

EVALUATION OF CABDICO DISABILITY PROGRAMME, CAMBODIA

October 2012

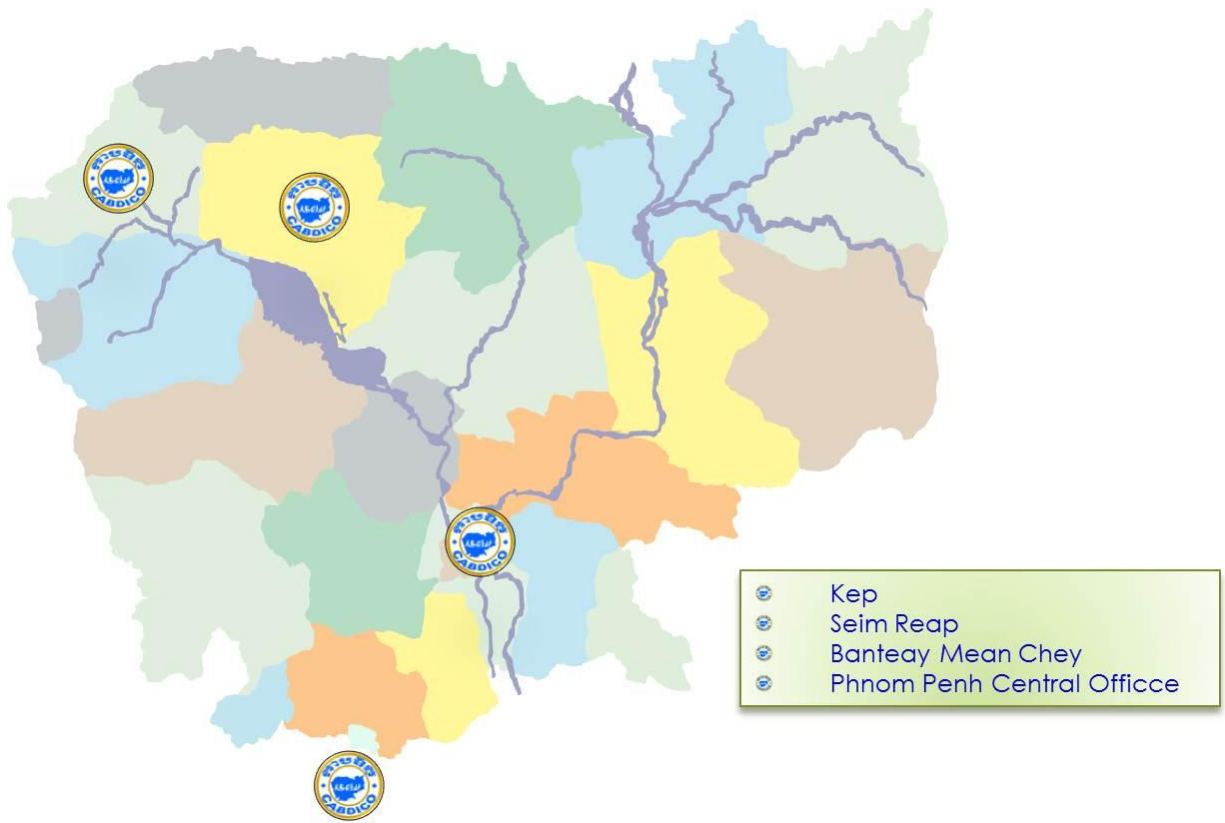
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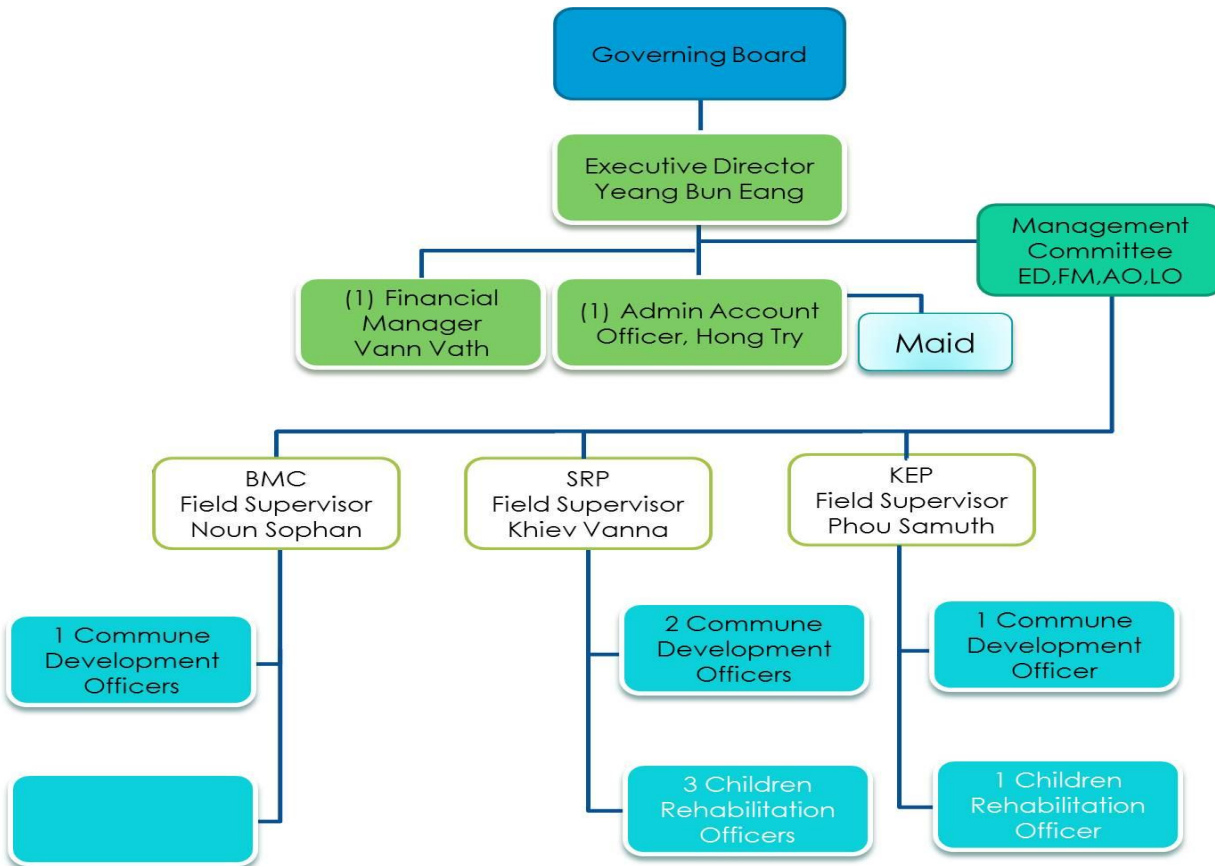
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CABDICO AREA OF OPERATIONS



