped by ideological, economic, social and cultural determinants.

Women’s role in reproduction, including management of the household, is the one most widely recognized. In gender analysis, the importance of the two other roles of women is stressed as well: their role in production, earner of income and producer of food for the family, and in community management.

It is crucial for WDO to identify and strategize on the different approaches with regards to its gender component. The following are examples of the different approaches WDO can utilize in its project concerning gender:

- *The welfare approach:* its main emphasis is on women’s role as wife, mother, and daughter. Programs focus on child care and nutrition, and home economics.
- *The anti-poverty approach:* emphasis on the role of women on production. Programs focus on income generating activities, technical assistance, and improved services to women.



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- *The equity approach:* emphasis on removing historical and socially conditioned disadvantages. Programs focus on actions for legislative reforms, access to training and education in non-traditional fields, advocacy for women’s equality.
- *The efficiency approach:* emphasis on the efficiency of development efforts, and the realization that women’s contribution is imperative. Programs include focus on women’s productive role in community development management.
- *The empowerment approach:* it calls for empowerment of women to challenge gender relations in the development process, build alternative structures and participate in the broader social change efforts. Building of women’s organizations is a key element

Data collection methods and tools for gender analysis may draw from the large repertoire of participatory diagnosis methods such as PRA. Gender analysis as an approach has no limitations in terms of applicability in certain cases as opposed to other situations. Awareness for gender issues should be an intrinsic part of every development effort. If there are limitations, they can be found in how gender analysis and the framework are used in practice. The following are some of the issues which WDO should always be aware of:

- CDFs, CCGs and other key personnel, both male and female, may not always be aware of remaining biases in gender issues. Furthermore, it is often culturally sensitive subject.
- Lack of clear vision and approach towards women and development may lead to poorly designed field strategies
- Too much emphasis on data collection instead of integrating the gender principles in day to day work
- The danger that women are seen as a target group without considering their social position

**Organizational Management**

It is worthy to note that WDO has been committed to enhancing the capacity of its personnel. This should be continued. Appropriate trainings relevant to the project, both for individuals or for the whole staff should be identified. These include courses on gender and development and other human rights courses.

Although an M&E staff has been hired as focal person for the M&E/ MIS of the organization, it should be clear that M&E system includes the community itself. CCGs, the beneficiaries and the local authorities should be part of this system appropriate to needs but still conforming with the WDO information requirements. They should also be equipped with M&E knowledge, skills, systems and tools. The information gathered and analyzed should be shared and used and not just placed in cabinets where they would just gather dust. The CASA and ARLP should be continued as they provide timely information regarding the implementation of the project.

Partnership with the local authorities should be maintained at the highest level. Collaboration with other development actors should also be pursued and exchanges of information should be strengthened.



To ensure that WDO sustains its operations and further expand its program reach and scope in pursuing Wholistic development approaches, continuous project proposals should be developed and submitted to existing partners and other possible donors.

**Other Recommendations**

The existing material inputs on the different project components, i.e., animal dispersal, agriculture health and sanitation, etc. created a positive impact on the lives of the communities. It is recommended that these components should be continued.

WDO has implemented these inputs on a per family basis, however, to be able to reach more beneficiaries; a communal type of project should be included. Communal toilets can be constructed in different strategic areas. This would enable other families who do not have toilets to access one. The same with the fish raising project, a pond can be constructed to benefit three or more families instead of one family.

Aside from reaching more beneficiaries, this strategy can foster community participation and instil cooperation between and among families in the communities.



## 1. INTRODUCTION

### 1.1 *The Existing Environment*<sup>2</sup>

Virtually all of the members of target communities are rurally-based subsistence farmers who depend almost entirely on rice production to survive. Many families either own an insufficient amount of land to produce enough rice, or no land at all, which leads to several problems. One of which is the seasonal migration of family members to the urban areas in order to find labour. It is typically the males who leave the other family members behind in order to find work, but often are unable to and end up begging instead. The land shortages also mean many families face severe food shortages for 6-7 months a year due to low rice production yields. In addition, land owners are highly susceptible to being cheated into selling their land at way below market prices. This minimal short-term gain leaves them with no productive assets, severely worsening their income and food shortages in the medium to long term.

Community members are often faced with severe water shortages, especially during the dry season. They resort to drinking from dirty and contaminated water sources which often leads to health problems. They also lack access to toilet facilities, and instead will walk to forested areas rather than using a toilet. This affects the health of both community members and their animals.

Hospitals are located a long distance from the villages, making it extremely difficult to receive treatment for both medical emergencies and on-going health problems. Public hospitals severely lack adequate resources and supplies, so village members must pay to attend private hospitals which they cannot afford. This often forces people into receiving loans from loan sharks, which is expensive and has significant risks associated with it.

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Literacy is also strongly lacking with the majority of community members. This poses many problems for the people, the most prevalent of these being vulnerability to middlemen, who exploit people's illiteracy for their own gain by giving misinformation regarding market prices etc.

Many problems also exist within families such as domestic violence, gambling and drinking. Domestic violence is widely accepted in Cambodian culture, and so is a problem in and of its own. However the issues of gambling and drinking (especially males) further exacerbate the presence on domestic violence within families and within wider Cambodian society. These problems are also accompanied by child abuse in all forms. Due to the genocide in Cambodia in the late 1970's, many parents today grew up without parents themselves, and often have little idea about healthy ways to raise children. Children in WDO target communities are frequently verbally, emotionally, physically and sexually abused.

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Child trafficking is a serious problem in rural Cambodia, including within WDO project areas. Children are offered what they believe to be a job opportunity. The parents' lack of information about the risks involved, the true motives of the potential 'employer' and the likely outcomes for the child, as well as desperation due to the extreme poverty of the families, can mean children will be sold to traffickers to work in the urban areas, usually as labourers or prostitutes.

Farmers also face problems relating to agricultural productivity. Farmers often have minimal knowledge about correct agricultural methods, and lack the knowledge and skills to gain the maximum possible yields from their produce.

The vast majority of people living in the target areas are Buddhists, with only a very small proportion being Christian. They generally worship in small houses, and Christians are often discriminated against and isolated from the community

**Environment**

A significant environmental threat for rural communities is the way in which the water table is reducing due to deforestation. As a result, less and less water is available from the water table for both agriculture and drinking. Other environmental threats include soil erosion due to flooding, damage to crops due to inappropriate pesticide use, and water pollution due to poor waste management.

**Disaster Vulnerability**

Rural villages are entirely dependant on agriculture as their source of food and income, and are therefore highly susceptible to variations in weather patterns. For example, both flooding and droughts are significant problems for Cambodian subsistence farmers. Droughts pose not only an agricultural threat, but also render villages with no clean source of drinking water or long periods at a time. Village members resort to drinking from stagnant, unsafe water sources. Floods also cause problems for communities, such as the soil erosion problem mentioned above. In addition, village members are susceptible to storm damage (including excessive dust inhalation), house fires caused by cooking methods and insect outbreaks that affect crop production.

**Local Churches**

Churches in rural Cambodia are typically very small and inexperienced. If there is a Christian community within a village, it will usually consist of only a few families and makes up a very small proportion of the wider village population. Rural Cambodian churches tend to have a strong focus on the 'spiritual' elements of Christianity, often neglecting the practical outworkings of faith. This can stem from a weak theological framework, as pastors have often had insufficient training and churches can be isolated and disconnected from their denomination.

**Government Policies**

Villages have a commune council that is supposed to be responsible for community development, however development initiatives are not common due to either corruption or a lack of resources. Support from village officials is essential for the success of projects as they play a significant role in encouraging community members to participate in development activities. They are generally very receptive to external development initiatives, and while they are not active in implementation, they will often attend meetings and participate in planning. In addition, government officials can play an important mediation role if there is conflict within the community relating to the project.



## **1.2 The Wholistic Development Organization (WDO)<sup>3</sup>**

The Wholistic Development Organization (WDO) had its beginnings as a five-year project originally named the Food and Income–Generation, Training and Health project or FAITH project initiated in 1999 by Southeast Asian Outreach (SAO). In 2000, SAO-International Cooperation Cambodia (ICC) merger took place which gave rise to the ICC-FAITH project operating among 20 villages in four provinces from January 2000 to December 2005. Halfway through the project implementation, a mid-term evaluation was conducted. This evaluation paved the way for FAITH project’s localization and, shortly after, WDO was established on December 2005 as a local non-governmental organization (LNGO).

In January of 2006, WDO as a newly localized NGO started implementing the Wholistic Community Development Project or WCDP 2006 – 2008, with a defined exit in the next three years, 2009 – 2011. The goal/purpose of the project is that: groups of committed Christians improve the physical, social, spiritual and environmental situation of people, through establishing sustainable wholistic community development practice within communities.

**Vision:** Transformed Communities Everywhere:- Groups of Christians in Cambodia and beyond have enabled their community to know God, have strong social capacity and consequently live in peace and harmony.

**Mission:** Facilitating, training and demonstrating a model of sustainable wholistic community development for individuals, local churches and social development agencies.

**Goal :** Committed Christians Core Groups (men, women, and youth) will improve the physical, social, moral and environmental situation of people, through establishing sustainable Wholistic Community Development practice within communities.

## **1.3 The Wholistic Community Development Project<sup>4</sup>**

The project seeks to work with the poorer members of the community, which is determined based on factors such as land ownership, number of children, whether or not it is a single-parent family, health levels, number of animals, access to food and number of assets. The CCGs carry out this assessment and rank to community members into four categories of wealth: very poor, poor, intermediate and rich. To date the project works with 3,660 families, of which 53% are female and 47% are male, and 55% are under 18 years old. The gender breakdown of those under 18 is 55% female and 45% male.

It is estimated that a total of 7,320 families and 40,260 persons will be served in 30 new villages.

The project presently works in Kompong Cham, Svay Rieng, Kandal, Takeo and Kompong Speu provinces, a total of 30 villages. However, in 2009 14 new villages will be accessed in Svay Rieng province, whilst withdrawing from 14 mature villages (5 in Kompong Cham, 1 in Kompong Speu and 8 in Svay Rieng province). However, the WCDP will continue to provide advisory support to these villages as required for a further period. In 2010, 16 new villages will be selected as a further 16 old villages are anticipated to reach maturity.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.



**Target Communities:**

Communities are primarily selected by WCDP on the basis of a poverty assessment taking into account factors such as size of the population, presence of clean water sources, food security, distance to nearest health centre and primary school, land ownership and availability of work opportunities. Normally the project will not engage villages where there are other NGOs already providing community development type initiatives.

The project has the following expected outputs:

1. The CCGs and villagers have the capacity to facilitate the community and extend new villages by themselves
2. Continued improvements in the quality of work (food production, education, access to clean water, income generation, debt reduction, health promotion, gender equity, education, environmental protection, disaster response) in existing programmes and facilitation of small infrastructure projects as appropriate
3. Enhanced capacity of WCDP staff toward managing Wholistic Community Development

**2. EVALUATION OBJECTIVES AND SCOPE**

The general objective of the assessment is to conduct an end-term evaluation of Wholistic Community Development Project which will review the overall impact of the project. More specifically, the consultant will assess mainly **the relevance, efficiency and effectiveness** of the project and its implementation.

**Relevance:** the relevance of a project relates primarily to its design and concerns the extent to which its stated objectives correctly address the identified problems and real needs at two points in time: when the project was designed and at the time of monitoring.

- Identification of real (as distinct from perceived) problems or needs and of the correct beneficiaries, and how well the project's initial design addressed them,
- Overall design strengths and weaknesses including: quality of the Log Frame, clarity and internal consistency of the stated overall objectives, purpose and results, whether the objectively-verifiable indicators of achievement (OVIs) were well chosen and widely agreed, realism in choice and quantity of inputs, overall degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances.
- **Efficiency:** The efficiency criterion concerns how well the various activities transformed the available resources into the intended results, in terms of quantity, quality and timeliness. A key question it asks is "were things done right?"
- **Effectiveness:** the effectiveness criterion concerns how far the project's results were used or their potential benefits were realised - in other words, whether they achieved the project purpose. The key question is what difference the project made in practice, as measured by how far the intended beneficiaries really benefited from the products or services it made available.

