



គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

# Learning Forum

## Monitoring & Evaluation

### Documentations in year 2017



*Compiled by: Keo Mara, Learning Specialist*

January 2018

## Monitoring & Evaluation Working Group Members

We appreciated Monitoring & Evaluation Working Group members for their great contributions to ensure the high quality of Learning Forum on **Monitoring & Evaluation**. They have shared the experience and expertise since 2011.



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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.

Phase 3 of CCC's Governance Hub Program (GHP) for the five year period 2017-2021, the goal of CCC is for a "strong and capable civil society, cooperating and responsive to Cambodia's development challenges". The GHP's goals are 1) enhanced effectiveness and impact of civil society organizations (CSOs), and 2) improved enabling environment for CSOs. Responding to its goals CCC offers a range of capacity development and learning opportunities for NGO staff to influence their thinking and practices and to deliver high quality services appropriately respond to the true needs of those CSO.

One of seven program strategies is the **Learning and Capacity Development** for CCC members and other interested CSOs. Among this program the learning forum on Human Resource Management (HRM), Monitoring and Evaluation (M & E), Information Communication Technology (ICT) and Finance Management forum is very importance to build the capacity of its members for better performance of their service delivery.

To ensure the quality of the learning forum CCC has formed the Working Groups to provide inputs and advice for NGO learning community in Cambodia. The Working Group will play role as an oversight committee to provide strategic and technical support to NGO community to promote and improve their Information Communication Technology (ICT), Financial Management System, Human Resource Management and **Monitoring and Evaluation** within their organizations for effectiveness and efficiency development in NGO sector of Cambodia.

## II. Objectives of the learning forum on Monitoring and Evaluation,

- Stimulate action learning to transform knowledge; skills and experiences of individual people and organizations into a community of practices for a betterment of NGO community in Cambodia in the field of M&E;
- Build a strong network among M & E practitioners and professionals for ongoing learning on M & E matters and issues related;
- Provide opportunity to CCC members to reflect and learn from experiences and the best practices on M&E in order to improve their own M&E system.

## III. Compiling Documentations

The two learning forums of **Monitoring and Evaluation in 2017** were compiled to be a booklet for participants, it was shared and opened for all in CCC website.



**វេទិការៀនសូត្រគ្រួសារនិរន្តរ៍  
និងវាយតម្លៃលើកទី១៨**

**THE 18TH M&E  
LEARNING FORUM**

**ស្តីពី**

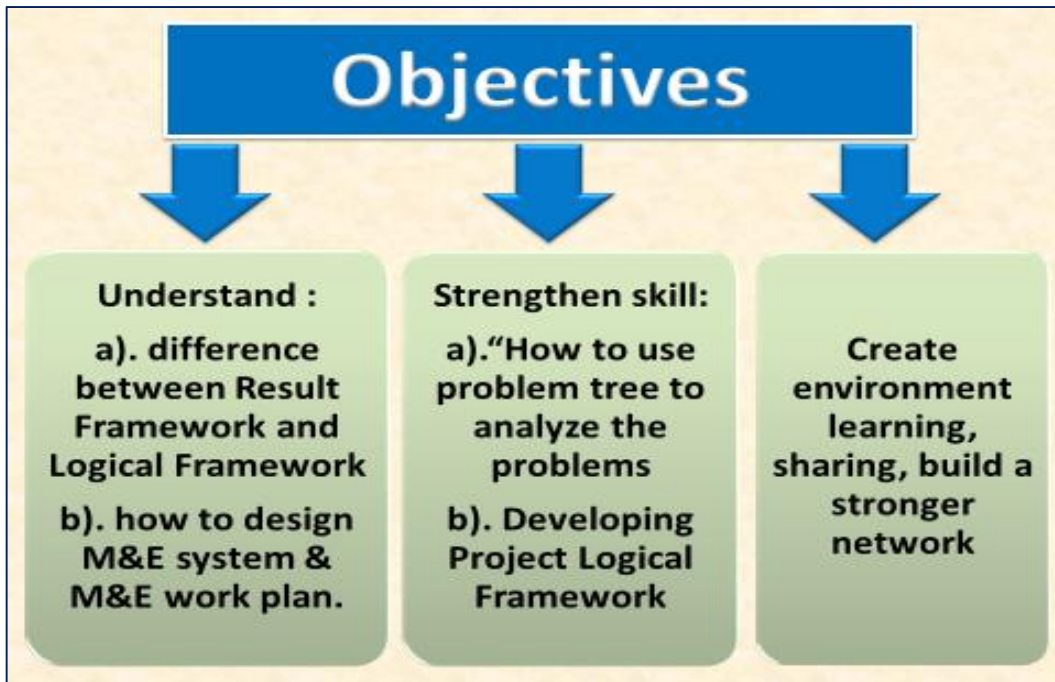
**On**

**“ការបង្កើតក្របខ័ណ្ឌគម្រោង” “ Developing Project Logical Framework ”**

**ថ្ងៃទី ០៦ ខែ កញ្ញា ឆ្នាំ ២០១៧  
នៅភោគារោយភូឡេសិនី**

**06<sup>th</sup> September 2017  
Diakonia Center Building**

**រៀបចំដោយ: អង្គការគណៈកម្មាធិការសហប្រតិបត្តិការដើម្បីកម្ពុជា ( គ ស ក )  
Organized By: Cooperation Committee for Cambodia (CCC)**



## Key Agendas and Speakers

1. Open Remark
2. Review Session
3. Group Activities
4. Developing Project Logical Framework
5. M&E System "SRI" and Digital Data Collection & Reporting Tool
6. Selection Topic & Evaluation
7. Closing Remark

1. Mr. Soeung Saroeun, ED, CCC
2. Mr. Yeng Seng, M&ES, CCC
3. &4. Dr. Pou Sovann,  
Independent Consultant
5. Mr. Yeng Seng, M&ES, CCC
6. Ms. Keo Mara, LS, CCC
7. Dr. El Sotheary, HOP, CCC

## Review Session

The last learning forum on 28/4/2017  
"Conduct Baseline Study"

Mr. Yeng Seng  
M&E Specialist, CCC

## Key contents of the last learning forum

- What is a Baseline Study?
- Why to conduct Baseline Study?
- When to conduct Baseline Study?
- How to conduct Baseline Study?
- How to use Baseline Survey?

## 1. 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

## 2. 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

## 3. 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.

## 4. How to conduct Baseline Study?

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

## 5. How to use baseline study result for M&E?

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

# 18<sup>th</sup> Monitoring and Evaluation Learning Forum

## Developing Project Logical Framework

Presented by: Pou Sovann @6 Sept 2017

1

### Main points to discuss and methods

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

### 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.

## Introduction to project logical framework (con't)

### 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.

## Introduction to project logical framework (con't)

### 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

**30 mn**

What are your experiences in **Developing Project Logical Framework?**

**30mn**

**Sharing in plenary**

**Q & A**

# How to develop Project Logical Framework?

## Terminology involved in LFA

Term	Meaning
<b>Goal</b>	The ultimate result to which your project is contributing – <b>the impact of project</b>
<b>Purpose</b>	The change that occurs if the project outputs are achieved - <b>the effect of the project</b>
<b>Outputs</b>	The specifically intended results of the project activities - used as milestones of what has been accomplished at various stages during the life of the project
<b>Activities</b>	The actual tasks required producing the desired outputs
<b>Indicators</b>	Also referred to as measurable or objectively verifiable indicators (OVI) quantitative and qualitative ways of measuring progress and whether project outputs; purpose and goal have been achieved
<b>Means of Verification</b>	Information or data verification required to assess progress against indicators and their sources
<b>Assumptions</b>	Factors external to the project which are likely to influence the work of the project management has little control, and which need to exist to permit progress to the next level in the LFA
<b>Inputs</b>	What materials, equipment, financial, and human resources are needed to carry out the activities of the project?