CABDICO ORGANOGRAM



LIST OF ACRONYMS

ARC: Australian Red Cross

CABDICO: Capacity Building of People with Disability in the Community Organisation

CBR: Community based rehabilitation

CCD: Community Committee on Disability

CDO: Community Development Officer

CRO: Children's Rehabilitation Officer

DIAF: Disability Inclusive Assistance Fund

DoSVY: District Office of Social Affairs, Veterans and Youth Rehabilitation

DPO: Disabled Persons' Organisation

MoSVY: Ministry of Social Affairs, Veterans and Youth Rehabilitation

NGO: Non-governmental organisation

PIT: Provincial Implementation Team

PoSVY: Provincial Office of Social Affairs, Veterans and Youth Rehabilitation

SHG: Self-help group

EXECUTIVE SUMMARY

Capacity Building of People with Disability in the Community Organisation (CABDICO) is a local NGO in Cambodia, working in 3 provinces – Seam Reap, Banteay Mean Chey and Kep. CABDICO is funded by the Disability Inclusive Assistance Fund (DIAF) of Australian Red Cross (ARC), Handicap International Luxembourg and UNICEF for a project entitled **Reintegration and Capacity Building of People with Disability in the Community**. The overall goal of this project is “to improve the capacity and the inclusion of persons with disabilities (including landmine and UXO victims, women with disability, children with disability), their family members and other vulnerable groups (e.g. poor widow as head of household) to enjoy the quality of life and social development actions with barrier-free and basic human rights respects”. The main activities are home-based rehabilitation and referrals; formation of self help groups and federations; skills training and income generation; inclusive education; awareness raising and networking.

CABDICO has undergone major management changes over the last 2 years, with a new executive director in place, and the organisation is in the process of constituting a new board. The current project tenure ends in December 2013.

The **objective** of evaluation was to address the five fundamental evaluation criteria: quality and relevance of design, effectiveness, and efficiency of implementation, impact and potential for sustainability of the CABDICO project in the past three years. The findings of the evaluation are to be used as inputs for the development of CABDICO’s future plans.

The **methodology** included review of background documents by the external evaluator and collection of data by the CABDICO team on progress against planned objectives and indicators based on the original proposal. An additional data collection form was developed by the evaluation team for documenting the project outcomes. The field visit was carried out over 7 days in October 2012 in Sem Reap and Kep provinces, and covered review of records, observation of activities, individual interviews and focus group discussions with stakeholders, collection of data on outcomes and a feedback workshop with senior staff.

The **findings** are based only on observations arising from the field visit, as the data on coverage and outcomes available with the project were not usable.

CABDICO’s work is **highly relevant** and needed in the areas where it is in operation, especially in remote rural areas where there are no organisations working for and with persons with disabilities.

CABDICO has been **effective** in the areas of home based rehabilitation and promotion of inclusive education; and has made a good beginning in the areas of SHGs, federations and CCDs.

The situation of persons with disabilities in CABDICO's areas of operation has shown ***positive changes*** in the lives of persons with disabilities in terms of improved functioning ability in children, access to education, increased income, better acceptance by the community and increased social participation.

The project's ***efficiency*** has been affected largely due to the management changes over the last year.

CABDICO's strategy of building capacity of stakeholders like government at province, district and commune levels, establishing and building capacity of SHGs federations and CCDs can ensure ***programme sustainability***. By building capacity of existing systems like teacher training for inclusive education in collaboration with the PIT, some elements of ***institutional sustainability*** are ensured. ***Organisational sustainability*** is still questionable, as CABDICO continues to be dependent on external donors and few mechanisms appear to be currently in place to address this.

The ***significant outcomes*** highlighted by the evaluation, along with ***areas for improvement*** are listed below.

Home based rehabilitation and education

The CROs have produced good outcomes in children with cerebral palsy or intellectual impairments in terms of improved mobility, communication skills, and activities of daily living skills. Other children with physical disabilities have been enabled to go to school with the education support provided. The families are happy with the progress shown by their children and generally realistic about their expectations from the children.

These continue to be highly relevant and needed activities, especially for children with more complex and severe categories of impairments like intellectual disability, cerebral palsy or multiple disabilities, and for those living in rural areas with limited or no access to rehabilitation services and education support. It is encouraging to note the government initiatives in promoting inclusive education through the PIT system. CABDICO's strategy of working in partnership with the PIT is very good, as it helps to institutionalise and strengthen inclusive education within the existing system, instead of setting up parallel systems.

The CROs need refresher training on dealing with children with multiple disabilities and dealing with parent expectations.

CABDICO needs to develop an exit policy to decide when the children do not need any more support and the case file can be officially closed.

Livelihoods

As a result of livelihoods support, the living conditions of persons with disabilities and their families have improved. In many instances, their situation, which used to be lower than others in their communities, has now reached the same level. Some of them who used to resort to begging, no longer do so.

Self help groups and federations

Membership in SHGs has helped to change the situation of persons with disabilities in terms of increased income, increased capacity, better acceptance by the community, reduced isolation, ability to communicate and represent their problems collectively to authorities, increased social participation and reduced usage of derogatory terms to refer to persons with disabilities.

However, it appears that general awareness on disability issues in the communities is still low and needs to be improved.

SHGs and federations need more capacity building to make them independent and sustainable. The groups are still dependent on the CDOs, and many members remain passive.

CABDICO's policy of working for only 3 years with each group needs to be reviewed. SHG formation and consolidation, especially in situations of poverty, low levels of education and skills as is the case with persons with disabilities, will take at least 5-6 years, and an arbitrary time frame of 3 years may not be sufficient for this purpose.

Community Committees on Disability

As result of establishing the CCDs, disability issues are now included in the commune development plans, persons with disabilities receive free health care at the health centres, and the education representative on the CCD acts as a link person for the PIT on behalf of children with disabilities.

The idea of CCDs is very relevant and appropriate, in the interests of inclusive development and sustainability. However, the CCDs are still dependent on the CABDICO CDOs, and at present all the responsibilities are borne largely by the volunteers who receive a small honorarium. It is doubtful if CCDs will continue in the absence of CABDICO, unless they are strengthened and made independent so that they can continue to address disability issues as part of their development plans. CABDICO needs to motivate all CCD members to work as volunteers, instead of depending on 1 volunteer in each CCD.

Stakeholders and partnerships

CABDICO has built up good linkages and relationships with government at commune, district and province levels. The commune councils have included disability issues in their development plans. The partnership with the PIT of the Ministry of Education has been effective in promoting inclusive education. In Kep, CABDICO was invited by MoSVY to initiate the disability project in the province and provided with a room in the PoSVY office for their activities. PoSVY officials in Kep see the project as a joint one, and show some ownership of the project.

CABDICO needs to capitalise on the relationship with PoSVY in Kep to develop a model project that can be replicated.