**Impact and sustainability:** these two issues are related to the longer-term effect of the project on beneficiaries, and are thus difficult to fully appraise through a short-term mission. However, for this mission, an **intermediate impact** monitoring will be applied, wherein the



direct interaction between the project and the target groups will be examined. It will focus on the issues of awareness and acceptance of the project, use and appropriateness of materials or technologies given and the information concerns of the beneficiaries.

Based on the cited objectives and monitoring and evaluation framework, the assignment will involve the following tasks:

- *Comprehensive review and analysis of pertinent documents*
- *Conduct of key informant interviews*
- *Conduct of focus group discussions*
- *SWOT Analysis*
- *Case Studies*

Other important points considered for this mission were the following:

- Information on the projects gathered through interviews with staff and beneficiaries.
- Review of the technical capacity and understanding of the staff related to project goals, objectives, and methods of implementation.
- The strategy of implementation, including cooperation with other projects and organizations were assessed.
- The evaluator identified any weaknesses or gaps in the project and presented some ideas which arise through the evaluation.

### **3. EVALUATION METHODOLOGIES**

#### **3.1. Data Collection Methods**

**Review of relevant documents:** Pertinent documents provided by Wholistic Development Organization (WDO) project management and staff were reviewed in order to get an overview of the project as a whole and to identify available information concerning achievements and impact. The reports and other relevant documents reviewed were sources of both quantitative and qualitative data. These were validated during the interactions with the project beneficiaries and other relevant stakeholders including the staff and management of WDO.

**Primary data collection activities:** Qualitative data collection methods were used to capture data from the project beneficiaries.. Information gathering has been triangulated to ensure reliability of responses and this was undertaken through several data collection methods with the various target groups. These methods consisted of:

- Interviews with the management and staff of the project and WDO:
- Key Informant Interviews & unstructured discussions with the Christian Core Groups (CCGs), community leaders and community members

#### **3.2. Data Analysis**

Data derived from the above-mentioned methods were grouped according to themes, particularly in terms of the key questions from the objectives that were posed. Quantitative data on planned targets and actual accomplishments obtained from the reports and through interviews with the management and staff of WDO involved with the project were cited to strengthen the observations/findings gleaned from the qualitative data and which illustrated the measurable outcomes of the project.



**3.3. Limitations of the Study**

Given the topographical situation and proximity of the target areas, it's next to impossible to conduct field visit to all areas given the limited evaluation schedule to have an ocular inspection of existing projects. The evaluation was conducted on three provinces (Kampong Spue, Svay Rieng and Takeo).

The 6-day data-gathering period that included site visits to the provinces of Kampong Spue, Svay Rieng and Takeo gave an indication of the project's impact on beneficiaries. However, it provided only a snapshot of the three-year program.

The evaluation only sampled a small percentage of all the beneficiaries. For this evaluation, a total of one hundred sixty-seven (167) beneficiaries of which more than half are women, where interviewed through FGDs and KIIs.

Furthermore, lack of baseline data on some program components, i.e., improved food security; increased numbers of families with access to clean water; improved irrigation; increased levels of sanitation; decrease in the incidents of domestic violence; increased literacy within the village; improved environment; decreased number of families remaining in debt; increased unification and evidence of social cohesion; increased numbers of poor children able to attend school, increased understanding of gender and human rights, prevented disaster and a reduced incidence of sickness in both people and animals, debt and income of the beneficiaries; makes it difficult for the evaluation to make an accurate elaboration and analysis of the situation.

As such, the observations in this report mostly reflect the evidence collected during the data-collection process.

**4. EVALUATION FINDINGS**

**4.1. Quantifiable Achievements and Extent of Improvement**

*The Christian Core Group*

The project which aims to improve the physical, social, moral and environmental situation of people, by establishing sustainable Wholistic Community Development practice within communities, with the establishment of Christian Core Groups composed of women, men and youth as its main strategy. An average of seven (7) members comprises each group. ([See Annex 10. CCG Structure](#))

Majority of the Christian Core Group members were selected from church members and the people from the community who were interested and committed to work for their village. WDO also cooperated and collaborated with the local authorities namely the Commune Council, the Village Chief and the Village Development Council. The church acts as the implementer and the Pastor supports the CCG activities and gives guidance to the group. WDO through its staff strengthened the capacities of these CCGs through series of training/ workshops on different topics previously identified as the needs of the communities.

*Committee Activities in community*

CCGs and its committees were tasked to facilitate activities at the village level such as village meetings, authority meetings, CCG meetings, village trainings, CCGs training about community development and gender network, reporting, devotion, problem solving and conducting PRA.



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The committee worked and closely cooperated with WDO Community Development Facilitators (CDFs) and technical staff. They also cooperated and collaborated with the local authority in implementing project components which included: income generation including savings and credit, community development, agriculture and gender. Table 1 shows the CCG activities aimed at organizing the communities and at the same time to build their capacities through actual community work and organizational management.

**Table 1: CCG Activities**

No	CCG action/year	Saving group	Community Development	Gender	Agriculture
1	Village meetings	48	129	21	36
2	Meeting with the Local Authorities	46	345	14	6
3	CCG meetings	48	551	49	30
4	Village training	35	63	21	8
5	CCG training workshops/Gender networks	0	1	2	0
6	Reporting	12	12	12	12
7	Devotion	21	543	12	16
8	Problem solving	21	53	15	20
9	Conducting PRA	2	57	2	1

WDO M&E Data 2010

**Building Community Capacity**

WDO provided training courses to the committee. Topics include agriculture technologies, community development, gender, and saving group. A total of sixteen thousand seven hundred eighty-two (16782) members of the committees and CCGs were given training.

WDO had conducted training to strengthen the CCGs, pastors, local authorities and members of the communities. They were conducted in the four (4) provinces of Takeo, Kandal, Kampong Spue, and Svay Rieng. In the each community, staff provided training courses in different levels depending on the project components. A total of ten thousand thirty-two (10032) people participated in Takeo, K.spue, and Kandal provinces, and six thousand seven hundred fifty (6750) participated in Svay Rieng province..

Gender mainstreaming was pilot tested in WCDP areas in 2009; it was implemented in six (6) villages in Takeo and Kampong Spue provinces.

Below is the list of these trainings/ workshops given to the CCGs/ Committees.

**Table 2: Trainings Conducted**

WDO training committee/CCGs	Number of participants 2010		
	# Time	Takeo, K.spue, Kandal	Svay Rieng
Community development facilitation	1	140	359
Village training	127	4975	6025



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GN workshop	2	70	0
GN/Village Training Days	39	834	0
Gender small workshop*	12	350	0
Saving group training *	2	354	725
Animal raising	2	872	0
Compost-making	2	531	0
Natural pesticide and herbicide training	2	645	0
Nature animal food training	2	670	0
Vegetable planting	2	731	0
<b>Total</b>	<b>192</b>	<b>10032</b>	<b>6750</b>

\*Gender committee were chosen from CCGs  
\*Saving group committee were chosen from CCGs  
WDO M&E Data 2010

**Addressing Food Security**

The agriculture component aimed to strengthen food security to the most vulnerable sector in the target areas. In 2010, a total of one thousand four hundred fifty-eight (1458) families or seven thousand one hundred thirty (7130) individuals, wherein four thousand ninety (4090) were women have been recipients of WDO agricultural inputs. These were implemented initially in the provinces of Takeo and Kampong Spue. There were ten different types of agricultural and agriculture-related inputs. See Table 3.

Agriculture projects started in the new target areas in January 2011 (Svay Chrum district Svay Rieng province) with 30 villages in its initial implementation. Identified beneficiaries were taught to improve the standard living. They were trained in raising animals, planting vegetables, providing technical training courses, and agro-business.

**Table3: Agricultural Inputs provided**

No.	Agriculture resources	Family	Individuals	Female
1	Chicken raising	421	2105	1340
2	Fish raising	289	1420	724
3	Vegetable growing	225	1233	580
4	Making Dam	219	859	490
5	Pig raising	117	452	335
6	Digging pond	82	441	297
7	Water Can	62	310	157
8	Plastic for fish raising	30	150	79
9	Rice seed	30	150	82
10	Earthworm	2	10	6
<b>Total</b>		<b>1458</b>	<b>7130</b>	<b>4090</b>

WDO M&E Data 2010



*Rice bank*

Rice banks were established to strengthen the food security in all target areas in the five target provinces. In 2010, WDO had provided rice in two provinces (Takeo and Kandal).

A total of sixteen thousand (16000) Kilograms of rice were provided in four villages and benefitted one hundred thirty-two (132) families or four hundred sixty-six (466) people. The rice banks established in the project areas were made accessible to the community especially during the months of July to November while they were busy with planting rice. The members of the rice bank committee were selected from CCG members and work as part of rice bank committee in the communities.

**Table 4: Provision of Rice**

No.	Name of village	Rice (kg)	No. of Families	No of Individuals	Female
1.	Tuekthla	6660	43	150	76
2.	Tramtabal	2600	23	87	43
3.	Angkrosang	3320	34	122	53
4.	Samrong	3420	32	107	45
<b>Total</b>		<b>16000</b>	<b>132</b>	<b>466</b>	<b>217</b>

WDO M&E Data 2010

*Income Generation and Savings and Credit Activities*

The savings and credit component provided alternative income generation opportunities to the beneficiaries. Saving groups were established to help people in the communities improve their economic situation. Income Generation Program was implemented in Svay Rieng (7villages) and Kampong Cham (4 villages).

With the implementation of the savings component, the communities have access on loans to start their individual alternative sources of income to support their families. Members of the savings groups can access loans for emergency needs in the family such as hospitalization, capital for small businesses, treatment for work animals, buying agricultural inputs. Some families were able to send their children to school, as they were able to earn additional income with their small business ventures.

The saving groups have working committee structures and policies in place. With this component, the beneficiaries were able to reduce debt from the middle men and loan sharks and at the same time began to understand what community development is all about. It helped foster unity among them and to utilize and maximize available local resources while uplifting their economic situation.

*Water, Health, Sanitation and Hygiene*

With the aim of improving the health and sanitation among the poorest, the project has so far provided toilets to seven hundred eighty-one (781) families or one thousand six hundred eighty-nine (1689) individuals. in Takeo and Svay Rieng provinces. Water filters and water pumps were also provided. Water filters were provided to one hundred thirty-nine (139) families benefiting six hundred sixty-five (665) individuals. Water pumps (borehole) were constructed to enable families to access clean source of water in the communities. (See Table 5).



WDO also provided training courses to increase awareness on the importance of sanitation and hygiene.

**Table 5: Type of Inputs (Water & Sanitation)**

Type of hygiene	Number	Number of families	Number of Individuals	Number of female
Toilet	781	781	1689	844
Water filter	139	139	665	343
Clean water pump (borehole)	5	14	50	25

WDO M&E Data 2010

*Gender mainstreaming*

The initial implementation of the gender mainstreaming component was in 2010. It was implemented in the provinces of Kampong Spue and Takeo covering 6 villages. Initial survey and interviews were done. WDO had conducted activities for changing the people’s behavior and perception with regards to gender issues.

Gender committees were established in the communities through the CCGs. Each village has 2 committees composed of a representative from the local authority and another from the CCG (man and woman). WDO staff trained the committees on establishing gender networks and topics about human rights, gender equity, and cause of domestic violence. The training course aimed to makes people be aware about gender equity in families and the community as a whole.

A total of one thousand two hundred fifty-eight (1258) individuals participated in trainings on gender in 2010. Posters depicting domestic violence, child abuse, human rights and gender equity were distributed to further increase the awareness of the communities.

Other activities branched out from this component. These were the following:

- Saving group were created from gender committees participated in by women in the villages. Savings groups were initially established in six (6) villages with three hundred fifty-four (354) families benefiting. Savings groups aimed at improving standard of living especially the women in the communities.
- Chicken raising was also introduced to help women groups in the communities earn additional income and to provide additional food on the table. WDO had provided 2526 chickens to the target communities implementing gender mainstreaming.
- To encourage parents to send their children to school and at the same time encourage children to go to school, scholarships were provided to one hundred fifty (150) boy and girl students. Deserving children were selected from six villages in Kampong Spue and Takeo provinces. From among the 150 selected, 36 students were provided bicycles and the rest were provided materials for their education such as the clothes, bags, pens and books.