## LFA Product – How it looks like?

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL	<i>(Measurement of goal achievement)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Purpose-Goal linkage)</i>
PURPOSE	<i>(End of project status)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Output-Purpose linkage)</i>
OUTPUTS	<i>(Magnitude of outputs; Planned completion date)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Inputs-Outputs linkage)</i>
ACTIVITIES	<i>Inputs (Nature and level of resources necessary' cost' Planned starting date)</i>	<i>(Sources of information; Methods used)</i>	<i>(Initial assumptions about the project)</i>

## LFA Product – How it looks like? (con't)

<b>Objectives</b>	<b>Measurable indicators</b>	<b>Means of verification</b>	<b>Important assumptions</b>
<b>GOAL:</b> <i>Wider problem the project will help to resolve</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of goal</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	<b>(Goal to supergoal)</b> <i>External factors necessary to sustain objectives in the long run</i>
<b>PURPOSE:</b> <i>The immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	<b>(Purpose to Goal)</b> <i>External conditions necessary if achieved project purpose is to contribute to reaching project goal</i>
<b>OUTPUTS:</b> <i>These are the specifically deliverable results expected from the project to attain the purpose</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	<b>(Outputs to purpose)</b> <i>Factors out of project control which, if present, could restrict progress from outputs to achieving project purpose</i>
<b>ACTIVITIES:</b> <i>These are the tasks to be done to produce the outputs</i>	<b>INPUTS:</b> <i>This is a summary of the project budget</i>	<i>Financial out-turn report as agreed in grant agreement</i>	<b>(Activity to output)</b> <i>Factors out of project control which, if present, could restrict progress from activities to achieving outputs</i>

## LFA – How to develop it?

**Before planning, we need to do pre-project analysis.**

1. **Situational analysis**
2. **Stakeholder analysis**
3. **Needs analysis**
4. **SWOT analysis (or PEST, PESTLE, etc)**
5. **Problem analysis, Problem Identification, Problem Prioritization**

## Stakeholder analysis – Example

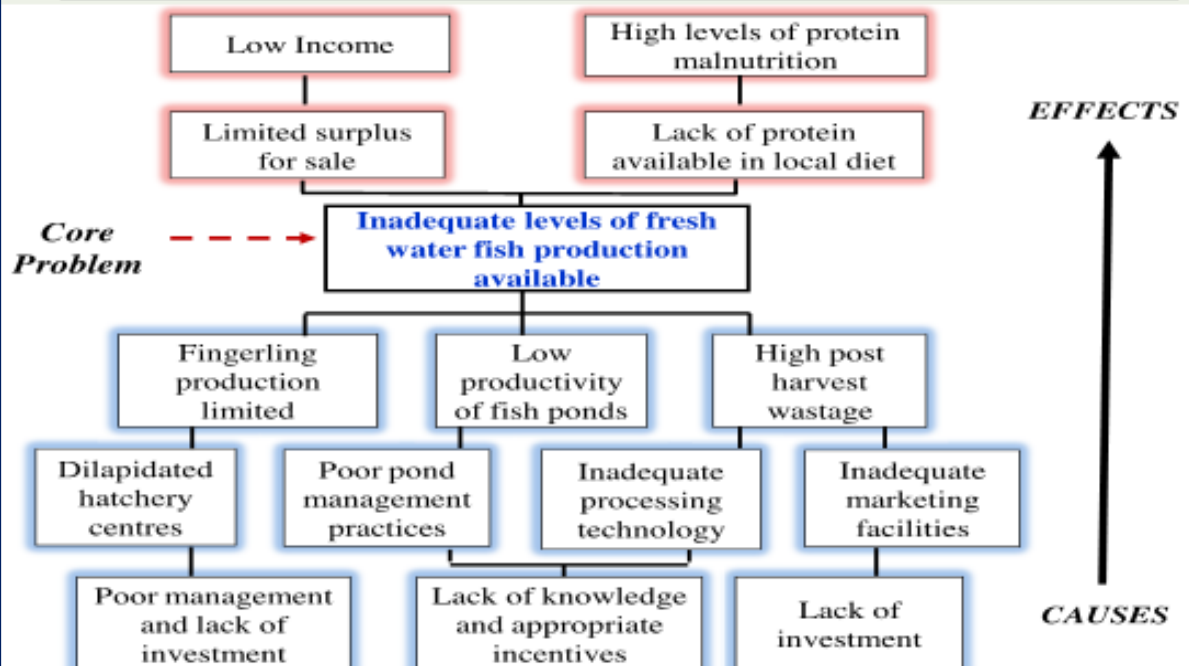
Stakeholder	How affected by the problem(s)	Capacity/Motivation to participate in addressing the problem(s)	Relationship with other stakeholders (e.g. partnership or conflict)

## Planning Process

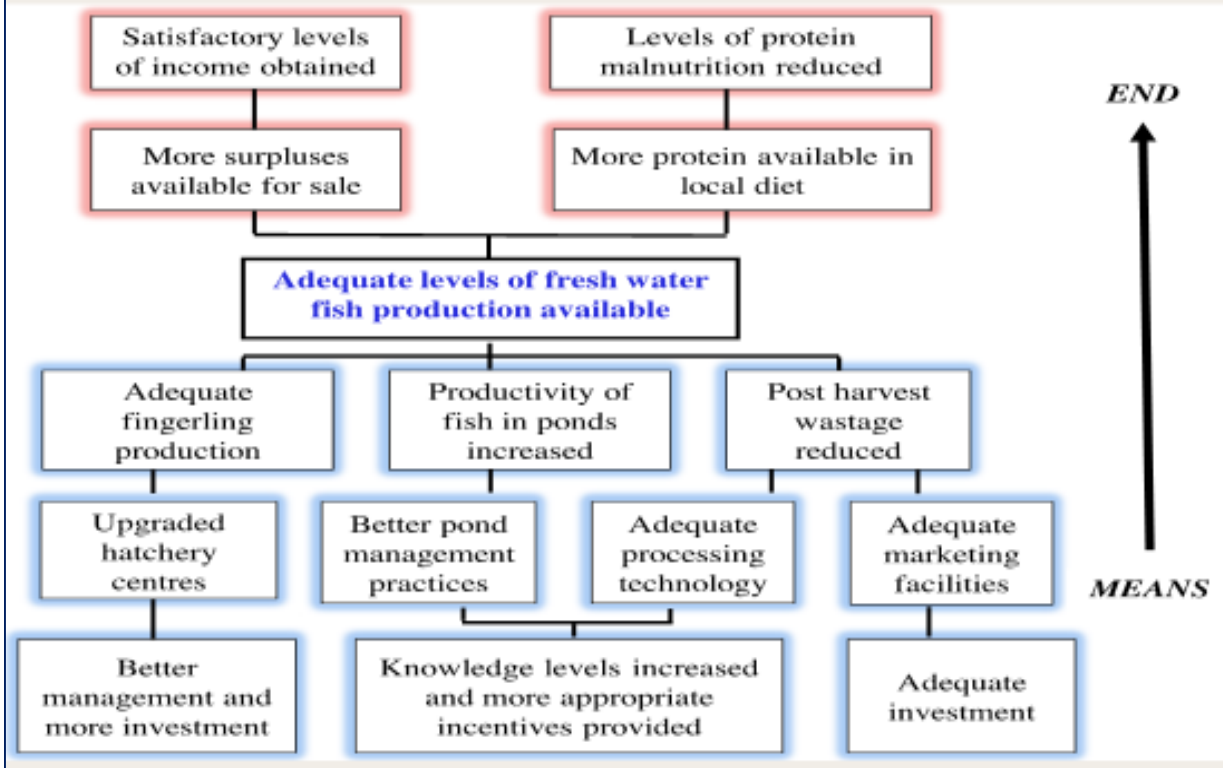
- Problem Tree Analysis
- Objective Tree Analysis