CABDICO also needs to develop linkages with DPOs in their own and in neighbouring provinces, to build capacity of their SHGs and federations.

Planning and management issues

The management changes over the last 2 years have had a negative effect on programme implementation and efficiency of the project.

The executive director needs to be supported in donor communication, documentation and reporting, possibly through the recruitment of a person who can handle these matters. This needs to be done on an urgent basis.

The board also needs to be reconstituted urgently.

CABDICO needs to develop better systems for monitoring and capturing outcomes of their work. The progress records of home based rehabilitation need to be consolidated at the central level. Check-lists and rating scales need to be developed to monitor progress of the groups.

There is a need to further reduce and consolidate the coverage areas of CABDICO in Seam Reap and Banteay Mean Chey to make the work more manageable and less burdensome on the staff. CABDICO will need to decide whether this would mean reduction in the number of provinces or number of districts per province.

The Kep project can be presented as a separate project to a donor, with clear plans to hand it over to PoSVY within an agreed time frame. Within this time, CABDICO will need build capacity of the government systems from province level downwards to the commune council level to make the project sustainable. Good documentation systems are needed to capture the outcomes and lessons learned, so that the project can be replicated.

The staff, as seen during the evaluation are motivated and committed to their work, and the CROs in particular have produced impressive outcomes in their home based rehabilitation and inclusive education activities. The CDOs need more time to build up the SHGs, federations and CCDs to make them independent.

Some additional training needs were identified during the evaluation: the CROs need some refresher training on dealing with children with multiple disabilities and dealing with parent expectations; while the CDOs need additional training on community development and mobilisation. CABDICO will need to plan for training to address the identified needs.

INTRODUCTION

Capacity Building of People with Disability in the Community Organisation (CABDICO) was registered as a local non-governmental organisation (NGO) with the Ministry of Interior in 2006. CABDICO is the result of the 'localisation' of Handicap International's project in Cambodia, which was in operation in the country between 1999 and 2005.

CABDICO works in 3 provinces – Seam Reap (5 districts and 26 communes), Banteay Mean Chey (3 districts and 14 communes) and Kep (2 districts and 5 communes).

The **vision** of CABDICO is to ensure that all disabled people have the inherent rights to be respected for their human dignity. Disabled persons, whatever the origin, nature and seriousness of their handicaps and disabilities, enjoy the same fundamental rights as their fellow-citizens and a decent life and equal dignity.

The **mission** is to build the capacity of people with disabilities and their family members in order to improve their integration into social and economic development action with equal rights and dignity living in their community.

CABDICO was funded by the Disability Inclusive Assistance Fund (DIAF) of Australian Red Cross (ARC) for the 3 year period of April 2009 to June 2012, for a project entitled **Reintegration and Capacity Building of People with Disability in the Community**. The project is co-funded by Handicap International Luxembourg (2010-2013) and UNICEF (2009).

The overall goal of this project is "to improve the capacity and the inclusion of persons with disabilities (including landmine and UXO victims, women with disability, children with disability), their family members and other vulnerable groups (e.g. poor widow as head of household) to enjoy the quality of life and social development actions with barrier-free and basic human rights respects". Towards this end, CABDICO formulated 4 objectives:

1. CABDICO is sustainable on technical and management aspects.
2. The community of persons with disabilities is empowered through the strengthening of Self Help Groups (SHG) to exchange experience between members; conduct public awareness on disability issues; support vocational trainings for their members and manage microcredit for their members.
3. The local and national net-working are reinforced to increase the sustainability of activities.
4. Children with disabilities have better access to appropriate services, including home-based rehabilitation and school integration.

The main activities to achieve these objectives are home-based rehabilitation and referrals; formation of self help groups and federations; skills training and income generation; inclusive education; awareness raising and networking.

CABDICO has a governing board that includes representation from Handicap International, the original promoter. The organisation has staff strength of 14, half of whom are persons with disabilities, and 4 are women.

There have been major management changes in the organisation over the last 2 years: the executive director died in late 2010 after a prolonged illness and the present director (one of the older programme staff of CABDICO) has been in charge for about a year. Some board members have left as well, due to various reasons, and the organisation is in the process of constituting a new board.

From 2010, CABDICO reduced its area of operations in Seam Reap from 7 districts to 5. In Banteay Mean Chey, the focus of activities has been mainly on SHGs and federations and less on education, home based rehabilitation and referrals. The work in Kep was started in 2009 at the invitation of PoSVY.

The present project term will end on 31st December 2013. The current evaluation was planned as part of the project plan to document the relevance, efficiency, effectiveness, impact and sustainability of the project, and to highlight lessons learnt to serve as important inputs for the development of the next stage of this project.

OBJECTIVES OF THE EVALUATION

The objective of evaluation was to address the five fundamental evaluation criteria: quality and relevance of design, effectiveness, and efficiency of implementation, impact and potential for sustainability of the CABDICO project in the past three years (Appendix 1- Terms of Reference).

Specifically, the evaluation focussed on:

- Assessing the effectiveness and participatory nature of governance and management of the project.
- Assessing the level of participation of people with disability, family and ownership
- Assessing the extent to which the needs of clients are served and the suitability of project support for their disability, age, gender, social-economic position
- Assessing the sustainability of the projects activities and achievements
- Examining how community knowledge of disability has changed and how perceptions of the rights of people with disabilities have changed
- Developing recommendations for further developments of the project or the guidance of similar projects in the future

The primary findings of the evaluation are to be used as inputs for the development of CABDICO's future plans.

Apart from this the result of the evaluation are expected to provide relevant information to CABDICO and the key stakeholders of the organisation.

METHODOLOGY

A participatory approach was adopted for the process of the evaluation. The evaluation team comprised of the external evaluator and the CABDICO Executive Director.

The methodology included review of background documents by the external evaluator and collection of data by the CABDICO team on progress against planned objectives and indicators based on the original proposal. An additional data collection form was developed by the evaluation team for documenting the project outcomes.

The field visit was carried out over 7 days in October 2012 in Seam Reap and Kep provinces, and covered review of records, observation of activities, individual interviews and focus group discussions with stakeholders and collection of data on outcomes.

Table 1 gives details of the evaluation activities and stakeholders met during the field visit.