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## **4.2. Stories of Change – Mini Case Studies**

### **Pastor Doung Sareth**

Doung Sareth is 56 years old and has 3 children (one female). He has been a pastor since 2004. He heads the cell Christian group comprising 12 villages. He always encourages the people to seek for the truth and he shares the gospel to people. He urges the people to help each other.

As CCG member, he helps the community by inviting them for meetings and discussing with them about the everyday problems confronting the communities. He also produces reports to WDO about the situation in the communities. He shared all information to the people, and the local authorities.

In implementing all the activities, consultation with the communities is always done first. He started to meeting for providing the benefit to the people such as toilet, fish, water filter, natural pond and plastic pond. He was encouraged the people to collect contributions and motivates people to actively participate in the project and to follow and respect the policy. For example, WDO provided the toilet to the people. They needed to provide contribution around \$10 and follow the policy for constructing the walls and the roof of the toilet utilizing the locally available materials. He along with other CCG members monitors the people's participation.

Regarding the selection of beneficiaries, the CCG has the main responsibility to identify and select who the beneficiaries will be. This is always done in consultation with the local authorities and the villagers. The poorest families are always prioritized. Another is the active participation of those identified, through attendance in meetings and their willingness and capacity to contribute some money or the projects. He noted that as much as possible, the beneficiaries should include the most vulnerable families and or individuals such as, people living with HIV/AIDS, widows, female headed households, people with disabilities and orphans. Most of the beneficiaries were the poor people, who were less land, less animal raising and lower income for support the family. Moreover, we provided the benefit to the people without discrimination to religious beliefs as Christians and none Christians are beneficiaries.

One of the weaknesses he pointed out was the lack of participation of those belonging to the poorest of the poor bracket of society. This is expected as they rather work and earn money to support their family than attend a meeting. In addition, most of the people had no money to contribute to be able to avail of some project components, i.e., toilet, savings, etc.

He however expressed the fact that WDO's implementation of its WCDP has helped the communities so much to develop the community at the economic and spiritual point of view. He even suggested WDO extend the target areas to other villages because there were a lot of people that are poor and do not understand about general knowledge such as gender, human right, and basic health. These people should also experience how WDO changed their lives for the better.

### **Mr. Kun, chief of Krolkor commune council**

WDO and the Commune Council has been collaborating and cooperating for three years now, according to Mr. Kun, the Commune Chief Of Krolkor. The relationship was better because WDO always informed his office through written reports and personal information regarding the activities in the villages such as the number of the toilets constructed, number



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water filters dispersed, the agriculture material and resources. WDO also provided trainings for him and the other commune members.

He used to participate in trainings offered by WDO but not regularly as he is also busy with his work. However, he always encourages the members of the council to participate all the time. These trainings enabled them to be more productive with their work and gain additional knowledge on so many issues that confronts their communities.

According to him he is happy to see NGOs working in his commune and it is always a pleasure to cooperate with them. People in his commune are very poor and they need all the help they can get from all NGOs. Most of the people migrated to urban areas looking for jobs and in the process leaving the children and the elderly at home.

*“For the WDO project, I think it was successful. People in my commune now had toilets and they understood about hygiene and prevention from illnesses. People can change their behavior; all they need is proper information and education. I can say that the quality of life of the people in my commune has improved since WDO implemented their project here”*

He further added, *“It is my strong suggestion that WDO should continue efforts in developing my commune, to strengthen their knowledge on basic health, and to improve people’s livelihood.”*

**Mrs. Seng Doen, WCDP beneficiary**



Mrs. Seng Doen was 35 years old and her husband Arb Tha was 37 years old. They have three children, all girls. She lived in Prey Smach village Prey Vihear commune, Kong Pisey district, Kampong Spue province. She had participated in WDO projects five years ago. The project that most interested her was pig raising. This WCDP component improved her standard of living.

Five years ago, her family was very poor. They work on farms of others while her husband put up a small business (buying and selling recycled oil). With family growing, the income was never enough and oftentimes has to loan money to pay the previous loans. This has been the cycle for the past years for them.



When WDO implemented WCDP in this village, she participated and attended meetings. She availed of the loan for pig raising. She started raising pigs and tried to find small plants as a food for the pigs. After several months, the number of pigs increased to more than 10 pigs. She decided not to sell them but continue raising the pigs to increase its numbers. One year ago, she sold most of the pig but left some for raising some more. From the money raised from selling the pigs she was able to buy a milling machine and a piece of land in the village near her house. Now



she uses that property to raise cows and pigs. She put up structures for pig sty and the available open field for cow grazing.

Part of the profit she got from pig raising, she was able to send her children to school. Her family income has increased significantly. She plans to construct a hand pump in her land so she can care for the animals better and plant some vegetables for both their consumption and for animal feeds.

She is thankful WDO helped her family to be better than before and she is happy to cooperate with WDO with its future projects. She hopes that their economic status continues to get better so she can help other people in her village.

**Miss. Em uch Srey , a non- beneficiary**

Miss. Em uch Srey, 40 years old, single, lives in Ponlue village, Chumras Pean, Samrong district, Takeo province. She was born in this village and lived alone after her parent passed away. She lived in a very small and dilapidated thatch house. She is a Buddhist.



Her main occupation is farming. She plants rice in a small piece of land not far from where she lives during the wet season. This is her only source of income and it's not enough to make both ends meet. During the dry season she works on other farms, selling her labor to support herself and some family members.

She is familiar with WDO as an organization and with its WCD project and its components in their village. She attended some meetings before but was not able to attend to most of them and she had no money for contribution thereby preventing her from being chosen as one of the beneficiaries. Initially she felt bad and sad about it because she knows that the project would really help her improve her socio-economic condition and it would be the key to finally get her out of poverty..

She would like to join the savings group but she was apprehensive as she has no regular income to be able to repay if ever she made a loan. She said the only component of the project she was able to access and use was the water. She said it was a big help for her and the whole village as they have a potable source of water very near them at all times.

She had noticed the improvement of village especially in the sanitation and hygiene context due to the provision of toilets from the WDO project. She expressed that WDO should continue to implement projects that would benefit the people in her village especially those who belongs to the very poor sector of society like her. She added that WDO and its project was able to minimize conflicts between Christians and non-Christians as the people felt no discrimination on how the beneficiaries were selected.

**4.3. Lessons Learnt**

- The relationship between WDO, the communities and the local authorities have improved through the efforts of the CCGs. At the start of the intervention, most of the people in community and the CCGs have strained relationships. However, CCGs were encouraged by the WDO staff and other stakeholders to make the relationship better.



- Most of the people who participated in WDO training courses at community have low educational attainment, but it did not stop them from participating in the workshops and apply what they have learned in their daily lives and in the community. Even though they were busy with their work and livelihood, they came to study and exchange ideas with the staff. The training staff was able to adjust their training materials and curriculum to suit the needs of its target audience.
- As most of the people in community belonged to the most vulnerable group, they had little money to contribute as their counterpart to the project; however, WDO encouraged them to make use of local materials available in the area.
- The gender network established by WDO in cooperation with local authorities helped in raising awareness regarding domestic violence and has created an opportunity for the communities, especially women to voice out their situation and plight. This has also created awareness for parents on the importance of education for the children. Gender mainstreaming component noted that most of the villages had reduced the domestic violence incidence.

Factors, both positive and negative, have been identified which has affected project implementation. These were the following:

***Enabling Factors***

- The commitment of WDO to uplift the conditions of the marginalized sector in the target areas has been the foremost enabling factor aside from the good project design and strategies that contributed to the success of its implementation in general.
- WDO put into place management systems to ensure a successful implementation. Creating an M&E person is one of them. Capable and dedicated staff also contributes to the smooth implementation in general. Strengthening the capacity of its personnel has also contributed positively to this. Key staff have undergone several capacity-building courses over the duration of the project. (See Annex 8. Staff Training)
- With the CCGs in the forefront of the WCDP strategy, building their capacity is core to the project. CCGs played a key role in identifying the beneficiaries, organizing, mobilizing and training the communities to participate in the project. They were also active in monitoring the activities and made follow-ups. They can share their ideas in analyzing problems and finding solutions on issues concerning the communities.
- Another positive factor is the good cooperation and collaboration between CCGs, WDO and the local authorities. This helped facilitate organizing and mobilizing the communities in the project activities. The local authorities considered CCGs as partners in community development.
- The communities and the beneficiaries' active participation in the activities as a result of good information sharing, capacity-building done by WDO and the CCGs is another enabling factor in the success of the project implementation. This is more so because the project has addressed the real needs of the communities targeted by the project.
- The limited intervention of other NGOs in the areas selected also contributed positively. This has resulted enthusiastic response from the communities. Furthermore, the non-



discrimination policy applied to the projects (beneficiaries were both Christians and non-Christians) have erased the negative impression of the communities on WDO and the CCGs.

***Hindering Factors***

- Cases of CCGs migrating to other places in search of work thereby neglecting the main task CCG was mandated to perform such as meetings with the villagers. Result is a minimal implementation in the community and consequently poor participation of the people in the project implementation.
- Most CCGs have low educational attainment and this somewhat has affected them in performing their duties as CCGs.
- The savings seed money is not enough vis a vis the needs of the community and there were several cases wherein there were problems with the repayment of loans. Same goes with the rice bank, the stock of rice was not enough to provide to all the community needs especially during the lean months.
- The lack of baseline data on the socio-economic situation specific to the project beneficiaries makes it difficult to analyse and see a clear picture of developments achieved over the years

***4.4. Degree of Sustainability***

Sustainability is linked to how the CCGs perform their tasks effectively in sustaining their own area development. The effective operation of these groups will be central to sustaining socio-economic development within the community. Capacity building through workshops, coaching and supported practices focused on values clarification, communications, relationship building and team work. Majority of the CCGs have demonstrated their capacity in performing the tasks expected of them. The project inputs specifically those related to agriculture and savings and credit have achieved a certain level of sustainability.

However, WDO has to put up a more detailed system of identifying or grouping the CCGs based on their strengths and capacities thereby accurately pinpointing the type and nature of support they will give to these groups to ensure that they function effectively long after WDO phases out on their areas.

**5. CONCLUSIONS AND RECOMMENDATIONS**

The result of the evaluation points to a successful implementation of the Wholistic Community Development Project. The project successfully brings to forth a working alternative development model focused on spiritual development and social development through community-driven initiatives worth replicating.

Based on the defined output elaborated in its program which stated the following:



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4. *The CCGs and villagers have the capacity to facilitate the community and extend new villages by themselves*
5. *Continued improvements in the quality of work (food production, education, access to clean water, income generation, debt reduction, health promotion, gender equity, education ,environmental protection, disaster response) in existing programmes and facilitation of small infrastructure projects as appropriate*
6. *Enhanced capacity of WCDDP staff toward managing Wholistic Community Development*

The evaluation revealed that majority of the Christian Core Groups (CCGs) has demonstrated the ability and the capacity to be at the forefront of development initiatives at the community level. They have fostered good relation ship and collaborated well with the local authorities and developed trust and respect from the communities.

Despite some weaknesses, community development practices of WDO have been translated in accomplishments through the 3-year implementation of WCDDP in terms of scope and impact at the community and individual levels. A significant impact at the community level has been achieved as expressed by the different project stakeholders and beneficiaries during the evaluation and further discussed in previous chapters of this report.

In the light of the findings, the following recommendations have been deemed necessary to further strengthen an already working strategies and approaches. Since CCGs are the main factor in the success or failure of the project, it is imperative that the main recommendations would be pointed at that particular component. It is also equally important that gender mainstreaming be a core thrust of WCDDP. As for the other components (agriculture, savings and credit, health and sanitation, etc.), they are intrinsically linked and cut across these two main features of the project.

