



**MINUTE OF
THE 18TH MONITORING AND EVALUATION LEARNING FORUM
ON
“DEVELOPING PROJECT LOGICAL FRAMEWORK”**

06 September 2017, Diakonia Center/KSSA Building



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I. Introduction

As the longest established membership organization in Cambodia, the Cooperation Committee for Cambodia (CCC) has played a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the Civil Society Organizations (CSOs) that are working across diverse sectors in Cambodia.

To keep responding to the needs of the NGO community; CCC has organized the 18th M&E Learning Forum by focused on the ***“Developing Project Logical Framework”***. This forum has conducted full-day on **06 September 2017 from 8:00am – 5:00pm** at Diakonia Center.

II. Objective

- To help participants to understand the difference between Result Framework and Logical Framework.
- To help participants to strengthen their knowledge and skill on how to use problem tree to analyze the problems.
- To strengthen capacity of participants in developing Project Logical Framework.
- To help participants to understand on how to design M&E system including M&E work plan.
- To create a learning and sharing environment and build a stronger network among M&E practitioners.

III. Opening Remarks

The 18th M&E learning forum was opened by Mr. Soeung Saroeun, Executive Director of CCC.

He expressed that the Project Logical Framework is very important for all NGOs, such as we known the progress through this system, if we have baseline in place. He added that the logical framework has long time ago but we still need and using it; such as some NGOs used Result Base Management (RBM), CCC used Outcome & Impact Oriented (OIO) including M&E system is ***“System for Results & Impact (SRI)”*** and ***“Digital Data Collection & Reporting Tool”***. He encouraged all NGOs use SRI because it is easy in managing data and easy for donors, if they want to know. And he also encouraged NGOs should work based on skills to develop our country.

Summary output of the 18th M&E Learning Forum

There are 81 participants (29 women) including CCC staff. ***They were from 19 INGOs, 26 LNGOs, one private sector and two from government department.***

Session 1: Review the last M&E learning forum “Conduct Baseline Study” on 28 April 2017

The last M&E learning forum on 28 April 2017 was reviewed by Mr. Yeng Seng, ***M&E Specialist of CCC and he also a member of M&E working group.***

He explained briefly of the main topics that focused on:

- I. **What is a Baseline Study?**
- II. **Why to conduct Baseline Study?**
- III. **When to conduct Baseline Study?**
- IV. **How to conduct Baseline Study?**
- V. **How to use Baseline Survey?**

I. What is a Baseline Study?

- ▶ A baseline study simply defines the 'pre-operation exposure' condition for the set of indicators that will be used to assess achievement of the outcomes and impact expressed in the project's logical framework

II. Why to conduct Baseline Study?

- Based on the type of information which is already available
- To measure and demonstrate results over time
- To inform next project design
- As foundation to build up monitoring, reporting and evaluation system
- To support in evidence-based policy making

III. When to conduct Baseline Study?

- After the project interventions and project area have been identified.
- Immediately after the project has started.
- When the need for particular interventions has been identified.

IV. How to conduct Baseline Study?

- Design and Preparation Phase
- Consultant Recruitment Phase
- Data Collection Phase
- Data Management and Analysis Phase
- Report Writing Phase

V. How to use Baseline Survey?

- Baseline data to be used to support project logical framework
- Baseline data to be used in M&E database/system
- Baseline data to be used to measure the degree and quality of change during and after the project implementation
- Baseline data to be used in writing project progress reports

Session 2: Presentation on "Introduction to Project Logical Framework and Difference between Result Framework and Logical Framework"

The "Introduction to Project Logical Framework and the difference between Result Framework and Project Logical Framework" were shared and presented by **Dr. Pou Sovann, Freelance Consultant**. He shared his main points to discuss and methods to participants before divide small group discussions such as:

1. **How to develop a Project Logical Framework?**
2. **How to develop Monitoring and Evaluation Work Plan?**

Methods:

Group discussion, sharing and lecture, clarifications with Q&A

Dr. Pou Sovann presented by focusing on the:

“Introduction to project logical framework”

- A Logframe or Project Logframe or Planning Matrix

Many people define different definitions but it is all about:

- a tool for planning and managing development projects. It looks like a table (or framework) and aims to present information about the key components of a project in a clear, concise, logical and systematic way.

➤ Why Logframe and what did people say about Logframe?

- LFA can be a useful tool, both in the planning, monitoring and evaluation management of development projects.
- LFA also provides a handy summary to inform project staff, donors, beneficiaries and other stakeholders, which can be referred to throughout the lifecycle of the project.

➤ What did people say about Logframe?

- **DANIDA** – A flexible tool for participatory development
- **USAID** – A manager’s guide to a scientific approach to design and evaluation
- **EU** – Elements of the cycle of operations
- **WB** – Core reference document throughout the entire project management cycle
- **ADB** – A conceptual and analytical tool for undertaking analysis, project planning and project management
- **NGOs** – Implementing NGOs use to planning, implementing and evaluation in order to get funding from international NGOs or other funding agencies.