Location	Stakeholders	Purpose
Seam Reap	<ul style="list-style-type: none"> <li data-bbox="384 232 759 327">• Bakorng District Federation: Leader (F), Secretary (M), treasurer (F), member (M) <li data-bbox="384 427 759 618">• Commune Committee of Disability: Commune Chief (M), School Cluster Chief (M), Health representative (M), Volunteer (F), 2 SHG members <li data-bbox="384 685 759 779">• SHG meeting: 4 members, all men: Leader, Secretary, treasurer and a member <li data-bbox="384 853 759 1010">• 3 Home visits: 4 year old girl with cerebral palsy, 7 year old girl with one arm, 4 year old girl with intellectual disability, epilepsy and heart disease <li data-bbox="384 1043 759 1137">• Meeting with Provincial Implementation Team (PIT of Ministry of Education): 3 men <li data-bbox="384 1178 759 1335">• Staff meeting: Field Supervisor (M), 2 Community Development Officers (M), 3 Children's Rehabilitation Officers (F) 	<p data-bbox="791 232 1398 389">Discussion on objectives of the Federation, activities and achievements, support received from CABDICO, , situation of persons with disabilities before and now, links with government, current problems, future plans, sustainability</p> <p data-bbox="791 427 1398 584">Discussion on purpose, roles, activities and achievements, benefits to persons with disabilities through their action, training received, situation of persons with disabilities before and now, coordination with CABDICO, sustainability of CCD and future plans.</p> <p data-bbox="791 685 1398 808">Discussion on objectives of the SHG, activities and achievements, training received, benefits of joining SHG, situation of persons with disabilities before and now, current problems, future plans, sustainability</p> <p data-bbox="791 842 1398 943">Discussion on length of contact with CABDICO, services received, changes in children because of CABDICO inputs</p> <p data-bbox="791 1043 1398 1133">Role and activities of PIT, collaboration with CABDICO, challenges faced, future plans, expectations from CABDICO, CABDICO's expectations from PIT</p> <p data-bbox="791 1178 1398 1335">Discussion on geographical coverage, former and current roles and responsibilities, training received, understanding of disability and development, achievements/successes, challenges faced, monitoring and records, support needed to achieve project goals</p>
Kep	<ul style="list-style-type: none"> <li data-bbox="384 1476 759 1543">• Staff meeting: 2 staff (1 CDO, 1 CRO)M) <li data-bbox="384 1733 759 1991">• Persons with disabilities: 9 year old boy with weak left hand; 11 year old boy with mild cerebral palsy, 9 year old girl with Down Syndrome, 4 year old boy with cerebral palsy, 9 year old girl with hemiparesis 	<p data-bbox="791 1476 1398 1666">Discussion on geographical coverage, current roles and responsibilities, cooperation with PoSVY and DoSVY, training received, understanding of disability and development, achievements/successes, challenges faced, monitoring and records, support needed to achieve project goals</p> <p data-bbox="791 1733 1398 1767">Discussion on services received, changes after services</p>

	<ul style="list-style-type: none"> • PIT: Chief of DosVY (M), Provincial Education Officer (F), Chief of Primary School (M) • SHG meeting: 3 men with disabilities, 1 woman with low vision, 1 mother of a child with disability, 1 daughter of a man with disability • CCD meeting::Commune Chief and leader of CCD (M),Chief of School Cluster (M), Volunteer (F) 	<p>Role and activities of PIT, collaboration with CABDICO, challenges faced, future plans, expectations from CABDICO, CABDICO's expectations from PIT, sustainability of the KEP project</p> <p>Discussion on objectives of the SHG, activities and achievements, training received, benefits of joining SHG, situation of persons with disabilities before and now, current problems, future plans, sustainability</p> <p>Discussion on purpose, roles, activities and achievements, benefits to persons with disabilities through their action, training received, situation of persons with disabilities before and now, coordination with CABDICO, sustainability of CCD and future plans.</p>
Phnom Penh	<ul style="list-style-type: none"> • Workshop with staff from the 3 provinces 	Self- rating of their work on a scale of1- 5, with 1=very good, 5= very poor

At the end of the field visit, a feedback session was held with the senior management of CABDICO.

The draft report was prepared by the external evaluator and sent to CABDICO and Handicap International for feedback. The report was subsequently finalised, incorporating feedback received.

FINDINGS

Although an attempt was made to collect coverage and outcome data, what the project had in terms of quantitative data were found to be not entirely usable due to internal inconsistencies and discrepancies. This is apparently because the present executive director did not have access to much of the records and reports prepared by his predecessor, and it was therefore difficult for him to compile much of the quantitative data required for the evaluation.

The evaluation findings are thus based largely on qualitative data arising out of observations of activities, focus group discussions and interviews with stakeholders.

The findings are presented and discussed under the following heads:

Significant outcomes

- Home based rehabilitation

- Education

- Livelihoods

- SHGs and Federations

- CCDs

Stakeholders and partnerships

Planning and Management issues

Sustainability

SIGNIFICANT OUTCOMES

Home based rehabilitation

This is one of the early activities of the project since the time of its inception by Handicap International, and it continues to be a major strength of CABDICO. The CROs are responsible for this activity, along with referrals, parent training, home adaptation, provision of assistive devices and inclusive education.

Between April 2009 and June 2012, 669 children with disabilities (327 in Siem reap, 279 in Banteay Mean Chey and 63 in Kep province) received home-based rehabilitation services. In addition, 254 children with disabilities in the 3 provinces (132 in Seam Reap, 86 in Banteay Mean Chey and 36 in Kep) were referred for health services, including surgeries.

Assistive devices have reportedly been provided to 290 children (142 in Seam Reap, 103 in Banteay Mean Chey and 45 in Kep).

Home visits in Seam Reap

Parents of a 4 year old girl with cerebral palsy came to know about CABDICO in 2011 from another family in their village who had a child with a disability. The CRO visits the family once a week, and the child is provided physiotherapy and training in activities of daily living skills. She has been given a walker, standing frame and parallel bars. As the parents are not literate, the CRO uses pictorial guides to train them. CABDICO helped the family to make linkages with another organisation in their village that has provided them with income generation support.

A 4 year old girl with intellectual disability and epilepsy is under the care of the CRO since 2011. Her mother is part of the SHG. The child is hyperactive and shows behaviour problems. She was diagnosed with a heart defect 5 months ago, and CABDICO has organised a sponsor for her surgery. After she recovers, the CRO will work on controlling her behaviour and hyperactivity.

A 7 year old girl born with one arm came to the attention of CABDICO in 2007, when she was a year old. Her mother who was abandoned by her husband, lives with her parents, and is to be included into the SHG. From 2007 to 2011, the CRO worked with the child to provide health support, and the child is now included in the school which is located 7 km away from the house. The mother is provided with a bicycle to take the child to school.

Home visits in Kep

An 11 year old boy with mild cerebral palsy is integrated into the school by the CRO. He lives with his grandmother, as his parents work in another province. During the visit it was noticed that the grandmother has a spinal problem and would benefit from a walker.

A 9 year old girl with Down syndrome is the youngest of 5 children. She is well integrated in the family and is able to help with household chores. Although the CRO admitted her into the local school, she is unable to cope with the curriculum. The parents are aware that she is 'slow' but continue to hope that she may improve. Parent counselling is needed to reduce expectations.

A 4 year old boy with cerebral palsy has been provided with physiotherapy and walking aids. He is now able to walk with support. The mother expects him to go to school and be like other children. Parent counselling is needed to reduce expectations.