**For the Christian Core Groups (CCGs)**

Capacity-building for the CCGs should be continued. WDO should identify the training needs of the CCGs based on their capacity level. It is crucial that WDO should identify what capacity each CCG has to determine and address the need at different levels of CCG capacity.

Although there is an existing criteria that WDO developed and use, there is still a need to further define the parameters for the CCG levels. The following are the set of criteria WDO is using to date to determine CCG level of maturity:

- *the level of demonstrated ownership of projects by the community/CG*
- *the ability of the CG to solve problems and work independently of WCDDP*
- *the level of good relationships with outsiders to the village*
- *CG co-operate well and encourage each other*
- *active participation of villagers in development projects*
- *the CG and villagers have enough capacity – to manage projects effectively*
- *honesty is demonstrated (corruption is minimised)*
- *discrimination is minimised i.e. rich/poor, men/women, ....*
- *CG and villagers demonstrate a commitment to the work in the community.*

WDO should standardize the parameters defining the levels of capability for the various factors and their sub-categories considered in order to minimize ambiguities, discrepancies and



subjectivity in determining the organizational capability status of the CCGs in all target areas. It is an important tool that will determine what further assistance will be given to these CCGs and which CCG have reached maturity stage and are ready for phase out.

The Organizational Capability Index (OCI) can be used and can be developed further by WDO as a rating system for the CCGs based on their project design. This could be accomplished at the levels of the CCGs and WDO. The final ratings can be discussed by both parties. The following OCI can be further developed and utilized.

**5. Group orientation/ Basis of unity**

**6. Sustainable Area Development management: capability to undertake the following:**

- *Organizing work: capacity to recruit and retain members; expansion rate*
- *Education/ Training activities*
- *Economic enterprises (Agriculture-based or Non Agriculture-based)*
- *Health program management*
- *Natural resource management*
- *Gender and Development mainstreaming*
- *Child's Rights*

**7. Organizational development**

- *Research and analysis: planning, monitoring and evaluation*
- *Organizational structures and systems*
- *Member participation*
- *Local leadership development*
- *Financial self-reliance: Internal and External resource generation and financial management systems*

**8. Development cooperation and Advocacy: capacities for networking, bargaining, negotiation, and campaign management**

The OCI can be a useful tool for identifying the strengths and weaknesses of CCGs with respect to the capacity factors that would be considered. It can be utilized in planning and target-setting for succeeding capability-building interventions.

**For the Gender Mainstreaming Component**

This component should be incorporated in all WCDP areas. Hiring a regular staff is necessary to do the full time work of gender mainstreaming in all WCDP areas. Capacity-building and information dissemination should continue.

Although some level has been gained since in terms of increased awareness on women's role in development and improved understanding of the relevant concepts, it is only recent that this understanding is being translated into guidelines, approaches and methods; how to incorporate gender analysis in development projects or activities. There is a need for WDO to review and if necessary improve the training modules for the gender mainstreaming component.



A gender analysis should be conducted thoroughly. Attention to gender issues during project implementation and especially, monitoring and evaluation is equally important.

Use of gender analysis methodology and tools should be based on a thorough understanding of main underlying principles and crucial issues. The term “gender” puts the differences between men and women in a socio-economic context, and focuses on roles and responsibilities of people, both men and women, in the development effort. Gender differences are being shaped by ideological, economic, social and cultural determinants.

Women’s role in reproduction, including management of the household, is the one most widely recognized. In gender analysis, the importance of the two other roles of women is stressed as well: their role in production, earner of income and producer of food for the family, and in community management.

It is crucial for WDO to identify and strategize on the different approaches with regards to its gender component. The following are examples of the different approaches WDO can utilize in its project concerning gender:

- *The welfare approach:* its main emphasis is on women’s role as wife, mother, daughter. Programs focus on child care and nutrition, and home economics.
- *The anti-poverty approach:* emphasis on the role of women on production. Programs focus on income generating activities, technical assistance, and improved services to women.
- *The equity approach:* emphasis on removing historical and socially conditioned disadvantages. Programs focus on actions for legislative reforms, access to training and education in non-traditional fields, advocacy for women’s equality.
- *The efficiency approach:* emphasis on the efficiency of development efforts, and the realization that women’s contribution is imperative. Programs include focus on women’s productive role in community development management.
- *The empowerment approach:* it calls for empowerment of women to challenge gender relations in the development process, build alternative structures and participate in the broader social change efforts. Building of women’s organizations is a key element

Data collection methods and tools for gender analysis may draw from the large repertoire of participatory diagnosis methods such as PRA. Gender analysis as an approach has no limitations in terms of applicability in certain cases as opposed to other situations. Awareness for gender issues should be an intrinsic part of every development effort. If there are limitations, they can be found in how gender analysis and the framework are used in practice. The following are some of the issues which WDO should always be aware of:

- CDFs, CCGs and other key personnel, both male and female, may not always be aware of remaining biases in gender issues. Furthermore, it is often culturally sensitive subject.
- Lack of clear vision and approach towards women and development may lead to poorly designed field strategies
- Too much emphasis on data collection instead of integrating the gender principles in day to day work



- The danger that women are seen as a target group without considering their social position

### **Organizational Management**

It is worthy to note that WDO has been committed to enhancing the capacity of its personnel. This should be continued. Appropriate trainings relevant to the project, both for individuals or for the whole staff should be identified. These include courses on gender and development and other human rights courses.

Although an M&E staff has been hired as focal person for the M&E/ MIS of the organization, it should be clear that M&E system includes the community itself. CCGs, the beneficiaries and the local authorities should be part of this system appropriate to needs but still conforming with the WDO information requirements. They should also be equipped with M&E knowledge, skills, systems and tools. The information gathered and analyzed should be shared and used and not just placed in cabinets where they would just gather dust. The CASA and ARLP should be continued as they provide timely information regarding the implementation of the project.

Partnership with the local authorities should be maintained at the highest level. Collaboration with other development actors should also be pursued and exchanges of information should be strengthened.

To ensure that WDO sustains its operations and further expand its program reach and scope in pursuing Wholistic development approaches, continuous project proposals should be developed and submitted to existing partners and other possible donors.

### **Other Recommendations**

The existing material inputs on the different project components, i.e., animal dispersal, agriculture health and sanitation, etc. created a positive impact on the lives of the communities. It is recommended that these components should be continued.

WDO has implemented these inputs on a per family basis, to be able to reach more beneficiaries; a communal type of project should be included. Communal toilets can be constructed in different strategic areas. This would enable other families who do not have toilets to access one. The same with the fish raising project, a pond can be constructed to benefit three or more families instead of one family.

Aside from reaching more beneficiaries, this strategy can foster community participation and instil cooperation between and among families in the communities.



# ANNEXES



***Annex 1.***

***List of Documents Reviewed***

- 1. WCDP Final Project Proposal 2009-2011**
- 2. WCDP End Term Evaluation 2008**
- 3. WCDP Annual Report 2009**
- 4. WCDP Annual Report 2010**
- 5. WCDP Six Months Report (January –June 2011)**
- 6. Loose Documents (Agriculture and Gender Mainstreaming Training Design and Accomplishments)**
- 7. ARLP 2011**
- 8. PME Report 2011**



**Annex 2.**

**Terms of Reference**

**END-TERM EVALUATION TERMS OF REFERENCE**

Organisation: Wholistic Development Organization (WDO)

Project Name: Wholistic Community Development Project (WCDP)

Office Location: House# 81, Street 608, Toul Kork, Phnom Penh  
Tel. 023 885243, 012756906

Project Location: Svay Rieng, Kompong Speu, and Takov

Executive Director: Mr. Pok Peuvthida

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**INTRODUCTION**

This End-Term Evaluation (ETE) completes the first 3-year phase of project implementation (Jan 2009 – Dec 2011) for the Wholistic Community Development Project (WCDP) for WDO as local NGO.

During this period there has been much learning both at an operational level and for the organisation as a whole. It is anticipated that this evaluation will help the staff, management and project participants in identifying and celebrating their strengths and achievements, whilst at the same time highlighting areas of limitation or where corrective actions should be taken.

It is vital that the proposed evaluation assists the WDCP staff, management and board to take stock of progress thus far and look objectively to future options.

**BACKGROUND**

The WCD project essentially works in partnership with local churches or cell-groups to meet a range of physical and social needs as identified by the village communities. The WCDP assists partner churches in forming a 'Christian Core Group' (CCG), with 5-7 elected volunteers, who effectively are the main catalysts or change agents within each village.

The aim of the WCD project is to facilitate transformational development and to this end the emphasis of the project is in transfer of skills and building capacity of the CCG to facilitate wholistic development within the wider community. The WCDP supports the community's development initiatives by providing technical assistance in agriculture, livelihoods, training and more recently gender mainstreaming aspects. Where the CCG have developed a clear plan of development activities the project also provides 'seed-funding' to begin practical initiatives. There is an expectation that the community will contribute to such activities either in cash or kind.



Common development activities include drilling wells and bore holes, latrine construction, setting up rice banks, water filters, home gardening, rice productions and facilitating various kinds of animal raising.

**PURPOSE OF THE EVALUATION**

Follow-up on progress made since the previous Evaluation<sup>5</sup>

The evaluation will;

- Assess the extent to which progress and achievements have been made against the evaluation recommendations as stated.
- Examine the opportunities and limitations that have affected progress.

Project Relevance

- Does this project design meet the poverty needs in the area where it works?

the relevance of the project with the needs and vulnerabilities of the target group;

the use and enhancement by the project of the existing skills, knowledge and coping strategies of the target group

- whether the process (approach) is relevant to the actors involved (local community, church, and partner)?

the relevance of the project to the mission and role of the local CCGs in working with local communities;

the contribution of the project to strengthening the local CCGs in its mission and role to work with local communities;

the consistency of the project with the vision, values, strategy and resources of the partner;

- What was WDO's added value and strategic niche as an organization implementing the project and its specific substantial focus? Has there been any change during the project implementation to this? What is recommended for the future?
- Recommendations on how to improve project relevance in the new project phase.

Participation and Process

The evaluation will:

- Assess the level of change in the community in terms of capacity of the CCG to successfully facilitate pro-poor initiatives.
- Assess the extent of participation within the CCG and wider community in relation to project cycle management
- Assess the extent to which the most marginalised members of the community (incl. women, girls, disabled, HIV+, ethnic minorities) are enabled to participate.
- Assess the quality of the systems used to ensure and monitor the participation and contribution of the CCG and the target group in the project? The relationship between the process and local government actors.
- the major factors influencing coordination and coherence of the project with the activities and priorities of other agencies and organisations.



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- Assess the extent to which participation in pro-poor initiatives of churches are freely open to poor members of the community regardless of the participants' ethnicity, religion, or politics.
- Recommendations on how to improve participation and processes for the new project phase.

Impact and Effectiveness

Effectiveness:

- To what extent did the project meet its objectives and targets (disaggregate by component)?
- To what extent the objectives were achieved to time and budget?
- What is the theory of change that the project is based on (steps in the process of maturing communities)? Describe the contents and theoretic objectives, phases and logic.
- To what extent do the achieved project results relate to the theory and succeed in implementing the change? What were the gaps in either the theory or the implementation?
- Were the interventions planned enough to realize the theory? Was the money invested in them effectively used for facilitating the change to happen? (cost-effectiveness and scope of actions/beneficiaries reached). Are there any alternative approaches to realise the change more effectively?
- What were the scope of beneficiaries reached in total, and disaggregated by year and type of project component?
- What were the 10 most significant factors facilitating the achievement of objectives and results?
- What were the 10 most significant challenges to implementation during the project phase? How were they addressed?
- How were the cross-cutting issues of gender equality, persons living with HIV or disability and environment taken into account in the project during implementation? With what results?

Impact:

The intended and unintended long-term effects/impact (social, physical, environmental, economic, spiritual), both positive and negative, of the project on beneficiaries and non-beneficiaries

Project related impacts on the environment?

the major factors influencing the impact of the project on beneficiaries and non-beneficiaries

Recommendations on how to improve effectiveness and impact during the new project phase.