*(How to transform problems into objectives)*

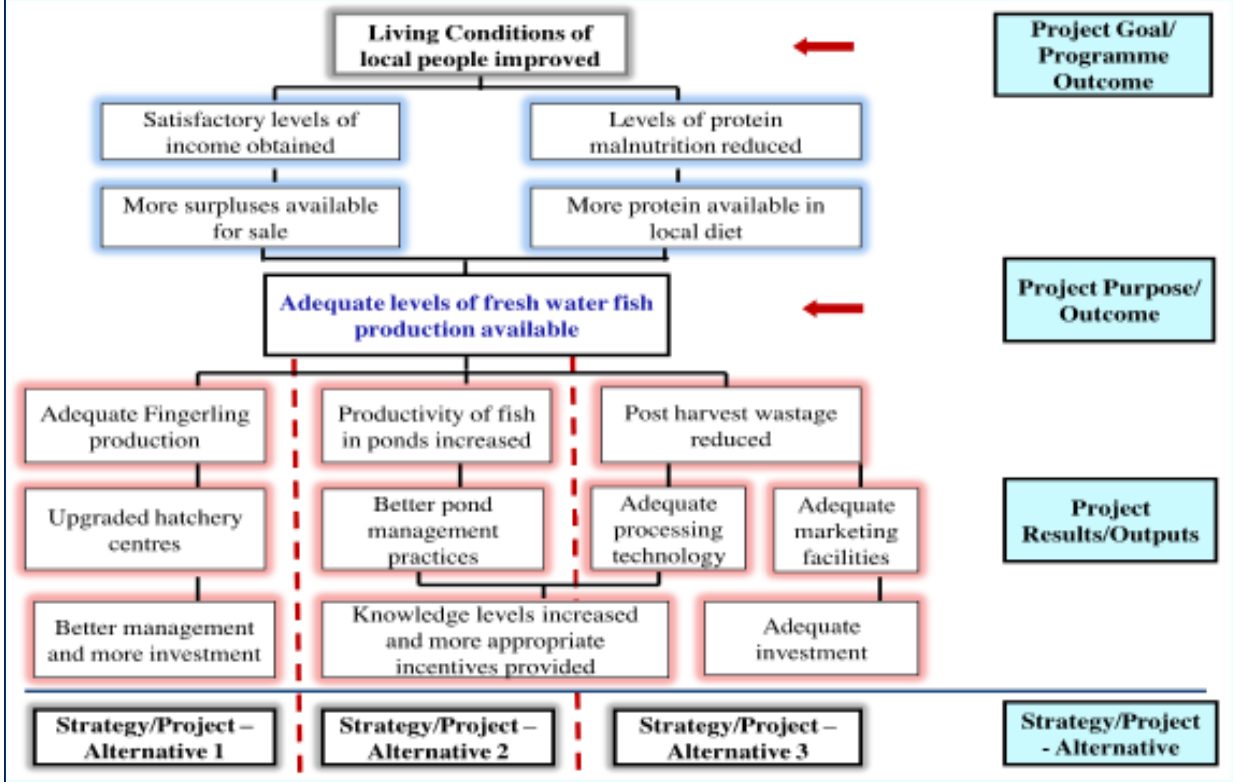
## Problem Tree Analysis - Example



# Objective Tree Analysis - Example



# Analysis of Strategies (Possible Projects) - Example



# How to develop M & E Workplan?

## Comparing RBM and LFA terms

	Logframe	Results Chain
Results	<b>GOAL</b>	Impact <ul style="list-style-type: none"> <li>the positive and negative, intended or unintended results produced by a programme or project</li> </ul>
	<b>PURPOSE</b>	Outcome <ul style="list-style-type: none"> <li>the medium-term results or effects of outputs of a programme or project</li> </ul>
	<b>OUTPUTS</b>	Outputs <ul style="list-style-type: none"> <li>the tangible products, capital goods and services as well as changes in behavior or in the state of key project partners which result from programme or project implementation</li> </ul>
	<b>ACTIVITIES</b>	Activities <ul style="list-style-type: none"> <li>Actions done or work performed so inputs are mobilized or processed to produce specific outputs</li> </ul>
	<b>Inputs</b>	Inputs <ul style="list-style-type: none"> <li>Financial, human, material, information and other resources needed to implement the programme or project.</li> </ul>

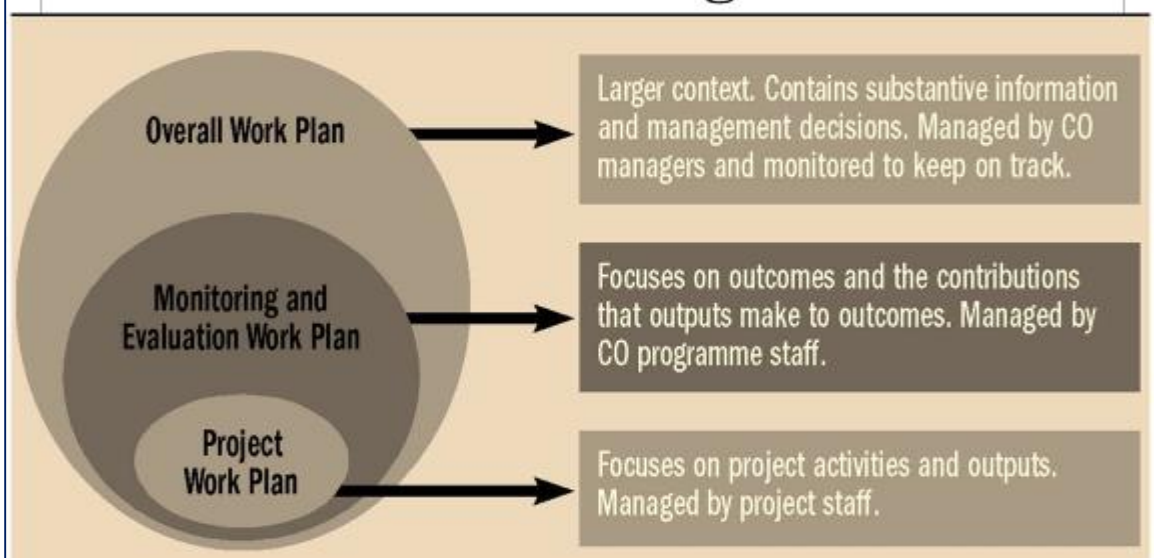
## The link between MONITORING and LOGFRAME

	Logframe	Monitoring Questions
Post-implementation	<b>IMPACT</b>	(This is the domain of evaluation and not monitoring, since measuring changes at impact level requires a longer time frame.)
	<b>OUTCOME</b>	Are the intended outcomes being achieved?
	<b>OUTPUTS</b>	Are outputs leading to the achievement of the outcomes?
Implementation	<b>ACTIVITIES</b>	Are activities leading to the expected outputs?
		Are activities being implemented on schedule and within the planned resource requirements?
	<b>INPUTS</b>	Are all resources available on time and in the right quantities and quality?

## The link between EVALUATION and LOGFRAME

	Logframe	Evaluation Questions	
Post-implementation	<b>IMPACT</b>	<b>Impacts</b> <ul style="list-style-type: none"> <li>• What changes did the program or project bring about?</li> <li>• Where there any unplanned or unintended changes?</li> </ul>	<b>Sustainability</b> <ul style="list-style-type: none"> <li>• Are the benefits likely to be maintained for an extended period after assistance ends?</li> </ul>
	<b>OUTCOMES</b>	<b>Effectiveness</b> <ul style="list-style-type: none"> <li>• Were the program/project objectives achieved?</li> <li>• Did the outputs lead to the intended outcomes?</li> </ul>	<b>Relevance</b> <ul style="list-style-type: none"> <li>• Were the program/project objectives consistent with the beneficiaries' needs and with government and funding agency policies?</li> </ul>
Implementation	<b>OUTPUTS</b>	<b>Efficiency</b> <ul style="list-style-type: none"> <li>• Were all resources available on time and in the right quantities and quality?</li> </ul>	<ul style="list-style-type: none"> <li>• Were activities implemented on schedule and within budget?</li> <li>• Were outputs delivered economically?</li> </ul>
	<b>ACTIVITIES</b>		
	<b>INPUTS</b>		

## Overall Work Planning



## How to plan for it?

• **Decide what kinds of M & E you want to do within your organization?**

• **Output M&E versus Outcome M&E?**



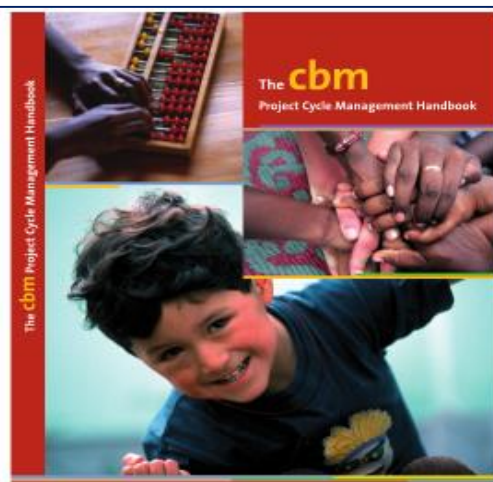
## Key messages about LFA (EU)

- Taking enough time for a good analytical phase
- Stakeholders and their environment are dynamic.
- The analysis should be evidence- based
- The outputs of the analytical phase (trees and matrix) should be specific enough in the way they are stated.