A 9 year old girl with left sided congenital weakness, and an 11 year old boy with a congenital left hand deformity have been counselled and motivated to join the school.

It was clear from the children seen during the evaluation that the CROs have produced good outcomes in children with cerebral palsy or intellectual impairments in terms of improved mobility, communication skills, and activities of daily living skills. Other children with physical disabilities have been enabled to go to school with the education support provided. The families that the evaluation team met during the field visit were happy with the progress shown by their children and generally realistic about their expectations from the children. It was evident that the children were very happy to see the CROs and responded to them very enthusiastically.

While this activity is not seen a priority in Banteay Mean Chey any more, in both Seam Reap and Kep, it is rated as the most successful by the staff.

This continues to be a highly relevant and needed activity, especially for children with more complex and severe categories of impairments like intellectual disability, cerebral palsy or multiple disabilities, and for those living in rural areas with limited or no access to rehabilitation services.

CABDICO needs to develop an exit policy to decide when the children do not need any more support and the case file can be officially closed.

Education

Between 2009 and 2012, CABDICO has assisted 123 children with disabilities to attend inclusive education schools (56 in Seam Reap, 41 in Banteay Mean Chey and 26 in Kep). The majority of these children have mobility problems.

CABDICO works in partnership with the Provincial Implementation Team (PIT) of the Ministry of Education in promotion of inclusive education in Seam Reap and Kep, by organising training of teachers and exchange visits. CABDICO also conducts school awareness activities, adaptation of the school environment for better accessibility; and provides support to the children in terms of school uniforms, books and transport.

This activity is highly relevant and has helped children with disabilities to access equal opportunities in terms of education, which they otherwise would not have received. It is encouraging to note the government initiatives in promoting inclusive education through the PIT system. CABDICO's strategy of working in partnership with the PIT is very good, as it helps to institutionalise and strengthen inclusive education within the existing system, instead of setting up parallel systems.

Livelihoods

According to CABDICO's statistics, 109 persons with disabilities received training in livestock rearing, and 447 persons received grants for income generation.

As a result, the living conditions of persons with disabilities and their families have improved. In many instances, their situation, which used to be lower than others in their communities, has now reached the same level. Some of them who used to resort to begging, no longer do so.

Self-help groups

In the last three years, CABDICO has established 58 new SHGs (26 in Seam Reap, 16 in Banteay Mean Chey and 16 in KEP). The total number of members in these SHGs is 1352, with about 44% being women. Landmine victims constitute about 23% of the members. Other marginalised people like destitute widows and some persons affected by HIV are also included in some groups.

Membership in SHGs has helped to change the situation of persons with disabilities in terms of increased income, increased capacity, better acceptance by the community, reduced isolation, ability to communicate and represent their problems collectively to authorities, increased social participation and reduced usage of derogatory terms to refer to persons with disabilities. However, it appears that general awareness on disability issues in the communities is still low and needs to be improved.

The SHG activity is rated as one of the successes by the CABDICO staff.

From interaction with the SHGs that the evaluation team met it is clear that more capacity building is needed for the groups to make them independent and sustainable, and to build capacity of members who are passive. The groups are still dependent on the CDOs.

The SHG in Seam Reap reportedly has 38 members. The 4 members that the team met were not very active. There is also an issue of possible duplication – some of the villages have women’s SHGs; and it is likely that some family members of persons with disabilities are part of those groups as well.

The SHG in Kep has 19 members and appeared to be better organised with an active and vocal leader who is aware of issues facing persons with disabilities and has some clear ideas on what is to be done.

In both groups, the members’ priorities were clearly on income generation, and when asked to describe their activities, they focus only on this aspect.

CABDICO’s policy of working for only 3 years with each group needs to be reviewed. As reported by the staff, some of the earlier SHGs that were initiated, did not sustain once CABDICO stopped working with them. SHG formation and consolidation, especially in situations of poverty, low levels of education and skills as is the case with persons with disabilities, will take time. Setting what seems to be an arbitrary time frame of 3 years may not be sufficient to build capacity of independent and sustainable SHGs.

Federations

CABDICO has helped to form federations from SHGs of persons with disabilities: 5 in Seam Reap, 6 in Banteay Mean Chey and 2 in Kep. The federations are very new, less than a year old in Seam Reap and Kep.

The Bakoong district federation that the evaluation team met in Seam Reap is formed out of 9 SHGs and has just recently been registered. This group is still in the process of developing their plan of activities, and is very dependent on CABDICO staff. CABDICO has helped to formulate the federation’s regulations, provided them the space for their meetings, and facilitated their introduction to government officials.

The federations will also require much capacity building to become independent and sustainable.

Community Committee on Disability (CCD)

The idea of CCDs was developed by CABDICO with the aim of ensuring inclusion of disability issues into the development plans of the commune councils (local government). Each CCD has the commune council chief as its head, and has representatives from health, education and social sectors, and from the SHG. The representative of the social affairs sector is the volunteer assigned to work with CABDICO. The volunteer’s tasks in relation to the disability

project include identification of persons with disabilities, assisting the CRO and CDO, follow up of clients at the commune level and maintaining records. They are trained by CABDICO and work about 4 days in a month in this project. They are paid about \$10 a month for expenses.

CCDs are formed in all the communes where CABDICO works in the 3 provinces.

As result of establishing the CCDs, disability issues are now included in the commune development plans, persons with disabilities receive free health care at the health centres, and the education representative on the CCD acts as a link person for the PIT on behalf of children with disabilities.

The idea of CCDs is very relevant and appropriate, in the interests of inclusive development and sustainability. However, the CCDs are still dependent on the CABDICO CDOs, and at present all the responsibilities are borne largely by the volunteers who receive a small honorarium. It is doubtful if CCDs will continue in the absence of CABDICO, unless they are strengthened and made independent so that they can continue to address disability issues as part of their development plans. CABDICO needs to motivate all CCD members to work as volunteers, instead of depending on 1 volunteer in each CCD.

STAKEHOLDERS AND PARTNERSHIPS

CABDICO has built up good linkages and relationships with government at commune, district and province levels.

The commune councils have included disability issues in their development plans.

The partnership with the PIT of the Ministry of Education has been effective in promoting inclusive education.

In Kep, CABDICO was invited by MoSVY to initiate the disability project in the province and provided with a room in the PoSVY office for their activities. PosVY officials in Kep see the project as a joint one, and show some ownership of the project.

CABDICO is represented in the Disability Action Council in Phnom Penh, and is part of the FURADA network of NGOs.

CABDICO needs to capitalise on the relationship with PosVY in Kep to develop a model project that can be replicated.

CABDICO also needs to develop linkages with DPOs in their own and in neighbouring provinces, to build capacity of their SHGs and federations.