Sustainability:

Will the benefits of the project be sustained after the end of the project?

Areas for consideration include:

- the continuation of project benefits after funding by donors has ceased;
- the ability to mobilise local resources;
- the ability to access funds and support from other sources (including the private sector);
- the major factors influencing the sustainability of the project.

Recommendations on how to improve sustainability of the project during the new project phase.

Next Steps and Future Directions



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It is proposed that the evaluation will feed into next phase of programme operation (January 2012 – December15). Based on the overall findings of the evaluation, comment and suggestions will be made concerning any key issues that the project will need to address. Recommendations will also be made relating to options for next step.

**EVALUATION METHODOLOGY**

Essentially the evaluation will maximise participatory processes and involve WCDP staff at each stage of implementation. The following methods are suggested as options for the consultant to consider:

- Project documentation review – previous evaluation report, annual reports, documentation of lessons learned.
- Secondary sources review of information - previous baseline information and PRA documents.
- Key informant interviews with relevant stakeholders and WCDP partners.
- Focus group discussion with CCG and community members
- Questionnaire survey
- Group assessment activities
- Case study review – examples of model villages
- Observations of evaluation team members

**The consultant is expected to propose a more detailed methodology, with a possible selection of methods and tools to be used in the proposal s/he submits.**

**SCHEDULE OF MAJOR EVENTS**

Event	Dates	# Days	Comment
Preparation and reading			
Staff briefing and preparation			
Field work			
Analysis and report of initial findings			
Report writing			
Draft / Final report			

**EVALUATION TEAM COMPOSITION & MANAGEMENT**

The Evaluation will be lead and facilitated by ...an external.. consultant with extensive experience in development evaluation. The required skills and expertise for the lead consultant are:

- A minimum of Master's degree in development, management or related fields
- At least 5 years of work experience in international development, including community development.
- A proven record of experience in conducting project assessments, including using participatory approaches and human rights aspects.
- Excellent analysis and writing skills (English)
- A good understanding and knowledge of the Cambodian country context.

The lead consultant may propose a team of consultants for the assignment in the proposal if necessary.

The evaluation steering committee evaluation team members will comprise the WDO staff (15 persons), and FELM local representative



The steering committee will meet with the consultant team and provide guidance during the process in various ways.

... as overall Team Leader will be responsible for ensuring compliance to these terms of reference including: coordinating the schedule of evaluation activities, directing specific methodologies for data collection, analysing and presenting the results, facilitating and responding to the feedback of the steering committee and stakeholders on draft and final deliverables, and submission of the final evaluation report.

Upon fulfilling all the requirements and adequately meeting the feedback from the steering committee and stakeholders, the final evaluation report will be officially approved by the head of WDO, representative of FELM Helsinki,

Mr Pok Peuvthida will be responsible for management and co-ordination aspects including logistics such as travel and accommodation requirements.

### **EXPECTED OUTPUTS OF THE EVALUATION**

It is intended that the evaluation will ensure responding to the following information needs:

- WCDP staff has an increased understanding of participatory evaluation process;
- WCDP staff have a good understanding of the current operational status of their project and organisation;
- A set of recommendations to WCDP/WDO for immediate project level implementation;
- Recommendations and/or suggestions to the WDO concerning organisational development and strategic options.
- A draft and a A full final report of the evaluation, including appendices, submitted in both hard and soft copy versions (max. length 40 pages).

Proposals from the consultants should include the following:

- Understanding of the assignment
- Methodology and draft tools
- Work plan
- Detailed budget, including the daily consultancy fees
- Proposed instalment schedule (minimum two) for compensation
- CV(s) of the evaluation team members

*Important notice:* There is no processing fee or any other kind of fee related to this call for proposals. WDO and FELM does not accept any improper procedures during the tender and the subsequent contractual period, and reserves the right to stop and cancel the process at any time if there is any suspicion of corruptive practices associated to this evaluation.



**Annex 3.**

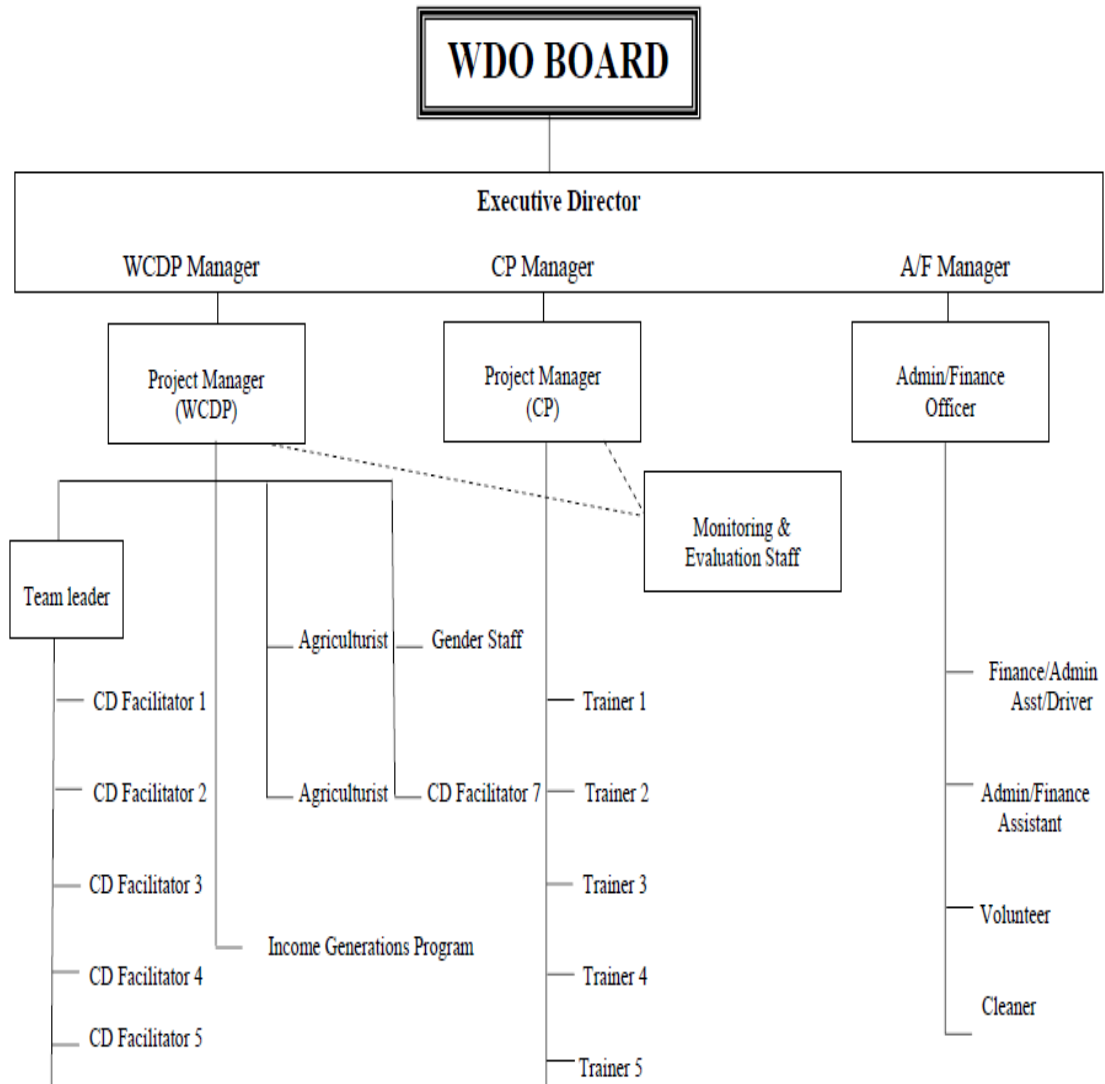
**Proposed Evaluation Schedule**

<b>Tentative Dates</b>	<b>Activities</b>	<b>Outputs</b>	<b>Person/s Responsible</b>	<b>Location</b>
<b>July 18 - 22</b>	Contract Signing		Consultant and WDO	Phnom Penh
	Briefing with WDO management and staff	<ul style="list-style-type: none"> <li>▪ Orientation about the programs</li> <li>▪ Identification of key informants for interviews</li> <li>▪ Identification of FGD groups/ participants</li> <li>▪ Finalization of plan and schedule of activities</li> <li>▪ Review of pertinent documents</li> </ul>	Consultant with WDO staff and management	Phnom Penh
	Preparation for the Evaluation	<ul style="list-style-type: none"> <li>▪ Review of pertinent documents</li> <li>▪ Finalization of data gathering tools and methods, guide questions for FGD and KII</li> </ul>	Consultant	Phnom Penh
<b>FIELDWORK</b>				
<b>July 25 -30</b>	FGD and KII	Conducted the following: <ul style="list-style-type: none"> <li>• Key Informant Interviews</li> <li>• Focus Group Discussions (at least 2 FGDs)</li> </ul>	Evaluation Team	Svay Rieng
	FGD and KII	Conducted the following: <ul style="list-style-type: none"> <li>• Key Informant Interviews</li> <li>• Focus Group Discussions (at least 2 FGDs)</li> </ul>	Evaluation Team	Kampong Speu
	FGD and KII	Conducted the following: <ul style="list-style-type: none"> <li>• Key Informant Interviews</li> <li>• Focus Group Discussions (at least 2 FGDs)</li> </ul>	Evaluation Team	Takeo
<b>REPORT WRITING</b>				
<b>August 1-9</b>	Consolidation of data	Consolidation/ translation to English of the data gathered during fieldwork		Phnom Penh
	Report writing	Draft Report	Consultant	Phnom Penh
	Submission of Draft Report to WDO	Draft report submitted to WDO for comments	Consultant	Phnom Penh
<b>August 12</b>	Comments from WDO			
<b>August 15 - 19</b>	Revision of Report	Incorporate final comments	Consultant	Phnom Penh
<b>August 22</b>	Final Report	Final Report submitted to WDO (relevant comments from WDO incorporated)	Consultant	Phnom Penh



Annex 4.

WDO Organizational Chart





**Annex 5.**

**Results of ARLP 2011**

<b>WCDP Project</b>				
<b>Objective</b>	<b>Action</b>	<b>Reflection</b>		<b>Learning</b>
		<b>Positive</b>	<b>Negative</b>	
<p><b>1. To establish groups in each target village that stimulate and support wholistic development</b></p>	<p>2.1 CCGs meeting and community action.</p>	<ul style="list-style-type: none"> <li>• CCGs can share their idea in the meeting to find the solution in community.</li> <li>• CCGs and authority were fairness while they collected the contribution.</li> <li>• CCGs made the confident to people during division the beneficiary to them</li> <li>• CCGs can work and facilitate to people in community.</li> <li>• The good relationship between CCGs and authority</li> <li>• Most of the authority considered that CCGs can help community.</li> </ul>	<ul style="list-style-type: none"> <li>• CCG was migrated to find work other provinces in regularly month.</li> <li>• CCG was not clarifying with the structure.</li> <li>• Partly of the CCGs was not yet implementation work in community</li> <li>• CCGs meeting had not provide to all target area</li> <li>• CCGs action still limitation in communities</li> <li>• CCGs were still shy on their work in community.</li> <li>• People did not know the responsibility of CCGs in somewhere at community.</li> <li>• Devotion meeting at community was lower.</li> </ul>	<ul style="list-style-type: none"> <li>• Mostly of the people in community try to make jealous feeling with the committee or CCGs and they accused them with bad consideration but CCGs got the encouragement from staff and other stakeholder to be find a good solution.</li> <li>• While the people in community was busy with work but they try to spend their time to participation with staff during meeting and discussion of implementation work.</li> <li>• As they got the benefit from WDO they worked with the fairness with no discrimination.</li> </ul>