Group Discussion on “ How to develop Logical Framework and Challenges

The participants were divided into small groups to share their experiences on “how to develop logical framework and challenges”

The small group discussions shared their experiences:

“How to develop logical framework and challenges”

A). Process of developing logical framework:

- Time frame
- Participants
- Consultation
- Revise , if necessary
- Need assessment/project M&E /each existing logical framework
- Desk review
- The previous problem of target areas
- Identify the problem tree to identify the solution
- Need stakeholders plus participatory approach
- Indentify clear process of M&E within Logframe development



- Logframe depends on requirement of donors(ex: story of change)
- Standards indicators, from handbook, custom indicators set by individual organization.

Contents in the logical framework are:

- Objectives, results, indicators, activities, results which refer to the previous projects
 - Monitoring flow and reasonable
 - Setup goal/Impact
 - Purpose/objective
 - Outcome
 - Outputs
 - Main activities
 - Inputs
 - Assumption
- } Indicators, MOV

B). Challenges/Lesion Learned:

- Using words (for each level) ex: Verb, noun, object...etc.
- Understanding or skill of stakeholders
- Identify indicators(number of % vs baseline)
- Not clear time for using (assumption, risk)
- Difficult to identify Logframe and timeframe,
- Identify tools for M&E (indicators)
- Identify indicators (outputs, goals....etc.)
- Activities
- Define smart indicator/result statement/result chain
- Concept in template
- Result chain(from outputs to outcome doesn't link)
- M&E tool and response to the Logframe
- Deference styles of Logframe design
- Limited budget for M&E
- Qualitative of indicator
- Change Logframe, change indicator
- Broad target was hard to achieve
- Imbalance between donors required and inputs
- Zero baseline
- Lack of evidence based (capacity in research and Poor M&E system)
- More than 2 variable in one indicator
- Too many indicators
- Poor participatory
- Lack of resources in development

✚ The commented from Dr. Sovann (Speaker)

After the sharing results of small group discussions about how to develop Logframe and challenges, Dr. Pou Sovann shared his comments related to some challenges that showed by small groups such as:

- **changed director and changed all indicators;** he commented that it impossible that director changed must changed all indicators, because we have clear Logframe system in changing process.
- He also commented that the **participatory approach** can reduce challenges in doing activities in effectiveness way
- The overall specific objective is the same meaning overall objective, goal and objective

- Timeframe for Logframe, most donors always say the result(can be 3years -5years)
- The big indicators, it is really hard to achieve but it is political with donors, we can revise based on the real situation.
- The quality indicators, we can use verb in positive way (some donors are depending on independent consultant)
- Good facilitator can be deeply indentified problems, priority problems and can find the good solution.

Dr. Sovann also encouraged participants read document is name SAA.

Session 3: Group Discussion and sharing experiences on “How to develop M&E workplan?”

The results of group discussions which focused on the how to develop M&E workplan:

- **Must has table and monitoring frame and contents for each column**

For example :

Sample # 1: M&E work plan

Objective	indicators	Type of information	Data collection tool	No. of time	Responsible by	Who analysis/Reporter	Who use?
Income (drawing up from logframe)	Increased 10% in 100 families	- Kind of មនុស្ស - Number(women , men) - Who?	- Questionnaire survey - FGD - Reports	2 times a year	Project officer/ M&E	Project officer	Management team/ BoD

- We can also read document/desk review
- Project proposal
- Google work plan
- Sector manage /coordinate
- Weekly, monthly/ quarterly plan....
- Format tool /develop monitoring tool
- Report(monthly, quarterly/annual report)
- Weekly field visit report
- Tool preparation(based on FLA)
- Mid-term and end project reports
- Baseline study/Check baseline
- Mid- term reflection/review reports
- Review indicators
- Management respond

Evaluation plan:

- Collect all information from monitoring step
- Review indicators
- Develop evaluation tool (FGD, household interview, data interpretation, report..)

Sample # 2: M&E workplan

Level	Indicator definition	Baseline	Target	SLI	Method	Time	Ref. Tool
<i>Impacts</i>							
<i>Outcomes</i>							
<i>Outputs</i>							
<i>Activities</i>							

Challenges:

- Difficult in developing questionnaires survey/using questionnaires survey
- Resource limited/time frame/skill of staff
- Reflection and learning from monitoring'
- Difficult to collect data in impact level(communications with donors)

❖ **Dr. Sovann continued his session (please find the detail slide presentations in annexes and on the website of CCC.**

Session 4: Sharing the real practical of CCC in developing Organization M&E system on “System for Results & Impact” and Digital Data Collection & Reporting Tool”

Mr. Yeng Seng, M&E Specialist of CCC, shared the real practice of CCC in developing organizational M&E system on:



I. “System for Results & Impact (SRI)”

a. What is the SRI?