PLANNING AND MANAGEMENT ISSUES

Management changes

The death of the director last year and the change in leadership has affected CABDICO to some extent, in terms of delays in programme implementation, and difficulties with donor communication, documentation and reporting. As mentioned earlier, much of the data needed for the evaluation was not easily available or could not be used.

The present executive director needs to be supported in donor communication, documentation and reporting, possibly through the recruitment of a person who can handle these matters. This needs to be done on an urgent basis.

The board also needs to be reconstituted urgently.

Monitoring and record-keeping

At the province level, staff meet once a week for reviews and planning. Monthly meetings are held in Phnom Penh between the director and the field supervisors.

The project has good recording systems for home based rehabilitation assessment and follow-up, but the data from the CROs is not being consolidated into outcome data at the central level. At present there is a system of classifying clients into “success”, “migrated” and “dead”. “Success” is decided by the CROs based on their individual knowledge of their clients.

For SHGs, federations and CCDs, there are no clear systems for monitoring.

CABDICO needs to develop better systems for monitoring and capturing outcomes of their work. The progress records of home based rehabilitation need to be consolidated at the central level. Check-lists and rating scales need to be developed to monitor progress of the groups.

Reduction of coverage areas

CABDICO works in Seam Reap and Banteay Mean Chey which are located close to each other, and in Kep which is about 600 km away. A central office is maintained at Phnom Penh. At first glance this seems to be an unmanageable geographical spread, but work in Kep was initiated at the invitation of PoSVY, and is an opportunity for CABDICO to develop a model of partnership.

In Seam Reap, CABDICO has reduced the number of districts, but some CROs still need to travel about 60 km to reach a village which they need to cover.

In Banteay Mean Chey, the focus is on SHGs and federations and less on home based rehabilitation.

There is a need to further reduce and consolidate the coverage areas of CABDICO in Seam Reap and Banteay Mean Chey to make the work more manageable and less burdensome on the staff. CABDICO will need to decide whether this would mean reduction in the number of provinces or number of districts per province.

KEP

This is a smaller province and CABDICO is in a good position to capitalise on the relationship with PoSVY to develop a good practice model for home based rehabilitation, inclusive education (including teacher training, accessibility), CCDs, SHGs and federations, and transfer it to the government over the next 3 years.

The Kep project can be presented as a separate project to a donor, with clear plans to hand it over to PoSVY within an agreed time frame. Within this time, CABDICO will need build capacity of the government systems from province level downwards to the commune council level to make the project sustainable. Good documentation systems are needed to capture the outcomes and lessons learned, so that the project can be replicated.

Staff

Most of the CABDICO staff have been with the organisation for more than 6 years, with the exception of 1 CRO in Seam Reap who joined about 2 months ago.

In the earlier years, one staff handled all the work in a particular area, but now the responsibilities are divided between CROs and CDOs. CROs handle home based rehabilitation and inclusive education, while CDOs handle SHGs, federations and CCDs. The staff believes that this makes it easier for them to focus better and produce better results.

Each CRO handles about 30-40 children with disabilities, seeing about 3 to 4 children in one day. Each CDO handles around 15-18 SHGs and 12 CCDs. In Seam Reap, the longest distance that a CRO/CDO has to travel is about 60 km from the project office, while in Kep, it is about 25 km. Both CROs and CDOs also support the commune level volunteers.

All staff members have received extensive training on disability and development issues.

The staff, as seen during the evaluation are motivated and committed to their work, and the CROs in particular have produced impressive outcomes in their home based rehabilitation and inclusive education activities. The CDOs need more time to build up the SHGs, federations and CCDs to make them independent.

Some additional training needs were identified during the evaluation: the CROs need some refresher training on dealing with children with multiple disabilities and dealing with parent expectations; while the CDOs need additional training on community development and mobilisation.

SUSTAINABILITY

CABDICO's strategy of building capacity of stakeholders like government at province, district and commune levels, establishing and building capacity of SHGs federations and CCDs can ensure programme sustainability. However, more time and efforts are needed to build capacity, especially of SHGs, federations and CCDs.

The Kep province project can be developed into a sustainable and replicable model.

By building capacity of existing systems like teacher training for inclusive education in collaboration with the PIT, some elements of institutional sustainability are ensured.

Organisational sustainability is still debatable, as CABDICO continues to be dependent on external donors and few mechanisms appear to be currently in place to address this.

CONCLUSION AND SUGGESTIONS FOR THE FUTURE

CABDICO's work is **highly relevant** and needed in the areas where it is in operation, especially in remote rural areas where there are no organisations working for and with persons with disabilities.

CABDICO has been **effective** in the areas of home based rehabilitation and promotion of inclusive education; and has made a good beginning in the areas of SHGs, federations and CCDs.

The situation of persons with disabilities in CABDICO's areas of operation has shown **positive changes** in terms of improved functioning ability in children, access to education, increased income, better acceptance by the community, reduced isolation, ability to communicate and represent their problems collectively to authorities, increased social participation, reduced begging and reduced usage of derogatory terms to refer to persons with disabilities. In many cases their situation which used to be much lower than other in their communities, is now the same.

The project's **efficiency** has been affected largely due to the management changes over the last year.

CABDICO's strategy of building capacity of stakeholders like government at province, district and commune levels, establishing and building capacity of SHGs federations and CCDs can ensure **programme sustainability**. By building capacity of existing systems like teacher training for inclusive education in collaboration with the PIT, some elements of **institutional sustainability** are ensured. **Organisational sustainability** is still questionable, as CABDICO continues to be dependent on external donors and few mechanisms appear to be currently in place to address this.

The evaluation highlighted some areas for improvement; these are listed below.

Home based rehabilitation

The CROs need refresher training on dealing with children with multiple disabilities and dealing with parent expectations.

CABDICO needs to develop an exit policy to decide when the children do not need any more support and the case file can be officially closed.

Self help groups and federations

SHGs and federations need more capacity building to make them independent and sustainable. The groups are still dependent on the CDOs, and many members remain passive.

CABDICO's policy of working for only 3 years with each group needs to be reviewed. SHG formation and consolidation, especially in situations of poverty, low levels of education and skills as is the case with persons with disabilities, will take at least 5-6 years, and an arbitrary time frame of 3 years may not be sufficient for this purpose.

Community Committees on Disability

The CCDs are still dependent on the CABDICO CDOs, and at present all the responsibilities are borne largely by the volunteers who receive a small honorarium. It is doubtful if CCDs will continue in the absence of CABDICO, unless they are strengthened and made independent so that they can continue to address disability issues as part of their development plans. CABDICO needs to motivate all CCD members to work as volunteers, instead of depending on 1 volunteer in each CCD.

Stakeholders and partnerships

CABDICO needs to capitalise on the relationship with PoSVY in Kep to develop a model project that can be replicated.

CABDICO also needs to develop linkages with DPOs in their own and in neighbouring provinces, to build capacity of their SHGs and federations.