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	<p>2.2 CCGs and authorities training course conducting.</p>	<ul style="list-style-type: none"> <li>• CCGs and authority came to participation in workshop regularly and they were interested with the subject provide from the WDO modules.</li> <li>• They were brave to work as the community leader.</li> <li>• They can implementation work after they finished the training course.</li> <li>• CCGs and authority can share their experience during workshop.</li> <li>• The committee of saving group were created in progress depend on their community.</li> </ul>	<ul style="list-style-type: none"> <li>• The management for documentation keeping for CCGs was limitation.</li> <li>• Mostly of CCGs was illiteracy people that make the facilitator spend much time.</li> <li>• Partly of CCGs was less cooperation and miss information each other during work time and they was unbalance work.</li> <li>• Training course providing was not enough to them for improve working in community and people livelihood.</li> <li>• Most of CCGs had not provided the ability to people for encouragement and facilitate in kind of social, economical and spiritual.</li> </ul>	<ul style="list-style-type: none"> <li>• Most of the people who are participated with WDO training course at community are Illiteracy and the rest they can read and write. However, they participated in this workshop in the end and try to apply to community.</li> <li>• Even though they were busy with their work and livelihood, they came to study and try to comment on the advantage and disadvantage.</li> </ul>
<p><b>1. Food security in target villages improves, especially for the poorest</b></p>	<p>3.1 Saving groups</p>	<ul style="list-style-type: none"> <li>• Saving group had a good processing</li> <li>• Other people in community were interested with saving group</li> <li>• They had enough money to deposit in group</li> <li>• To cut down borrowing money from middlemen</li> <li>• People can create a new job with borrow money from saving group that is lower interest and can improve group of saving.</li> </ul>	<ul style="list-style-type: none"> <li>• To establish of saving group is difficult to motivate the people confident.</li> <li>• The committee of saving group has a limitation on training course.</li> <li>• The authority had not pay attention much on saving group.</li> <li>• The huge need of the people in saving group can not apply to them.</li> <li>• The latest of the community contribution by people had not confident with.</li> </ul>	<ul style="list-style-type: none"> <li>• People can work as they cooperated in the saving group but they were not yet good arrangement of obligation work.</li> </ul>



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	<p>3.2 Agriculture improvement</p>	<ul style="list-style-type: none"> <li>• People have participated with agriculture specialist to develop community on village training course with raising fish, chicken and planting vegetable.</li> <li>• Good relationship</li> <li>• People had a small garden in majority at community</li> <li>• People had understand about the technical of animal raising</li> <li>• They had enough animal raising to continue for other family such as chicken</li> <li>• People can store compose literalizer at K.spue and Takeo province</li> <li>• Raising earthworm and Seed rice has been provided in some communities.</li> <li>• Pig raising have been provided to people.</li> </ul>	<ul style="list-style-type: none"> <li>• People used the technical skill in the wrong way they just implemented with traditional habit.</li> <li>• The latest of contribution from people because they had no job</li> <li>• People had not interested with the local resource.</li> <li>• People were not use vaccine to animals.</li> <li>• Technical skills of agriculture had limitation.</li> <li>• Lacking of water irrigation was the main problem</li> <li>• There is no market to sell the yield and it is so cheap if to compare with the some material of agriculture providing.</li> <li>• The lacking of material technical and confidential were the obstacle to people for planting and raising.</li> </ul>	<ul style="list-style-type: none"> <li>• While agriculture specialist have been worked with the vulnerable people for six months in Svay Rieng province , they noted that people can change their attitude, respect the rule, and help each other with the sharing other information that they knew as an experience.</li> </ul>
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<p><b>2. Measurable improvements in health, particularly of the poorest, are seen in target villages</b></p>	<p>Water filter providing</p>	<ul style="list-style-type: none"> <li>• People know how to use the water filter</li> <li>• People were happy to use the water filter</li> <li>• People can drink pure water.</li> <li>• To reduce money and other illness</li> <li>• It was the people priority of basic need.</li> <li>• People understand about an effectiveness of drinking waste water.</li> </ul>	<ul style="list-style-type: none"> <li>• The people took the filter to use with other way for benefit</li> <li>• The lacking of people take care and cleaning</li> <li>• While the filter broken, people don't know the place for buying</li> <li>• People had not pay attention much for continuing using water filter after it is broken.</li> </ul>	<ul style="list-style-type: none"> <li>• People were interested with the water filter because it is easy to use with bringing to the field and keeping.</li> </ul>
	<p>Building toilet</p>	<ul style="list-style-type: none"> <li>• Toilet have been provided to people in community</li> <li>• Toilet providing was supported from the local authority.</li> <li>• It is part of encouragement of people to use the toilet in family within cut down other illness and saving money.</li> <li>• The creating policy for people use the toilet that provided from WDO</li> <li>• It had a toilet using and saving time</li> <li>• Building toilet was pushed other family want to do the same</li> </ul>	<ul style="list-style-type: none"> <li>• People were late to build as they were lack some resources</li> <li>• There were less people still cannot use the toilet</li> <li>• People were not pay attention much for care and cleaning toilet as they had no experience used it before.</li> <li>• Raining season make difficult to them for building</li> <li>• It is difficult for staff for division the toilet to people because it is majority in village for register with the same standard of living.</li> </ul>	<ul style="list-style-type: none"> <li>• As most of the people in community were vulnerable people, they had a little money to contribution with WDO and respect the policy making. Most of them had no money more for building up a good toilet but they can use local material for building such as palm leave with bamboo with traditional cottage to cover the toilet.</li> </ul>



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	<p>Training course conducting</p>	<ul style="list-style-type: none"> <li>• The authority was support to conduct the village training course about health to the people</li> <li>• Training course was provided to authority and CCGs</li> <li>• Most of CCGs and authority were interested with health information and training</li> <li>• Training provided as the picture showing</li> </ul>	<ul style="list-style-type: none"> <li>• The village training about health had not yet provided to the people in community with this year</li> <li>• People were busy with planting rice</li> <li>• People were very poor and they were not interested with training conducting of health but they were worry about food that supported their family every day.</li> <li>• People mentioned on gift release than ability building</li> </ul>	<ul style="list-style-type: none"> <li>• Under the cooperation between WDO staff and local authority try to path the way and opening their eye to make them understand clearly about the capacity building and gift release in community, some people were awareness and most of the people were participation in meeting but for the rest need time for encouragement more as they rejected in regularly.</li> </ul>
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<p><b>3. Better understanding of rights and responsibilities in target villages, particularly in relation to gender</b></p>	<p>Training course conducting</p>	<ul style="list-style-type: none"> <li>• Most of people in community understand and awareness about gender in their family</li> <li>• They know about role in family</li> <li>• They can debate each other to some mistake as traditional living</li> <li>• They can sharing their ability to other people in community and family</li> <li>• After learning they can facilitate the people in community for gender equality</li> <li>• Make a good relationship with their couple</li> <li>• After finish training on gender and right they had an idea to push their child to school</li> <li>• People knew their mistake to use the child labor as the past after finish training course</li> <li>• They knew about the value of people and no violence happen because they knew about humane right and the affected of domestic violence</li> <li>• The local authority had a good relationship with WDO to mainstream gender, right and child protection to other commune and community</li> </ul>	<ul style="list-style-type: none"> <li>• Mostly of local authority were busy with obligation work</li> <li>• The authority was not sharing information to other places or other people</li> <li>• There were many child to participation but budget had limitation</li> <li>• Gender network had limitation for sharing information to other</li> <li>• Mostly of participation with training course and meeting is not balance, regularly only women</li> </ul>	<ul style="list-style-type: none"> <li>• Gender mainstreaming was noted that most of the villages had reduced the domestic violence after WDO created the gender system with gender network that cooperation with local authority. It is refer to the authority report directly to staff</li> </ul>
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4.	Meeting and encouragement	<ul style="list-style-type: none"> <li>Gender network can facilitate people while they got violence</li> <li>Mostly of committee of gender network can meet regularly</li> <li>Home visit still conducted from staff and committee</li> <li>There were some gifts for meeting and party to encouragement lady for gender meeting and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Most of the people were jealous to each other</li> <li>The migration in community was affected to staff meeting and implementation</li> <li>Most of the people in community were busy with planting rice on raining season</li> </ul>	<ul style="list-style-type: none"> <li>During this season people were busy with planting rice, they spend time to meeting as staff required and make the plan for next activities implementation in community.</li> </ul>
	Child protection mainstreaming	<ul style="list-style-type: none"> <li>support from the parent in each community</li> <li>There are teach to the child about hygiene protection and body protection</li> <li>Poor child had the scholarship</li> <li>To explain for child dreaming in future by motivation from staff</li> <li>key person such as chief village, assistant village and chief CCGs were motivated to parent and child for advantages</li> </ul>	<ul style="list-style-type: none"> <li>There are imitated budget support</li> <li>Less management on child protection program because there were less time to monitor</li> <li>It was difficult to cooperation with the teacher in target area</li> </ul>	<ul style="list-style-type: none"> <li>After explanation people in community with the training course about advantage to send the child go to school, parent understood about the mistake to keep child labor working at home and try to find money to support their children go to upper grade in equity.</li> </ul>



Annex 6.

Results of KIs and FGDs

FGD at Beong Riey village, Krokko commune Svay Chrum district, Svay Rieng province. There were 5 villages and 21 people for participation on 25 July 2011.



In the local FGD, there were 21 participants who were the Christian people and authorities. They came from different villages as invited from CDF. Most of the people were women and all of them were receive the benefit from the project.

For the core activities of the CCGs implementation project, they confirmed that they had attended with the meeting and practical PRA work such as village mapping, identification problem, ten seed voting, and community decision making. In addition, they came to visit the household and invite them for group meeting. We needed to meeting with each other to make a plan for follow up activities. We encourage the people to consider about the basic health as we provided the toilet to them and we facilitated them for reduce the domestic violence. Other way, we trained them about social activities that we received the training from WDO and other NGOs to understand the advantages and disadvantages such as human right, gender, agriculture technical, conflict resolution, facilitation skill and child protection.

In the benefit from the project, there were toilet, water filter, pond and pond plastic, and saving group. In all these project components there was efficiency such as:

**Toilet:** 3 year ago, most of the people were affected from many diseases such as diarrhea, fever, and vomiting. So they needed to spend time for going to health center which was nearby and lack of money for treatment. All the people understood this affection was from the people who were not practical a good hygiene in the family. They were always went to piss in the jungle where was such as source of the water, compose of animal freeing and the place near the people living. But people just to practice as from older generation. After they got the toilet from WDO providing, people had a good health and had a good environment around their houses. Particularly, now the animal is not kind of transmission virus in the community.

**Water filter:** the majority people thought about the advantages. People can use it and reduce the wood for boil the water. It can provide the water on time for water supplying in the family and not spend much time for waiting. In addition, the water filters reduce some illness that can affect to the people.

**Saving group:** In the 5 villages, the participant referred that there were one to two groups establish in the village (one group there were 15 family members) and people can access to loan the money from the group saving as need. The first time, they deposited around \$5 per family for capital saving and then they spent around 2000 Riels per family. Even the saving group had lower capital for the people loan but people can share their money as need. Most of the people took the money for animal raising and fertilizer buying. Moreover, they borrowed the money for spend the child material schooling and emergency need such as child illness, do small business, and food buying. This saving group was easy to the people with the lower interest if to comparison to the other institutions and the middle men.

**Agriculture:** During this year, agriculture had provided the natural pond and plastic pond to the people in the target area with the figure fish. The beneficiaries were selected depend on agriculture specialist criteria with the cooperation to CCG. For fish raising the people mention that they can catch the fish while the fish was big and sometime they can sell in the market for earning the money to support the family.



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**Training course received:** During we worked with WDO, there were many topics that we received such as facilitation skill, community development, gender equity, conflict resolution, vegetable planting, chicken raising, fish raising, child right and sanitation.

**The suggestion and CCGs idea:** All the five villages, there was only Child Fund for working and they provide the water filter and toilet too. But it was not overlap with the WDO project because the beneficiaries were different family with provider from local authority by name list. With all of components of WDO were also not overlap family who received. Most of the people consider that they will continue this project for sustainable development in their own community and they had suggest that WDO should provide water filter, toilet and agriculture resource to help people because they think that the people still lack and not enough.