## Comments/Feedbacks



Recommended  
textbook to  
read



## How to develop M & E Workplan?

### Group Discussion

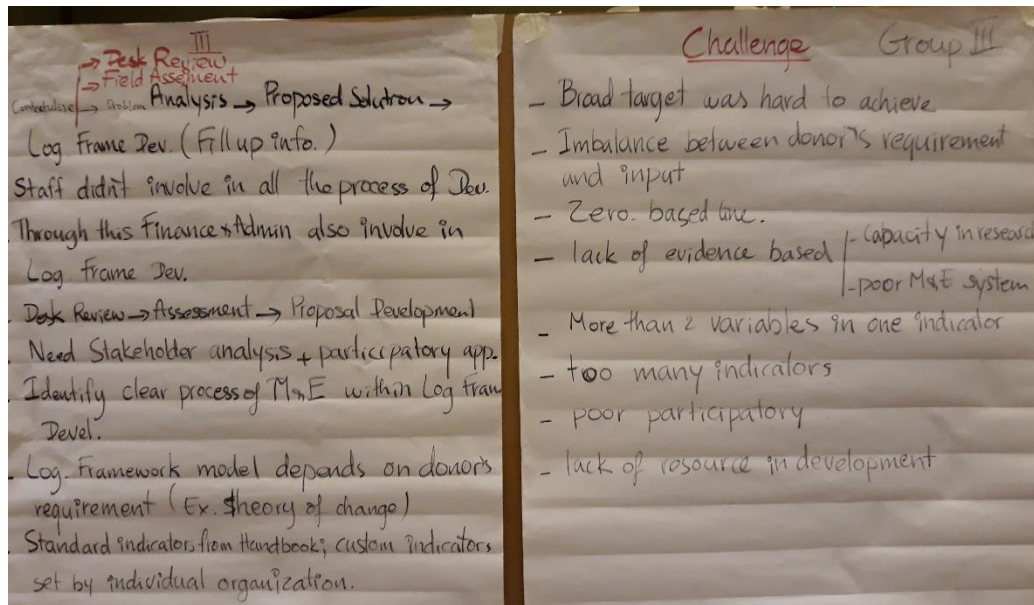
30 mn

What are your experiences in developing  
**Monitoring & Evaluation Workplan?**

30mn



Sharing in plenary

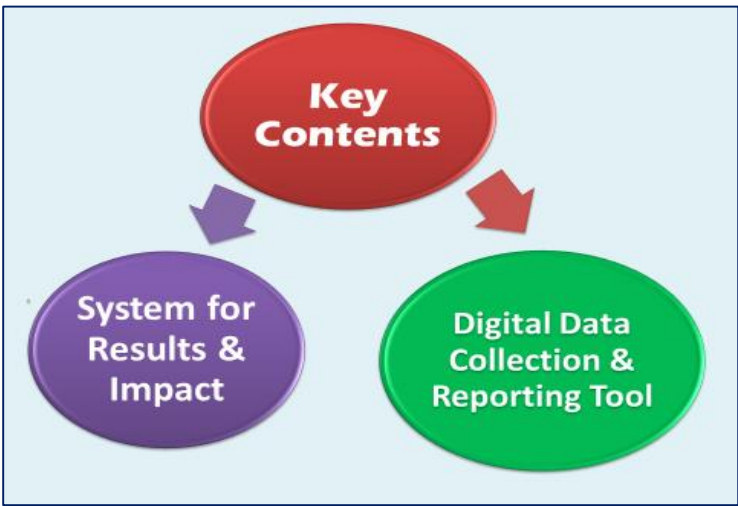
Q & A



**M&E Tools**  
on  
**"System for Results & Impact (SRI)" and  
"Digital Data Collection & Reporting Tool"**

06 September 2017, 8:00am – 5:00pm  
Diakonia Center/KSSA  
By: Mr. Yeng Seng, M&E Specialist, Cooperation Committee for Cambodia

 Vision: Sustainable Development for Cambodia 



## **System for Results & Impact (SRI)**

### **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.

## 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

## Digital Data Collection & Reporting Tool

### What is the Digital Data Collection & Reporting Tool?

Digital Data Collection & Reporting Tool is the method of gathering any type of information using a mobile device such as a smartphone or tablet through research/survey and other evaluations.

### Advantage of Digital Data Collection & Reporting Tool

1. Online, Offline, and Mobile devices
2. Create questions with any data type
3. Question library
4. Khmer version available
5. Quick reporting (free style and pivot reports)



**វេទិកាវៀនស្សត្រួតពិនិត្យតាម  
ជានិច្ចវាយតម្លៃលើកទី១៧**

**The 17th M&E  
Learning Forum**

**ស្តីពី**

**On**

**“អនុវត្តការសិក្សាវាយតម្លៃ “Conduct Baseline Survey”  
ទិន្នន័យមូលដ្ឋាន”**

**ថ្ងៃទី ២៨ ខែ មេសា ឆ្នាំ ២០១៧  
នៅអគារដោយកូរ៉េស៊ិនធើ**

**28 April 2017  
Diakonia Center Building**

**រៀបចំដោយ: អង្គការគណៈកម្មាធិការសហប្រតិបត្តិការដើម្បីកម្ពុជា ( គ ស ក )  
Organized By: Cooperation Committee for Cambodia (CCC)**

## Objectives

- To help practitioner participants strengthen their skill on data collect and data analysis
- To help practitioner participants’ well understand the report writing and how to use baseline survey result
- To create a learning and sharing environment and build a stronger network of M&E practitioners among CSOs community.

# Agendas and Speakers

<b>Open Remark</b>	<input type="checkbox"/> <b>Mr. Soeung Saroeun,</b> Executive Director, CCC
<b>Review Session</b>	<input type="checkbox"/> <b>Miss. Laing Thyda,</b> M&E Manager, Hagar Cambodia
<b>Conduct Baseline Survey/Study</b>	<input type="checkbox"/> <b>Mr. Thy Sambath,</b> M&E and Research Manager, PLAN International
<b>-Group Discussion -TNA, Selection topic for the next learning -Evaluation</b>	<input type="checkbox"/> <b>- Mr. Thy Sambath,</b> M&E and Research Manager, PLAN <b>- Miss. Laing Thyda,</b> M&E Manager, Hagar Cambodia <b>-CCC Team</b>



## M&E Learning Forum in 2016

Date: 30 June 2016, Venue: Diakonia center/KSSA

Topics	Guest Speakers
<ul style="list-style-type: none"> <li>• Pre Test Assessment</li> <li>• What is a result based management?</li> <li>• Why RBM</li> <li>• Process to develop the Result Framework Context &amp; Situation Analysis</li> <li>• Exercise: Assessing Gender Equality Issue</li> <li>• Outcome Statement Formulation</li> <li>• Principles to write outcome statements</li> <li>• Output Statement Formulation</li> </ul>	<p><b>Mr. Kong Bunna,</b> M&amp;E Specialist, CCC &amp;</p> <p><b>Ms. Y Sophany,</b> Database Officer, CCC.</p> <p><b>Mr. Kim Sokleang,</b> M&amp; E Officer of UN Women</p>