Planning and management issues

The executive director needs to be supported in donor communication, documentation and reporting, possibly through the recruitment of a person who can handle these matters. This needs to be done on an urgent basis.

The board also needs to be reconstituted urgently.

CABDICO needs to develop better systems for monitoring and capturing outcomes of their work. The progress records of home based rehabilitation need to be consolidated at the central level. Check-lists and rating scales need to be developed to monitor progress of the groups.

There is a need to further reduce and consolidate the coverage areas of CABDICO in Seam Reap and Banteay Mean Chey to make the work more manageable and less burdensome on the staff. CABDICO will need to decide whether this would mean reduction in the number of provinces or number of districts per province.

The Kep project can be presented as a separate project to a donor, with clear plans to hand it over to PoSVY within an agreed time frame. Within this time, CABDICO will need build capacity of the government systems from province level downwards to the commune council level to make the project sustainable. Good documentation systems are needed to capture the outcomes and lessons learned, so that the project can be replicated.

Some additional training needs were identified during the evaluation: the CROs need some refresher training on dealing with children with multiple disabilities and dealing with parent expectations; while the CDOs need additional training on community development and mobilisation. CABDICO will need to plan for training to address the identified needs.

ACKNOWLEDGEMENT

The evaluation team acknowledges and thanks all the stakeholders who participated in the evaluation process: persons with disabilities and their families, SHG members, CCD members, CABDICO staff and volunteers, PoSVY and DoSVY officials. Thanks are also due to ARC Australia and Handicap International for facilitating the evaluation.

APPENDIX 1 – Terms of Reference for the evaluation

Capacity Building of people with Disability in the Community Organization (CABIDICO)

1. Evaluation Summary

Project	Reintegration and capacity Building of people with disability in the community
Stakeholder	Children with Disability and their families received Home Based Rehabilitation (HBR) service (HBM). Adult with Disability, their families and vulnerable people such as poor widow with many children create Self Help Group Promotion (SHG) and federation of Self Help Group. Commune council Volunteer who are working voluntary for CABDICO and Primary Teachers that received basic training on special needs of children with disability in the classroom
Project Phase	1st Phase (Three year project)
Project Duration	April 1st, 2009 December 2012
Evaluation Type	End of Project Evaluation
Evaluation Team
Evaluation purpose	<ul style="list-style-type: none">- Provide <i>information of what worked</i>- Determine the efficiency, consistency, effectiveness, relevance, & sustainability of the project- Assess level of participation of People with Disabilities- Determine how the project benefitted both genders- Promote accountability and learning- Encourage & celebrate achievement of partner- Guide second phase of the project
Primary Methodology	A combination of quantitative and qualitative methods, using the Participatory Rural Appraisal approach. Suggestions are: <ul style="list-style-type: none">- Document review,- On Site Visual Inspection- Interviews- Focus Group Discussions- Questionnaires and Survey- Most Significant Change
Evaluation Start and End Dates	9 th – 14 th October 2012
Anticipated Evaluation Report Release Date	31 st November 2012

Background & Rationale

CABDICO was established by a Community-based rehabilitation project implemented by HIB between 1999 and 2005 and CABDICO registered officially as an independent local NGO at the beginning on 18 January 2006.

CABDICO is governed by a Board of Directors, Executive Director and Management Committee.

CABDICO consists of 14 staffs. At present, CABDICO works in three provinces including: Banteay Meanchey, Siem Reap, and Kep. 35% of CABDICO staff is either mine survivors or other PwDs. CABDICO's impact is strong at all levels of community through role modelling, government links etc...

Vision

CABDICO's vision is a world where all children, including children with disabilities, can reach their goals and achieve their full potential for the improvement of their family's welfare, community development and national pride.

Mission

Our mission is to ensure the inclusion of persons with disabilities and their family members to enjoy their basic human rights to quality of life and barrier-free social development.

Context of area where project is happening (districts, population, needs, geography, politics etc)

Prevalence Statistics

Statistics about people with disabilities are not yet well developed or utilized, which may reflect a problem of definition as well as the lack of interest of Cambodian society and authorities. Currently, there is a great range of prevalence data^{1 2} and Cambodian authorities commonly use data that is most useful for the specific occasion rather than being accountable to a universally accepted rate.

Source	Year of Publication	Prevalence Rate
ADB	1997	15%
UNDP	1999	9.8%
Cambodian Socio-Economic Survey	2004	4%
Knowles Analysis of CSES	2005	4.7%
Cambodian Demographic and Health Survey	2005	2.2%
Cambodian Census	2008	1.4%

CABDICO activities have been working in 11 districts, 45 communes regarding to budget and qualification of project activities of Self Help Group Promotion, Networking of sustainability for disability action and Home Based Rehabilitation activities, please see the table below.

Overall Objective

1 see for example : Disability KaR, Phillipa Thomas ; 'Poverty Reduction and Development in Cambodia' : Enabling disabled people to play a role », April 2005, www.disabilitykar.net

2 see also Kendra G. Gregson et al, Evaluation of the Physical Rehabilitation Sector in Cambodia, 27 October 2006

CABDICOs objective is to improve the capacity and inclusion of PwD and family members to enjoy the quality of life and social development actions with barrier-free and basic human rights respects.

CABDICO launched a structure of activities as CBR program which will promote participation of people with disabilities in community development, and increase the role of the community in coordination of comprehensive CBR services.

Through a community network supervised by provincial Community Development Officers and Community Rehabilitation Officers, CABDICO involves in 3 major axes:

1. **Children with Disabilities (CWD)**, aiming their access to appropriate services, including **home-based rehabilitation** and **school integration**.
2. **Self-Help Groups (SHG)** developed as a mean to empower the community of PwDs, and reinforcing the local and national networking to increase the sustainability of the local actions.
3. **Advocacy Activities**, The local and national networks are reinforced to increase the sustainability of the disability actions.

Beneficiaries

Total Direct beneficiaries: 1210 PwDs and 285 CwDs

Total Indirect beneficiaries: 1495 families of people with disabilities and 7475 members approximately (given an average family size of 5 people) and:

- 63 Commune volunteers and 17 DoSVY including 3 PoSVY
- 150 teachers received training on special needs of CwDs in classroom.
- 11 Provincial Implement Team monitored the teaching of teachers after training.

Children with Disabilities

Specific Objective

The specific objective of the **Children with Disabilities** activities is that children with disabilities will enjoy their rights to child development opportunities and they enjoy their rights to educational opportunities on an equal basis as their peers.

1.1. Home Based Rehabilitation Activities (for CWD), Through our Child Rehabilitation Activities, CABDICO implemented to develop resources to develop an intervention specifically focused on early detection to refer children with disabilities, and prevention, early child development through play stimulation and home-based physical rehabilitation, home adaptation, technical aids and childcare support to families. Home adaptation to improve accessibility of home environment.