**Svay Rieng FGD on (26 July 2011)**

- There were five villages for participation such as Basac, Payab, Pothisros, Troak and Tachey. And there were 25 people for participants with 19 females.
- Basic health with toilet and water filter providing- cut down disease and easy to use with all kind or the people, cannot go to the forest and animal was not infected virus.
- Saving group have only 10 memberships in each village (40000 Riels for Capital and 2000 Riels for monthly)
- The contribution: the poverty people around 20000 Riel and medial around 30000-40000 Riels. They took money from the people depend on their poor or medial.
- Activities of CCGs: collect people meeting, facilitation; select the beneficiary who was poverty and identification problem.
- The problem facing: lack of agriculture technical skill, and hygiene
- There were some NGOs such as Child Fund-provide hand pump and toilet (In some village only Basac and Pothisros) and WDO.
- 2 year ago : There were many problem: diarrhea, lack of food, uneducated people, domestic violent, animal disease, lower skill on agriculture technical.
- WDO training course received: facilitation skill, gender, conflict resolution, chicken raising and vegetable planting. We applied and share to other.
- Mrs. Srey Net, 42 years old, had applied on conflict resolution to her community.
- The lesson was difficulty such as Gender, Facilitation skill and Conflict Resolution.
- The skill wanted to get from WDO such as Raising Chicken, Pig, and Cow.
- Because of the people so poor, the violent appeared in family.
- The Christian member was increase because we have a good relationship and we see now increase more than 10 member while WDO entering.
- CCGs had share a good new with local authority.
- Commune Idea: I think WDO is a good partnership with commune and the people in community because they can help us to get better life than before as many problems. I encourage for WDO working here and I am very happy to cooperation in all positive situations.
- Suggestion: want to help on agriculture more to strength people livelihood.

**Kampong spue meeting FGD on (27 July 2011)**

- The participation was 23 people and 16 female from two villages- Rokapok and Prey Smach.
- CCGs activities: facilitation, encourage people implementation project components, call people meeting, explain people for behavior change, home visit.



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- Received from WDO Projects: rice seed, vegetable seed, chicken, pig, fish, cow, hand and ring pump, fruit tree, repairing road, digging cannel, child scholarship, saving group, rice bank and training course.
- 5 years ago: source of the water (2km), disease, lack of cleaning water
- Now: water nearby but drought in dry season, have a toilet, hand pump, water filter
- Planting vegetable only raining season because no source of water in dry season
- There were many people still illness because of the weather so hot
- the health center is about 10 km
- The service of health center is so good
- WDO project was not so fast developing because natural resource here not allow.
- People always lack food, the soil not fertilized, there were many children, people always loan money from many banking.
- Gender: reduced some cases because of people drunk, and not work in family
- Saving group: Rokapok village had 2 groups with 30 members and no problem to appear.
- Saving group: Preysmach village had 2 groups with 20 family member and they need to punish people who not on time for deposit (500 Riels per time /a month)
- People loan the money for child illness, raising animal, and buy food.
- Cow bank have increased 2 ( 8 cows as a capital cow) all cows were pregnant.
- Pig with 10 groups
- The leadership and management of CCGs were not so good because there were little CCGs and poverty so they need to urban for find other jobs.
- Suggestion: CCGs want to get a bike for transformation and increase saving group
- Add more pump and want to WDO continue project here

**Takeo TekThla FGD (28 July 2011)**

- The participation in total 29 with 17 females. (Two villages: Ang krolanh and Tek Thla)
- During 6 years for working with WDO
- Activities of CCGs: facilitation, meeting, share information, saving group activities, and agriculture activities.
- Project received: Dam, fish, and fruit tree, pig raising, chicken, toilet, pump, pond and water filter.
- Before there were many problems : child disease, and animal disease
- Now people had a good health
- People benefit from WDO they were raising chicken and it can support their family with rest some money for send child to school.
- They had a pond for fish raising
- they can sell the pig for buying a bike for their child to school
- Saving group is improve
- WDO provided 1500000 Riels
- people establish group member(capital 20000 Riel and 2000 Riel monthly)
- No problem with saving group because they had a policy
- One family can loan 300000 Riel
- For buying land, raising animal, fertilizer, and emergency need
- They can loan only 3 months with 3%
- We have 2 groups: group one total 5000000 Riels Stat 2008
- Group 2 6800000 Riels stat 2006
- Training received: gender(only one village), facilitation skill, proposal requesting
- Suggestion: continue implementation project and strength people standard of living



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**Pastor interview**

- Her name is Blong Sopheap, live in Ponlue village. She is a pastor and member of village leader which is responsibility with lady and child. In her pastor respond, there were five villages for leader such as Kavav, Choraspan, Kansomkaseng, Trapeang Rodul and Ponlue.
- The member of village leader, she kept look to lady with the number of lady pregnancy and widow with the report to the village chief and commune council. For monitoring this number, she went to home visit with some recording.
- Child monitoring: she need to know all child situation in village by home visit and ask some question to the parent for more information such as the reason of child skip the school, the child problem, and child disease. Most of child are under 18 years old and study at grade 7 to 9
- I had sold some cases in village that about child skip the school and now they had attend at school on time.
- I had a plan to monitor about this action because I need to report to village chief and commune council every month and it is the plan from the authority to support them
- Pastor responsibility: encourage people, HIV, orphan, window, older people and disable people
- Recording HIV 2 people, disable 5 people, 4 orphans
- Member of Christian 117 people with 80 families
- Before WDO entering 15 families who were believe and now increase because they think that Christian is no discrimination
- Training receiving: Gender, proposal requesting, agriculture technical, and facilitation skill
- I had mainstreamed all the lessons from WDO to the people by informal meeting such as discussion and talk face to face.
- The main problem : People lack food
- WDO providing: 106 toilets, 5 hand pump, 1 rice bank, rice 7 tons, 1 dam, 5 ring pumps, 3 saving groups, 12 families member of pig raising, 37 families of chicken raising, dig pond 74 families, 110 families fish raising, 30 families for plastic pond, fruit tree 102 families and earth worth 2 families.
- Now the people are better than before they can planting vegetable as a families and selling

**Takeo Ponlue FGD (29 July 2011)**

- The participation in total 20 with 8 females. (Two villages: Ponlue and Snangromang)
- During 6 years for working with WDO since 2005
- Activities of CCGs: get information from WDO, pushing people idea, facilitation, meeting, share information, saving group activities, and agriculture activities.
- Project received: fish, and fruit tree, pig raising, chicken, toilet, pump, pond and water filter, child scholarship, digging pond, saving group.
- No discrimination sharing benefit
- Before there were many problems : child disease, and animal disease
- Now people had a good health
- People benefit from WDO they were raising chicken and it can support their family with rest some money for send child to school.
- They had a pond for fish raising
- they can sell the pig for buying a bike for their child to school
- Saving group is improve
- 3 group in Ponluer: 2 groups had member 25 families and one group had 17 families(3% for group member and 3.5% for outside group)
- There were 2 groups at Snang romang with 30 families member and 5000 Riels for monthly with 3% interest for the family in group but if out group 5%



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- No problem with saving group
- For buying land, raising animal, fertilizer, and emergency need
- They can loan only 3 months with 3%
- We have 2 groups: group one total 5000000 Riels Stat 2008
- Group 2 6800000 Riels stat 2006
- Training received: gender, proposal requesting, agriculture technical, hygiene
- Suggestion: continue implementation project and strength on domestic violence

**Takeo Tongke on (30 July 2011)**

- There were 3 villages for participation such as Tongke, Angsvaychek, Angkrosang . And there were 19 people for participants with 5 females.
- Activities of CCGs: give information to people, inform about health identification problem.
- The problem facing: lack of agriculture technical skill, and hygiene
- There were some NGOs such as Sanmaritant puase provide hand pump and toilet(In only Tongke village) and WDO.
- 2 year ago : There were many problem: diarrhea, lack of food, uneducated people, domestic violent, animal disease, lower skill on agriculture technical.
- WDO training course received: facilitation skill, chicken raising and vegetable planting. We applied and share to other.
- The lesson was difficulty such as Facilitation skill and Conflict Resolution.
- The skill wanted to get from WDO such as Raising Chicken, Pig, and Cow.
- Because of the people so poor, the violent appeared in family.
- The Christian member was increase because we have a good relationship and we see now increase more.
- CCGs had share a good new with local authority.
- Commune Idea: I think WDO is a good partnership with commune and the people in community because they can help us to get better life than before as many problems. I encourage for WDO working here and I am very happy to cooperation in all positive situations.
- Suggestion: want to help on agriculture more to strength people livelihood.



**Annex 7.**

**List of Participants for the KIs and FGDs**

<b>Svang Rieng FGD (25 July 2011)</b>					
<b>No.</b>	<b>Name</b>	<b>Gender</b>	<b>Age</b>	<b>Village</b>	<b>Position</b>
1	Teang Han	M	50	Takov	Village chief
2	Sar Liya	F	40	Takov	CCG member
3	Chay YaB	M	51	Takov	CCG member
4	Doung Saret	M	50	Boeng Riey CCheng	CCGs leader
5	Kum vira	F	48	Boeng Riey CCheng	CCG member
6	Ream Chenta	F	24	Boeng Riey CCheng	CCG member
7	Phat CChin	F	48	Boeng Riey CCheng	CCG member
8	Doung Soeun	F	58	Boeng Riey CCheng	Villager
9	Tum Phen	M	62	Boeng Riey CCheng	Village chief
10	Si Sin	M	26	Boeng Riey CCheng	CD
11	Aiv New	F	62	Boeng Riey Tabong	Village chief
12	Svay Sokom	F	30	Boeng Riey Tabong	CCG member
13	Phen Phen	M	40	Boeng Riey Tabong	CCG member
14	Phin Sem	F	56	Boeng Riey Tabong	CCG member
15	So Ket	F	62	Boeng Riey Tabong	Vdc
16	Meas Phean	F	45	Kouch	CCG member
17	Yous Phan	F	55	Kouch	CCG member
18	Phen Seab	M	50	Kouch	Assistant Village
19	Mouv Savoeun	F	65	Korl	Village chief
20	Chiy Sakan	F	55	Korl	CCG
21	Aouk Savan	F	45	Korl	CCG
<b>Total No. of Participants – 21 (14 Females)</b>					

<b>Svay Rieng FGD on (26 July 2011)</b>					
<b>No.</b>	<b>Name</b>	<b>Gender</b>	<b>Age</b>	<b>Village</b>	<b>Position</b>
1	Pheak Sarith	M	47	Bayab	CCG member
2	Aung Chomren	M	35	Bayab	VD
3	Toch Soeun	M	34	Bayab	CCG member
4	Nuong Yang	M	61	Bayab	Chief of a commune
5	Auy SamaAul	M	56	Bayab	Village Chief
6	Mum Sarin	F	45	Bayab	VD
7	Mek SaKu	M	59	Pheatarous	CCG member
8	Teang Sanghar	M	58	Pheatarous	Assistant Village
9	Som Sopa	M	62	Pheatarous	CCG member
10	Meas Bora	M	58	Pheatarous	Assistant commune



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No.	Name	Gender	Age	Village	Position
11	Pheak Aoung	M	43	Pheatarous	CCG member
12	Muk Srey neang	F	18	Pheatarous	CCG member
13	Meas SaMun	F	44	Pheatarous	CCG member
14	Seam Chettra	M	19	Basak	CCG member
15	Yus Lili	F	25	Basak	CCG member
16	Brak Sinat	F	20	Basak	CCG member
17	Brak Sine	F	17	Basak	CCG member
18	Kum Ranni	M	32	Basak	CCG member
19	Toch Savut	F	35	Basak	CCG member
20	Brak CChoun	M	52	Basak	Pastor
21	Mi Tet	M	63	Basak	Village chief
22	Phung Sokka	F	46	Basak	VD
23	Brak Nen	M	17	Basak	Youth
24	Yean Chandara	M	18	Basak	Youth
25	Seam SoPhean	F	30	Basak	Group Saving
<b>Total No. of Participants – 25 (8 Females)</b>					