# **The 17<sup>th</sup> M&E Learning Forum on “CONDUCTING PROJECT BASELINE STUDY”**

**Diakonia Center, ICF Building  
28 April 2017**

**Prepared by: Thy Sambath, MER Manager, Plan International**

## **Course Outline**

- 1. What is a Baseline Study?**
- 2. Why to conduct Baseline Study**
- 3. When to conduct Baseline Study**
- 4. How to conduct Baseline Study**
  - What to do during the Design and Preparation Phase
  - What to do during the Recruitment of Consultant Phase
  - What to do during Field Data Collection, Data Analysis and Report Writing Phase
  - What to do during Project Closure and Evaluation Phase
- 5. How to use baseline study result for M&E**

## 1. 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.

*Source: WFP's monitoring and Evaluation Guideline*

**Plan International's Programme Quality Policy** defines a 'project' as:

*A collection of activities designed to achieve one or more specific outcome(s).*



## 2. WHY to conduct Baseline Study



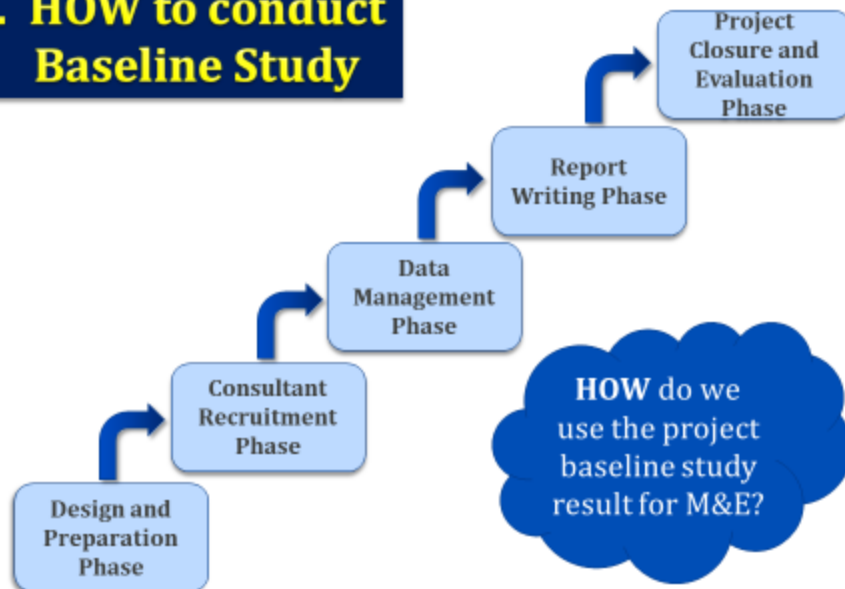
- Based on the type of information which is **already available**
- To **measure** and **demonstrate results** over time.
- To **inform** next project design
- As foundation to **build up** monitoring, reporting and evaluation system
- To support **evidence-based policy making**.

## 3. WHEN to conduct Baseline Study

- **After** the project interventions and project area have been identified but **before** the actual project has been initiated.
- **Immediately after** the project has started, in order to give values to the indicators used to document the results.
- When the **need** for particular interventions has been identified, and the baseline study will be used to **examine the project goals and objectives** implied in the documents and to **clarify and concretize the goals** and re-define them as more realizable objectives.



## 4. HOW to conduct Baseline Study



### 4.1 DESIGN AND PREPARATION PHASE



- Review and discuss on **the need to conduct baseline study**
- Develop Terms of Reference (TOR)
  1. Identify **who should be lead and involve in** developing TOR
  2. Discuss on **key contents** of the TOR
  3. **Write-up, consult and approve** the TOR

### Review and discussion on the need of conducting baseline study

**Who** should involve in the review and discussion on the need of conducting baseline study?

- Project manager
- Program manager
- M&E people
- Donors



## Review and discussion on the need of conducting baseline study (**continued**)

**What** are the suggested documents to be review?

- Project proposal
- Project logical framework
- Project budget
- Donor's requirement



## How to develop the Terms of Reference?

### Step 1: Identifying who should lead and involve in developing the TOR

- The person who should lead in developing TOR is **M&E people**
- The persons who involve in development of TOR should be concerned **Program Specialist** and **Project Manager**.
- The persons who should be consulted with should are **Senior Program Manager** who will approve the TOR and **Donors**.

## Step 2: Discussion on Key Content of TOR

- Review the **documents** relevant to baseline study
- Develop **research framework** which covers on:
  - ✓ Discussion and agreement on the objectives of PBS
  - ✓ Development of research questions in line with research objectives
  - ✓ Linking between research questions with Project Logical Framework
  - ✓ Identification of what information/data needed
  - ✓ Identification of data sources
  - ✓ Identification and selection of appropriate data collection methods

## Step 2: Discussion on Key Content of TOR (continued)

- ✓ Determine what tools to be used to collect those required information/data
- ✓ Discussion and agreement on sample size and sampling methods (target location and respondents)
- ✓ Discussion and agreement on minimum requirements on the outline of PBS report
- ✓ Identification of human resources needed
- ✓ Assessment of internal human capacity to carry out PBS
- ✓ Discussion and preparation of baseline work plan and budget
- ✓ Decision whether to go through internal assessment team or external consultants

## Step 3: Writing-up, consultation and approval of TOR

- **Draft** the TOR based on the agreement made during the meeting
- **Consult** the draft TOR with concerned people (e.g. concerned program specialist, project manager, senior program manager and donors)
- **Incorporate** all comments and inputs, and then
- **Seek approval** from senior program management (it depends on the level of authorities within the organization).



## 4.2 CONSULTANT RECRUITMENT PHASE

*(In case, the project baseline study is required through external consulting services)*

1. **Announcement** for consultant
2. **Reviewing** proposal and **shortlisting** candidates
3. **Conducting interview** with the candidates on your shortlist
4. **Selecting** potential candidates who will work on your project
5. **Providing orientation** to the potential consultant including **revisit** of research proposal, methodology, timeframe and budget (as needed)
6. **Hiring** a potential candidate as consultant
7. **Developing service contract** with a consultant

## 4.3 DATA MANAGEMENT PHASE

1. Developing **inception report** including research methods, tools and schedule
2. **Training** on data collection methods and tools to data collectors including field test, revision of the tools and finalize the tools
3. Conducting **field data collection**
4. **Developing data entry sheets** in SPSS, Excel or other programs
5. Provide **training** to data entry team
6. **Data entry and cleaning**
7. **Data extraction and analysis**

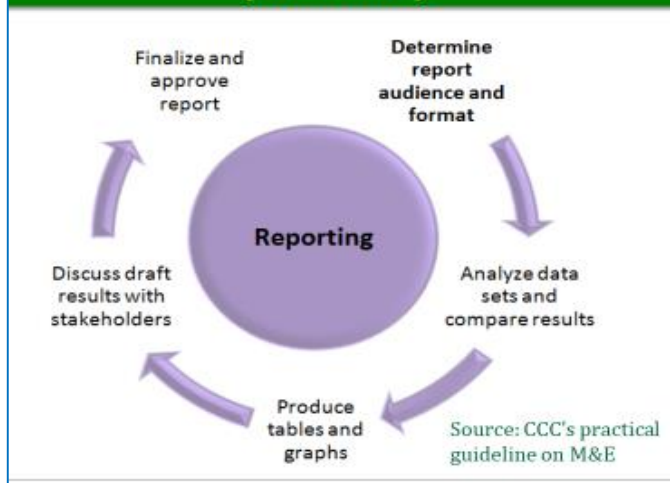


## 4.4 REPORT WRITING PHASE

1. **Determining** the report audience and format (starting from the agreed reporting format)
2. **Analysing** data sets and **comparing** results over time; **producing** tables and graphs; **interpreting** the results, **drawing conclusions** and **making recommendations** for change
3. **Presenting the draft results** to stakeholders, providing feedback to project managers and implementers, **gathering feedback** on conclusions and recommendations
4. **Finalizing** the report and **getting sign-off/approval** for publishing.