1.2. Support to Primary Education Activities: teachers and local educators have an increased knowledge and capacity to include children with disabilities in the classroom, children with disabilities have access to personal and home-based educational support program and families of children with disabilities have an increased knowledge of the rights, capacities and basic needs of children with disabilities.

Self Help Group Activities

Specific Objective

The specific objective of the **Self Help Group activities** is that people with disabilities enjoy their rights to the opportunities on an equal basis as their peers and enjoy their rights to economic and food security on an equal basis as their peers.

2.1. Self-Help Groups Activities (SHG), work to train and support groups of PwDs to identify barriers to community participation, including physical accessibility and social discrimination.

2.2. Poverty Reduction Activities; to consider access to livelihoods opportunities as the foundation for empowerment. Poverty reduction is essential for giving parents the time, energy and resources necessary to provide for their children.

Advocacy Activities

Specific Objective

3.1. The Advocacy Activities. The local and national networks are reinforced to increase the sustainability of the disability actions.

Budget:

Title	Donor	Amount
Capacity Building and Reintegration of people with disability in the Community	MoFA (Handicap International Luxembourg) confirmed for 4 years (1 January – 31 December 2013)	\$312,675.81
	LSAF/DIAF(Landmine Survivor Assistance Fund/Disability Inclusive Assistant Fund)For 3 year (1st April 2009 – 30th June 2012)	\$160,032.00
TOTAL		\$472,707.81

2. Scope & Objective of the Evaluation

The evaluation team is expected to organize and conduct comprehensive evaluation of the project so as to assess the impact of the CBR services in the catchment areas. This includes an assessment as to whether the project has addressed.

The following main activities will be part of the evaluation process.

- ✓ Develop viable evaluation methodology which can serve as a tool to assess the activities;
- ✓ Prepare data collection instruments which can draw realistic information regarding the services rendered in the catchment areas;
- ✓ Facilitate genuine participation of the people with disabilities in the community throughout the evaluation process;
- ✓ Identify management commitment in administering the activities package and the institutional approach or the link established (in relation the rehabilitation of persons with disabilities);
- ✓ Analyze the structural input in relation to the efficiency and effectiveness of the activities;
- ✓ Review and determine the implementation of activities in the community and the benefit it secured for men and women PwDs, boy and girl CwD and their families;
- ✓ Summarize and analyze the data gathered at all levels;
- ✓ Draw realistic conclusions and recommendations which are helpful to the community, the implementing agency, CABDICO and other stakeholders;
- ✓ Compile and submit the final evaluation report as a document for the future use.

The objective of evaluation is to address the five fundamental evaluation criteria: quality and relevance of design, effectiveness, and efficiency of implementation, impact and potential for sustainability of the Community Based Rehabilitation activities in the past three years.

Specifically, the evaluation focuses of the following points:

- ✓ Assess the effectiveness and participatory nature of governance and management of the project.
- ✓ Assess the level of participation of people with disability, family and ownership
- ✓ Assess the extent of serving the needs of clients and suitability of project support for their disability, age, gender, social-economic position
- ✓ Assess the sustainability of the projects activities and achievements

- ✓ Examine how community knowledge of disability has changed and how perceptions of the rights of people with disabilities have changed
- ✓ Developing recommendations for further developments of the project or the guidance of similar projects in the future

Apart from this the result of the evaluation will provide important and relevant information to all stakeholders including the project partner, local government, other similar programs, and CABDICO.

3. Evaluation Issues and Key Questions – Evaluation Matrix

The evaluation is in general expected to sufficiently address the above stated objective. The evaluation criteria are designed in a way to answer extent of achieving the specific objective and results of this project based on the CBR service delivery standard and the CBR-Matrix guidelines.

Below is presented a generic set of criteria and questions as guidance. It is not presented as a comprehensive list, but should provide a sound basis.

Quality and Relevance of Design

Assess the continuing appropriateness and relevance of the project design. The project context, threats and opportunities may have changed during the course of the project. Assess what adjustments have been made and what others might be necessary. In particular:

- ✓ To what extent does the project respond to priority issues?
- ✓ To what extent are the objectives of the project still valid?
- ✓ Is the implementing partner planning the most appropriate strategies?
- ✓ Are there any major risks or 'killer assumptions' that are currently not being taken into account?
- ✓ Do stakeholders care about the project and believe it makes sense?

Effectiveness

- ✓ Assess the major achievements of the project to date in relation to its stated objectives and intended results. As far as possible this should be a systematic assessment of progress based on monitoring data for the planned Objective, Results and Activities. (Data already collected by the project's monitoring and reporting systems should provide much of the basic information).
- ✓ Focus on the higher level results.
- ✓ Assess what has been achieved, the likelihood of future achievements, and the significance/ strategic importance of the achievements.
- ✓ Refer to quantitative assessments as far as possible
- ✓ Include also qualitative evidence e.g. opinions on the project's effectiveness based on impressions and interviews with target groups, partners, government, etc.
- ✓ Describe any major failures of the project to date, explaining why they have occurred, lessons learnt.
- ✓ Describe any unforeseen impacts (whether positive or negative).
- ✓ Identify any exceptional experiences that should be highlighted e.g. case-studies, stories, examples of good practice

Efficiency of Planning and Implementation

- ✓ Assess to what extent resources are being used economically to deliver the project.
- ✓ Are plans being used, implemented and adapted as necessary? For example:
 - Is the overall project action plan used and up to date?
 - What % of activities in the work plan is being delivered?
- ✓ Assess other programme management factors important for delivery, such as:
 - Working relationships within the staff of the implementing partner
 - Working relationships with partners, stakeholders and donors
 - Learning processes such as self-evaluation, coordination and exchange with

- related projects.
- Internal and external communication.

Impact

- ✓ To what extent is the project contributing to a long-term positive effect on people with disabilities and the community at large? How is the project making a difference?

Potential for sustainability, replication and magnification

- ✓ Assess the key factors affecting sustainability of the project, such as:
 - What are the social and political environment/ acceptance of the project?
 - Has the project contributed to lasting benefits? Which organisations/government could/ will ensure continuity of project activities in the project area?
- ✓ Assess whether the project is considered as delivering value for money for its present scope/ scale of impact (it is recognised this will be a somewhat subjective view)?
- ✓ Assess and make recommendations on the key strategic options for the future of the project i.e. exit strategy, scale down, replication, scale-up, continuation, major modifications to strategy
 - Comment on exit strategies and sustainability of the project
 - Make recommendations in addition
- ✓ Any additional documents requested to facilitate the Evaluation process

4. Logistical Support

The project will not be responsible for the provision of documentation, scheduling of interviews, local travel, and arrangement of accommodation, access to office facilities, etc during the evaluation process. The Consultant will be used budget contract in amount \$5,400.00 for evaluation period.