**Kampong spue meeting FGD on (27 July 2011)**

No.	Name	Gender	Age	Village	Position
1	Dougn Say	M	67	Prey Smach	Chief of a Khum
2	Aing Aun	M	55	Prey Smach	Village chief
3	Buv Li	M	42	RoKaPok	CCG member
4	Chak Phuv	F	52	RoKaPok	CCG member
5	Seang Doeun	F	39	RoKaPok	Villager
6	Aie Kung	F	57	RoKaPok	Villager
7	Kat Nget	F	39	Prey Smach	Villager
8	Kem Kit	F	71	Prey Smach	Villager
9	Aem Poeung	F	52	Prey Smach	Villager
10	Bich Ran	F	37	Prey Smach	Villager
11	Bo Aon	F	41	Prey Smach	Villager
12	Aeng Phus	F	65	Prey Smach	Villager
13	Chen Srey toch	F	27	Prey Smach	Villager
14	Chen Sok heng	F	27	Prey Smach	Villager
15	Seang Chanra	F	41	Prey Smach	Villager
16	Seang Sap	F	38	Prey Smach	Villager
17	Mech Kom	M	41	Prey Smach	Villager
18	Noun Koeun	F	48	Prey Smach	Villager
19	Aeng Chenta	M	44	RoKaPok	Villager
20	Dang ri	M	42	RoKaPok	CCG member



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No.	Name	Gender	Age	Village	Position
21	Aen Sopni	M	37	RoKaPok	Villager
22	Ma Van	M	58	RoKaPok	Villager
23	Seang Vanna	F	42	RoKaPok	commune council
<b>Total No. of Participants – 23 (15 Females)</b>					

**Takeo TekThla FGD (28 July 2011)**

No.	Name	Gender	Age	Village	Position
1	Chin Pun	M	60	Tek Thla	Village chief
2	Brak nat	F	49	Tek Thla	Villager
3	Min Ta	M	43	Tek Thla	Villager
4	Neang Tuch	F	28	Tek Thla	CCG member
5	Kung Tel	M	47	Tek Thla	Villager
6	Chen Lav	M	38	Tek Thla	Villager
7	Sen Aang	F	27	Tek Thla	Villager
8	Sen Aon	F	23	Tek Thla	Villager
9	Chen Auy	F	48	Tek Thla	Villager
10	Aouk Samar	F	56	Tek Thla	Villager
11	Vang Aan	M	36	Tek Thla	Villager
12	Sar Mom	F	43	Tek Thla	Villager
13	Ven Ngal	F	47	Tek Thla	Villager
14	Moev Sov	F	38	Tek Thla	Villager
15	Tob Phol	F	56	Tek Thla	Villager
16	Bem Bot	M	32	Tek Thla	Villager
17	Ket Kum	M	28	Tek Thla	Villager
18	Chiy Soeung	M	41	Tek Thla	Villager
19	Ngem PheaP	F	29	Tek Thla	CCG member
20	Ngem Sopheap	F	28	Tek Thla	Villager
21	Ngit Soven	F	42	Tek Thla	Villager
22	Aeam Ka	F	49	Tek Thla	Villager
23	Tep Seang	F	42	Tek Thla	Villager
24	Keat ken	F	57	Tek Thla	CCG member
25	AouK Aoun	M	33	Tek Thla	Villager
26	Her Mun	M	34	Tek Thla	Villager
27	Lim Rat	M	42	Ang kroLanh	CCG member
28	Thob Mol	M	40	Ang kroLanh	CCG member
29	Thub Sophab	F	44	Ang kroLanh	CCG member
<b>Total No. of Participants – 29 (17 Females)</b>					

**Takeo Ponlue FGD (29 July 2011)**

No.	Name	Gender	Age	Village	Position
1	Chhean Mean	M	37	Sneng Romeng	Pastor
2	Chha Maradi	F	28	Sneng Romeng	CCG member
3	Dim Votty	M	20	Sneng Romeng	Assistant Village
4	Chha Ang	F	42	Sneng Romeng	Villagere
5	Bu Kimat	F	57	Sneng Romeng	CCG member
6	Teng LiAng	F	51	Sneng Romeng	CCG member
7	Aom Mov	M	37	Sneng Romeng	Village chief
8	Plong Sophap	F	48	Ponlue	Pastor



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No.	Name	Gender	Age	Village	Position
9	Mol Mon	M	46	Ponlue	CCG member
10	Mov Phan	M	44	Ponlue	CCG member
11	Aom Aon	F	44	Ponlue	CCG member
12	Brach Han	M	48	Ponlue	CCG member
13	Chan Lon	F	45	Ponlue	CCG member
14	Cha SomAol	F	35	Ponlue	CCG member
15	Lear Ngoun	F	47	Ponlue	CCG member
16	Aeng Tong	M	51	Ponlue	CCG member
17	Cha Boritty	M	55	Ponlue	Village chief
18	Aem Aoch	F	35	Ponlue	Assistant Village
19	Choun Kom	M	34	Ponlue	Villager
20	Yit Sav	M	60	Ponlue	Chief of a Commune
<b>Total No. of Participants – 20 (10 Females)</b>					

<b>Takeo Tongke on (30 July 2011)</b>					
No.	Name	Gender	Age	Village	Position
1	Yay Sopa	M	56	Tongke	Pastor
2	Pa Srayrat	F	22	Tongke	CCG member
3	Meas Kun	M	57	Tongke	Village chief
4	Moeun Sarat	M	42	Tongke	CCG member
5	Teav Sreypha	F	20	Tongke	CCG member
6	Chrech Sok	M	45	Tongke	Assistant Village
7	Noun Sokon	M	59	Tongke	VC
8	Phat Seam	M	60	Ang Svay Chek	Pastor
9	Hang Lim	M	32	Ang Svay Chek	CCG Leader
10	Nan Sokan	F	36	Ang Svay Chek	CCG member
11	Nan PiSy	M	22	Ang Svay Chek	CCG member
12	Ta Dom	M	70	Ang Svay Chek	CCG member
13	Ket Me	M	70	Ang Svay Chek	CCG member
14	Cho Seanglang	F	50	Ang Svay Chek	CCG member
15	Chim Son	M	60	Ang Krosang	Assistant Village Chief
16	Sem Say	M	38	Ang Krosang	Villager
17	Tob Sroeun	M	60	Ang Krosang	Villager
18	Aem Leng	F	54	Ang Krosang	Villager
19	Ye Sok Ang	M	29	Ang Krosang	Villager
<b>Total No. of Participants – 19 (5 Females)</b>					

**TOTAL PARTICIPANTS - 137**

**MALE - 68**

**FEMALE - 69**

**Annex 8.**

**Staff Training**

Training Course	2011		2010		2009		2008	
	Date	Participants N°	Training Date	Participants N°	Date	Participants N°	Date	Participants N°
Project Management			24-28 May 2010	8				
Strategy Planning			31 May- 4 June 2011	8				
Practical Report Writing			12-16 July 2010	8				
Rights Based Approach to Development			2-5 August 2010	8				
Baseline Survey			6-9 September 2010	8				
Rights Based Programming			1-5 November 2010	8				
Master on Business Administration	11-Jul-11	1	11-Jan-11	8				5
Bachelor			18-Nov-11 31-Dec-11	8				3
Associate			17-Sep-11	8				

**Annex 9.****WDO Management and Staff on Board**

<b>Name of Staff</b>	<b>Position</b>	<b>Date Hired</b>	<b>Sex</b>
Pok Peuvthida	Executive Director	4-Sep-00	M
Muth Bandol	Finance Manager	1-Jan-07	F
Chhum Sinoun	Finance Officer	2-Feb-07	F
Sar Channop	Admin/Finance Staff	1-Jun-03	M
Ros Sovannarith	Admin/Finance Staff	1-May-11	F
Va Minea	Cleaner	1-Oct-00	F
Lor Tum	IGP	1-Jul-04	M
Oum Chhoeun	Project Manager	1-Dec-01	M
Chiek Rigen	M/E	1-Jun-07	M
Nget Chheng Lang	Agriculturist	1-Apr-04	F
Sor Kakada	CD facilitator	1-Apr-11	M
San Veasna		1-Mar-03	M
Chann Sothea	Training Coordinator	1-Jan-07	F
Chhay Pirom		1-Nov-02	
Chann Noeng		1-Apr-04	M



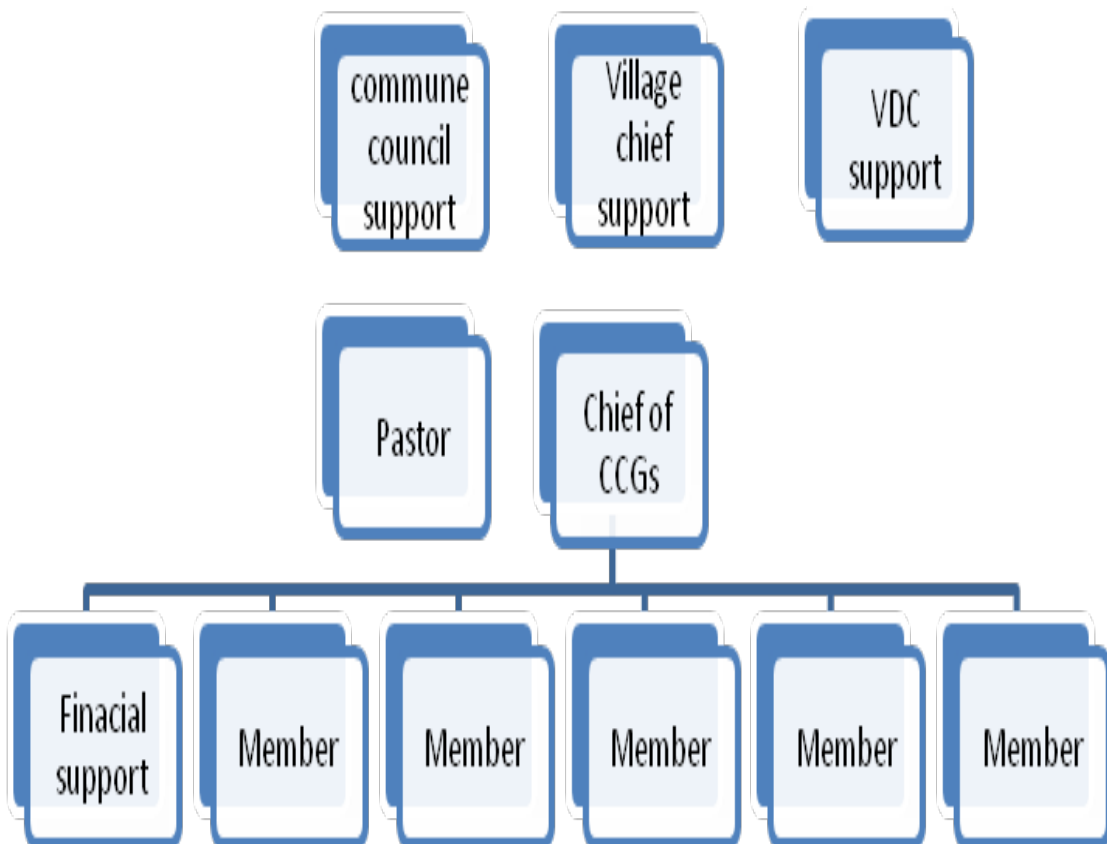
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Savun Puthik		1-Dec-02	F
Oeur Maneth			M
Pheng Lay		1-Nov-02	M
Ket Bunthoeun		21-Nov-05	M
Sun Boran		1-Jun-07	M
Thy Samnang		1-May-11	M
Nov Sinit		1-May-11	F
Kim Theary		1-Mar-11	F
Teang Daliny		1-Apr-11	F
Yauk Kunthea Sambo		21-Sep-05	M
Vann Sreyra		1-Mar-07	F
Chhoeum Sarith		1-Mar-07	M
Meas Sarin		1-Jan-10	M
Horm Vuthy		1-Jan-10	M
Mork Nut		1-Jan-10	M
Preab Chhauch		1-Apr-11	M
Ly Sophal		1-Mar-11	M



**Annex 10.**

**CCG Structure**





***Annex 11.***

***Photo Documentation***