- SRI is the M&E

Database/System that allow users to track the all results of program/project activities implemented to response to the logical framework results and information available for program/project progress reports

b. Advantage of SRI

1. *Based on activity and beneficiary setting*
2. *Online System (Web-based application)*
3. *Scaling up to Offline and Mobile devices*
4. *Scaling up new features for responding the needs*
5. *Tracking the progress results monitor on indicator and program/project activities against targets*
6. *Providing information for progress reports (quarterly, semi-annually, and annually basis)*
7. *Designing for the participatory approach*
8. *The real time data **and monitoring system***

II. “Digital Data Collection & Reporting Tool”

a. What is the Digital Data Collection & Reporting Tool ?

- Digital Data Collection & Reporting Tool is a tool for of gathering the information and reporting by using a mobile device such as a smart phone or tablet through research/survey and other evaluations.

b. Advantage of Digital Data Collection & Reporting Tool

- Online, Offline, and Mobile devices
- Create questions with any data type
- Question library
- Khmer version available
- Quick reporting (free style and pivot reports)

Please kindly the detail of slide presentation through CCC website

Session 5: The Selection Topic for next learning forum

The key topics which selected by participants are below:

- **Report writing(how to write a good report and what's the component of the report)**
- **Proposal writing (how to write a good proposal?)**
- **How to develop questionnaires for monitoring?**
- The ways to encourage effective work for organization and staff to achieve the organizational goal
- Effective project monitoring (process to develop monitoring tool and how to set good indicators)
- M&E system/ SRI
- Logframe
- Progress report writing
- How to develop and indentify indicators
- Research
- Data collection and interpret into the report

Session 6: Evaluation Results of the Learning Forum

Based on the evaluation sheet showed the overall results of the learning forum as detail below:

Topics	Very Unsatisfied (%)	Unsatisfied (%)	Normal (%)	satisfied (%)	Very satisfied (%)
Venue			5.88	52.94	41.18
Logistics providing		3.92	15.69	58.82	21.57
Understanding the key contents		1.96	29.41	56.86	11.76
Explanation of speakers			19.61	66.67	13.73
Sharing Experience of speakers			23.53	58.82	17.65
Duration	3.92	11.76	33.33	50.98	

1. The key points that the participants have captured well from the learning forum are:

- *M&E work plan*
- *How to develop Logical framework*
- *RBM and SRI of CCC*
- *Digital data collection*
- *Experiences shared by NGOs on logical framework and M&E work plan*

- *Definition the difference term between impact, outcomes and outputs*
 - *The key term in Logframe: Impact, outcomes, outputs, activity, input, indicators*
 - *Template of Logframe and result framework*
2. ***The key points will be applied to improve their own skills as well as their organization's performance:***
- *M&E work plan and M&E framework*
 - *Logical framework*
 - *RBM and SRI*
 - *How to develop M&E tool*
 - *Process of data collation and readjust indicators*
 - *Develop learning report from monitoring for expense and re-develop activities*
3. ***The key points that the participants will share with others:***
- *How to develop M&E work plan and key points in M&E work plan*
 - *RBM and SRI*
 - *Provide coaching on M&E tool with partners*
 - *The meaning of terminology involved in developing LFA*
 - *How to develop LFA and problem tree*
 - *Set up outputs, outcomes and impact*
 - *Problem Tree and stakeholders analysis*
 -
4. ***The key commented by participants to improve for the next learning forum:***
- *Time should longer than this for FGD, questions and answers*
 - *Should has the real example in the group discussion*
 - *Should public the guide book for using SRI/Mobile data collect*
 - *Should share more resources or books, documentations...*
 - *Speaker should present more than group discussion*
 - *Learned a lot from group discussions and group sharing*
 - *Should provide specific topic with the real practice*
 - *It really good, If have more documents in Khmer*
 - *Should focus on practical learning and participatory discussion more than session*
 - *At less one experience for practicing*

Conclusion

In generally, based on the evaluation learning forum result showed that participants appreciated and satisfied with the M&E learning forum related to the venue, logistics providing, key contents and sharing of each speakers related to their experiences. The participants have learnt a lot from the speakers as well as they captured of the key contents, and they also learnt in their group discussion and the questions from the participants. Moreover, the participants have committed to share their colleagues and apply what they learnt to improve their skill and daily performance.

Closing Remarks

The ended of the M&E Learning Forum, Dr. El Sotheary, Head of Program of CCC thanks giving to donors and M&E Working Group who supported CCC both fund and technical, and she also thanks giving to the speakers who shared their knowledge and skill and thankful to all CCC staff in spending value time organized this learning forum. She expressed that to respond to the need of its members CCC tired to seek more tools M&E system to support NGOs for better improvement within their organization.

Annexes: Documentations



Final_Agenda for
M&E Learning Forum



M&E List of M&E
learning forum 6 Sep



Final_Review
Session_ for M&E Lea



Final_SRI and Digital
Data Collection & Rep



Updated_Project
LF-M&E Learning For



Dr. Sovann_
Supporting Documnet