Source: CCC's practical guideline on M&E

## 4.4 REPORT WRITING PHASE (Continued)



## 4.5 PROJECT CLOSURE AND EVALUATION PHASE

1. **Making sure** the following things are completely done:
  - ✓ **All deliverables** specified in the contract have been provided
  - ✓ The **quality of deliverables** is satisfactory
  - ✓ **All outputs** were delivered on time, or as part of an agreed variation
  - ✓ **All expenses** incurred by the consultant have been authorized and approved for payment
2. **Project signed off** by Senior Program Manager
3. **Payments** made against observable milestone during the course of the project
4. **Consulting service feedback** is collected from all relevant stakeholders (e.g. beneficiaries, local authorities, project manager, program specialist, donor, and M&E people, ...)

## 5. HOW to use baseline study result for M&E

The result of the baseline study will be used for several purposes:

- Baseline data to be **used to support in setting achievable and realistic indicator targets** for each level of result in project logical framework.
- Baseline data to be **used in M&E database/system as the basis to monitor progress** of project activities and to **assess its effectiveness** when completed in which the result will be used as the reference to inform project management decision-making and adjust project implementation to best serve people in need.
- Baseline data to be **used to measure the degree and quality of change** during and after the project implementation.
- Baseline data also to be **used as the key elements and reference** in writing project progress reports.

**THANK YOU FOR  
YOUR ATTENTION**



## **Annexes:**

- **The two Agendas of M&E Learning Forum in 2017**
- **The two minutes of Learning Forum on M&E in 2017**

## Agenda The 18<sup>th</sup> M&E Learning Forum

### On “Developing Project Logical Framework”

**06 September 2017, 8:00am – 5:00pm, at**

**Diakonia Center (ICF/KSSA Building) #19-21, Street 330, Boeung Keng Kang III, Chamkamorn, Phnom Penh**

#### I. Objectives of the M&E Learning Forum

- To help participants understand the difference between Result Framework and Logical Framework.
- To help participants strengthen their skill on how to use problem tree to analyze the problems.
- To build/strengthen capacity of participants in developing Project Logical Framework.
- To help participants understand 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.

#### II. Expected outputs

- The participants can explain clearly the difference between Result Framework and Project Logframe.
- The participants can develop Project Logical Framework by using Problem and Objective Trees.
- The participants have better understanding on how to design M&E system including M&E work plan.
- The participants had more chance to learn, share, and build up more relationship among people who have same interest from similar fields.

#### III. Target Participants

This M&E learning forum is offered to a maximum of 80-100 participants from CCC members and non-member organizations who are M&E practitioners and professionals. Each participant should be assigned by the management level but open for all junior or mid-levels related M&E technical of their organization and committed to apply what has been learned from the forum to their organization. Participants from non-CCC member are welcomed but are subjected to pay attendance fee as stated in the CCC Policy on Business Capacity Development Services as a contribution to support the forum’s logistic arrangement.

## IV. Detailed Agenda

Time	Key Contents	Resource persons
07:30-08:00	Registration	<ul style="list-style-type: none"> <li>• <b>Ms. Keo Mara,</b> Learning Specialist, CCC</li> </ul>
08:00-08:10	Welcome and Introduction of the learning forum objectives	
08:10-08:25	Opening remarks	<ul style="list-style-type: none"> <li>• <b>Mr. Soeung Saroeun,</b> Executive Director, CCC</li> </ul>
08:25-08:50	<b>Session1:</b> - Review the learning points from the last M&E learning forum	<ul style="list-style-type: none"> <li>• <b>Mr. Yeng Seng,</b> M&amp;E Specialist, CCC</li> </ul>
08:50-9:45	<b>Session 2:</b> <b>Presentation on:</b> - <b>Introduction to Project Logical Framework</b> - <b>Difference between Result Framework and Project Logical Framework</b> <b>Group discussion on:</b> - Experience in developing Project Logical Framework - <b>Q&amp;A</b>	<ul style="list-style-type: none"> <li>• <b>Dr. Pou Sovann,</b> Freelance Consultant</li> <li>• All participants</li> </ul>
9:45-10:00	<b>Coffee Break</b>	All
10:00-12:00	<b>Session 3 : Presentation of speaker on:</b> - <i>How to develop the project logical framework?</i> - <b>Q&amp;A</b>	<ul style="list-style-type: none"> <li>• <b>Dr. Pou Sovann,</b> Freelance Consultant</li> </ul>
12:00-01:30	<b>Lunch Break</b>	All
01:30-01:35	Energize game	<ul style="list-style-type: none"> <li>• Ms. Keo Mara and participants</li> </ul>
01:35-02:40	<b>Session 4 :</b> <b>Group discussion on:</b> - <i>Experience in developing M&amp;E work plan</i> - <b>Q&amp;A</b>	<ul style="list-style-type: none"> <li>• <b>Dr. Pou Sovann,</b> Freelance Consultant</li> <li>• All participants</li> </ul>
02:40-03:20	<b>Session 5 : Presentation on:</b> - <i>How to develop the M&amp;E work plan?</i> - <b>Q&amp;A</b>	<ul style="list-style-type: none"> <li>• <b>Dr. Pou Sovann,</b> Freelance Consultant</li> </ul>
3:20-3:35	<b>Coffee Break</b>	All
3:40-4:40	<b>Session 6 :</b> <i>M&amp;E Tools on “System for Results &amp; Impact (SRI)” and “Digital Data Collection &amp; Reporting Tool”</i> <b>Q&amp;A</b>	<ul style="list-style-type: none"> <li>• <b>Mr. Yeng Seng,</b> M&amp;E Specialist, CCC</li> </ul>
4:40-4:50	<b>Session 7 :</b> - <b>Discussion on the Next Topics</b> - <b>M&amp;E Tool Evaluation and Forum Evaluation</b>	<ul style="list-style-type: none"> <li>• <b>Ms. Keo Mara,</b> Learning Specialist, CCC</li> </ul>
4:50-05:00	<b>Conclusion and Closing remarks</b>	<ul style="list-style-type: none"> <li>• <b>Dr. El Sotheary,</b> Head Of Program, CCC</li> </ul>

**Note:** CCC reserves the rights to change the agenda based on the availability of the speakers and time constraints.

## Concept Note Of The 17<sup>th</sup> M&E Learning Forum

### On “Conduct Project Baseline Study”

28 April 2017, 8:am – 5:00pm, at *Diakonia Center (ICF/KSSA Building)*  
#19-21, Street 330, Boeung Keng Kang III, Chamkamorn, Phnom Penh

#### 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.

Phase 3 of CCC’s Governance Hub Program (GHP) for the five year period 2017-2021, the goal of CCC is for a “strong and capable civil society, cooperating and responsive to Cambodia’s development challenges”. The GHP’s goals are 1) Enhanced effectiveness and impact of civil society organizations (CSOs), and 2) Improved enabling environment for CSOs. Responding to its goals CCC offers a range of capacity development and learning opportunities for NGO staff to influence their thinking and practices and to deliver high quality services appropriately respond to the true needs of those CSO.

One of seven strategies program of CCC is **Learning and Capacity Development** for CCC members and other interested CSOs. Among this program the learning forum on Human Resource Management (HRM), Monitoring and Evaluation (M & E), Information Communication Technology (ICT) and Finance Management forum is very importance to build the capacity of its members for better performance of their service delivery. To ensure the quality of the learning forum CCC has formed the Working Groups (consisted of the practitioners of each area HR, M&E, FM and ICT) to provide inputs and advice for all learning forums. The Working Group will play role as an oversight committee to provide strategic and technical support to NGO community to promote and improve their Human Resource Management, Monitoring and Evaluation, Information Communication Technology and Financial Management within their organizations for effectiveness and efficiency development in NGO sector of Cambodia.

To keep responding to the needs of the NGO community and the recommendation from the finance working group ; CCC will organize a learning forum on **“Conduct Project Baseline Study” for the 17<sup>th</sup> M&E Learning Forum in 2017.**

The 17<sup>th</sup> M&E Learning Forum is designed for finance practitioners who come from members and non-members organizations of CCC. This forum will be full-day conducted on 28 April 2017 at Diakonia center(ICF/KSSA) Building #19-21, Street 330, Boeung Keng Kang III, Chamkamorn, Phnom Penh, with specific objectives, expected outputs, and agenda as below:

### III. Objectives of the M&E Learning Forum

- To strengthen the capacity of participants on baseline survey which focus on Methodology (tool and Data collection,), Resource (Time, budget and staff),Data analysis, Report writing, How to use BS results for M&E
- To create a learning and sharing environment and build a stronger network of M&E practitioners among CSOs community.

### IV. Expected outputs

- Participants well understood on how to do the baseline survey (Methodology for baseline survey (tool and Data collection,), Resource (Time, budget and staff),Data analysis, Report writing, How to use BS results for M&E) Participants had chance to learn, share, and build relationship among people who have same interest from similar fields.

### V. Target Participants

This M&E learning forum is offered to maximum of 80-100 participants from CCC members and non-members organizations who are M&E practitioners. Each participant should be assigned by the junior or mid-levels in their organization and committed to apply what they has learned from the forum to improve the performance in their organization. Participants from non-CCC member are welcomed but are subjected to pay attendance fee as stated in the CCC Policy on Business Capacity Development Services as a contribution to support the forum's logistic arrangement.

### VI. Detailed Agenda

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08:10-08:25	Opening remarks	<ul style="list-style-type: none"> <li>• <b>Mr. Soeung Saroeun</b> <b>Executive Director, CCC</b></li> </ul>
08:25-09:00	<p><b><u>Session1:</u></b></p> <ul style="list-style-type: none"> <li>• Review the learning points from the last M&amp;E learning forum in 2016</li> <li>• Training Need Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Miss. Laing Thyda,</b> M&amp;E Manager, Hagar Cambodia</li> </ul>

09:00-9:45	<p><b>Session 2: “Conduct Project Baseline Study”</b></p> <ul style="list-style-type: none"> <li>• Introduction(definition and characteristic (theory and practical): <ul style="list-style-type: none"> <li>- Type of BS</li> <li>- Methodology (tool and Data collection,)</li> <li>- Resource(Time, budget and staff)</li> <li>- Data analysis</li> <li>- Report writing</li> <li>- How to use BS results for M&amp;E</li> <li>- Others</li> </ul> </li> </ul> <p><b>Q&amp;A</b></p>	<ul style="list-style-type: none"> <li>• <b>Mr. Thy Sambath,</b> M&amp;E and Research Manager, PLAN</li> </ul>
9:45-10:00	<b>Coffee Break</b>	All
10:00-12:00	<p><b>Session 3 : Continue on:</b></p> <ul style="list-style-type: none"> <li>• Conduct Baseline Survey and,</li> <li>• Sharing experience among participants</li> <li>• <b>Q&amp;A</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Mr. Thy Sambath,</b> M&amp;E and Research Manager, PLAN</li> <li>• <b>Participants</b></li> </ul>
12:00-01:30	<b>Lunch Break</b>	All
01:30-01:35	Energize game	<ul style="list-style-type: none"> <li>• Ms. Keo Mara and participants</li> </ul>
01:35-03:45	<p><b>Session 4 : Presentation</b></p> <ul style="list-style-type: none"> <li>• wrap up</li> <li>• Practice (show the real practical from M&amp;E practitioners)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Mr. Thy Sambath,</b> M&amp;E and Research Manager, PLAN</li> <li>• <b>Participants</b></li> </ul>
3:45-4:00	<b>Coffee Break</b>	All
4:00-4:15	<p><b>Session 5 :</b></p> <ul style="list-style-type: none"> <li>• <b>Discussion on the Next Topics</b></li> <li>• <b>Forum Evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ms. Keo Mara,</b> Learning Specialist, CCC</li> </ul>
4:15-4:40	<b>Conclusion and Closing Remark</b>	<ul style="list-style-type: none"> <li>• <b>Dr. El Sotheary,</b> Head Of Program, CCC</li> </ul>

**Note:** CCC reserves the rights to change the agenda based on the availability of the speakers and time constraints.



គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា

Vision: Sustainable development for Cambodia

**MINUTE OF  
THE 18<sup>TH</sup> MONITORING AND EVALUATION LEARNING FORUM  
ON  
“DEVELOPING PROJECT LOGICAL FRAMEWORK”  
06 September 2017, Diakonia Center/KSSA Building**



*Prepared By: Ms. Keo Mara, Learning Specialist, CCC*

## 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 18<sup>th</sup> 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 18<sup>th</sup> 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 18<sup>th</sup> 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
- Identify 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 change 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 identified 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/R eporter	Who use?
Income (drawing up from logframe)	Increased 10% in 100 families	- Kind of □□□ □□□ - 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 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	<b>52.94</b>	<b>41.18</b>
Logistics providing		3.92	15.69	<b>58.82</b>	<b>21.57</b>
Understanding the key contents		<b>1.96</b>	29.41	<b>56.86</b>	<b>11.76</b>
Explanation of speakers			19.61	<b>66.67</b>	<b>13.73</b>
Sharing Experience of speakers			23.53	<b>58.82</b>	<b>17.65</b>
Duration	3.92	11.76	33.33	<b>50.98</b>	

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 Sotheyary, 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





គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា

Vision: Sustainable development for Cambodia

## MINUTE OF THE 17<sup>TH</sup> M&E LEARNING FORUM ON “CONDUCT BASELINE SURVEY”

28 April 2017, Diakonia Center/KSSA Building



Prepared By: Ms. Keo Mara, Learning Specialist  
Supported By: Mr. Lim Sokly, Network Specialist  
Mr. Yeng Seng, M&E Specialist

## IV. 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 17<sup>th</sup> M&E Learning Forum by focusing the on **“Conduct Baseline Survey/Study”**. This forum has conducted full-day on **28 April 2017 from 8:00am – 5:00pm** at Diakonia Center/KSSA Building.

There are 77 participants (34 women) including CCC staff. They were from 38 NGOs.

## V. Objective

1. To strengthen the capacity of participants on baseline survey which focus on Methodology (tool and Data collection), Resource (Time, budget and staff), Data analysis, Report writing, How to use BS results for M&E
2. To create a learning and sharing environment and build a stronger network of M&E practitioners among CSOs community.

## VI. Opening Remarks

Opening remark was made by Mr. Soeung Saroeun, CCC executive director. He mentioned that the usefulness of baseline helps us to know what were already good or need to improve.

Baseline survey is important for measuring on what we implemented for producing a report. Today learning forum is very crucial that give us an opportunity to raise the new topics for the next learning. Finally, he also thanks M&E working group members and participants for attending today forum. With this opportunity, he also mentioned about the US cut the aids for development to Cambodia as well as other countries that is affected to financial sustainability of CSOs in Cambodia. He proposed that, should we have a letter that represented the Civil Society Organizations in Cambodia to US embassy to re-consider about cutting aids from Cambodia. Lastly, he also promoted the blood campaign among NGO staff linked with CCC staff.



## VII. Summary output of the 17th M&E Learning Forum

### Session 1: Review the last M&E learning forum in 2016

The last M&E learning forum in 2016 was reviewed by Miss. Laing Thyda, M&E Manager, Hagar Cambodia and also M&E working group members.

She explained briefly of the main points that focused on how to formulate Result Based Management (RBM) related results chain such as goal, objective, output, outcome, and impact. Those were correlated with accountability, evidence based, change, and SMART indicator. This RBM is the UN Standard that presented by M&E person come from UN Women.



The key points below were reviewed:

- **What is a result based management (RBM)?**
- **Why RBM**
- **Process to develop the Result Framework Context & Situation Analysis**
- **Outcome Statement Formulation**
- **Principles to write outcome statements**
- **Output Statement Formulation**

*To be learnt more she suggested to participants to access the detail information in the attached file on CCC website.*

### Session 2: Conduct Project Baseline Study

Conducting Project Baseline Study was facilitated by Mr. Thy Sambath, M&E and Research Manager of PLAN International and also M&E Working Group member.

Before start learning, he provided one exercise to test the ability of participants. Through this event title, he focused on the key contents as below:

1. **What is a Baseline Study?**
2. **Why to conduct Baseline Study**
3. **When to conduct Baseline Study**
4. **How to conduct Baseline Study**
  - **What to do during the Design and Preparation Phase**
  - **What to do during the Recruitment of Consultant Phase**
  - **What to do during Field Data Collection, Data Analysis and Report Writing Phase**



- **What to do during Project Closure and Evaluation Phase**

## 5. How to use baseline study result for M&E

He mentioned that why we title “Baseline Study” not “Baseline Survey” due to the word “Study” is broader than the word “Survey”. He introduced follow the content with gave examples for easily understand for all participants and then provided more opportunities to the participants for debating, clarification, questions, suggestions, sharing the lesson learned. As observed, most of participants were actively involved in this learning process. Especially; most interested is the comment from participants from World Vision staff who shared about Mobile Data Collection Tool called ODK Tool which can use for offline & online and quick data deliver. Moreover, the Baseline Study is available for internal resource or external resource and then the decision to select particular resource depend on budget, scope of work, timeframe, and organization.



The important of conducting Baseline was also raised related to project log frame, Set target, M&E database, measure & comparative progress results, organization strategic plan...etc.

Sometime, conducting Baseline Study is flexible methodology based on project nature and situation to collect primary data, secondary data, quantitative data, and qualitative data. He also shared his experiences to develop ToR for Baseline Study such as documentation reviewing, reading Baseline Studies similar, focusing project log frame, reading Baseline Studies by other organizations, especially; developing research framework and research questions to response to the overall goal and specific objectives. If we select external consultant, we should also focus on inception report, orientation, clarify roles, and reasons of consideration...etc. He added that there are four steps for writing the ToR such as draft, consultation, incorporate, and seek approval with introduced the key person involved such as M&E person (lead), Project Manager, Program Specialist, donors and then organization director for any approval.

### I. What is a Baseline Study?

Plan International’s Programme Quality Policy defines a ‘project’ as:

*A collection of activities designed to achieve one or more specific outcome(s).*

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. (Source: WFP’s monitoring and Evaluation Guideline)

### 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 **evidence-based policy making**.

### III. When to conduct Baseline Study

- **After** the project interventions and project area have been identified but **before** the actual project has been initiated.
- **Immediately after** the project has started, in order to give values to the indicators used to document the results.
- When the **need** for particular interventions has been identified, and the baseline study will be used **to examine the project goals and objectives** implied in the documents and **to clarify and concretize the goals** and re-define them as more realizable objectives.

### IV. How to conduct Baseline Study?

- Design and Preparation Phase
- Consultant Recruitment Phase
- Data Management Phase
- Report Writing Phase
- Project Closure and Evaluation Phase

#### 7.1. Design and Preparation Phase

- Review and discuss on the need to conduct baseline study
- Develop Terms of Reference (TOR)
- Identify who should be lead and involve in developing TOR
- Discuss on key contents of the TOR
- Write-up, consult and approve the TOR

#### ➤ *Review and discuss on the need to conduct baseline study*

*Who should involve in the review and discussion on the need of conducting baseline study?*

- *Project manager*
- *Program manager*
- *M&E people*
- *Donors*

*What are the suggested documents to be review?*

- *Project proposal*
- *Project logical framework*
- *Project budget*
- *Donor's requirement*

#### ➤ *How to develop the terms of reference?*

Step 1: Identifying who should lead and involve in developing the TOR

Step 2: Discussion on Key Content of TOR

Step 3: Writing-up, consultation and approval of TOR

#### 4.2. CONSULTANT RECRUITMENT PHASE

*(In case, the project baseline study is required through external consulting services)*

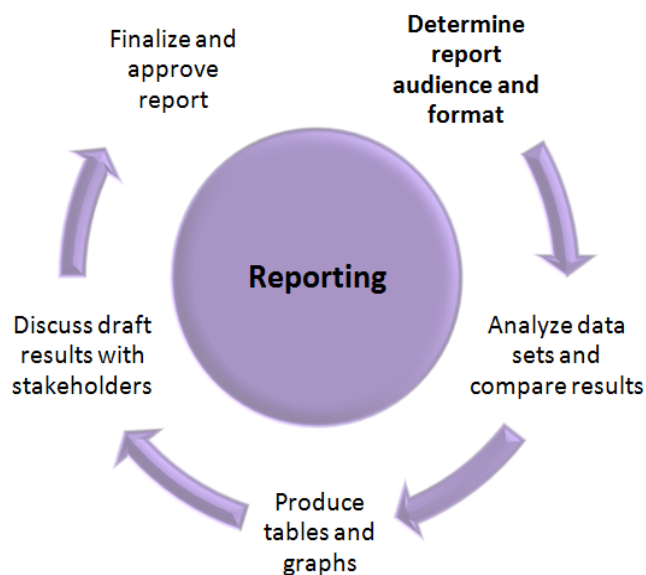
1. **Announcement** for consultant
2. **Reviewing** proposal and **shortlisting** candidates
3. **Conducting interview** with the candidates on your shortlist
4. **Selecting** potential candidates who will work on your project
5. **Providing orientation** to the potential consultant including **revisit** of research proposal, methodology, timeframe and budget (as needed)
6. **Hiring** a potential candidate as consultant
7. **Developing service contract** with a consultant

#### 4.3. DATA MANAGEMENT PHASE

1. Developing inception report including research methods, tools and schedule
2. Training on data collection methods and tools to data collectors including field test, revision of the tools and finalize the tools
3. Conducting field data collection
4. Developing data entry sheets in SPSS, Excel or other programs
5. Provide training to data entry team
6. Data entry and cleaning
7. Data extraction and analysis

#### 4.4. REPORT WRITING PHASE

1. Determining the report audience and format (starting from the agreed reporting format)
2. Analyzing data sets and comparing results over time; producing tables and graphs; interpreting the results, drawing conclusions and making recommendations for change
3. Presenting the draft results to stakeholders, providing feedback to project managers and implementers, gathering feedback on conclusions and recommendations
4. Finalizing the report and getting sign-off/approval for publishing.



Source: CCC's practical guideline on M&E

#### 4.5. PROJECT CLOSURE AND EVALUATION PHASE

1. Making sure the following things are completely done:
  - ✓ All deliverables specified in the contract have been provided
  - ✓ The quality of deliverables is satisfactory
  - ✓ All outputs were delivered on time, or as part of an agreed variation
  - ✓ All expenses incurred by the consultant have been authorized and approved for payment
2. Project signed off by Senior Program Manager
3. Payments made against observable milestone during the course of the project
4. Consulting service feedback is collected from all relevant stakeholders (e.g. beneficiaries, local authorities, project manager, program specialist, donor, and M&E people, ...)

#### V. How to use baseline study result for M&E

The result of the baseline study will be used for several purposes:

- Baseline data to be used to support in setting achievable and realistic indicator targets for each level of result in project logical framework.
- Baseline data to be used in M&E database/system as the basis to monitor progress of project activities and to assess its effectiveness when completed in which the result will be used as the reference to inform project management decision-making and adjust project implementation to best serve people in need.
- Baseline data to be used to measure the degree and quality of change during and after the project implementation.
- Baseline data also to be used as the key elements and reference in writing project progress reports.

*Please see the detail information in the attached file on CCC website.*

### Session 3: Small Group Discussion and sharing experiences on “How to develop TOR”

After learning session, we have one assignment to share best practices to develop ToR based on the real practice from their organizations, the participants were devised into six small groups and the discussion were focused. on how to design research framework, methodology, objective, research questions, and indicator. According to small group discussions, some of them increased their knowledge and also asked some questions among of group members who have more experiences on development ToR (diversify team). They also mentioned about the log frame with different styles from their organizations and included the challenges to develop ToR due to resources, budget, and timeframe.



## Session 4: Discussion to select new topic for the next learning forum

The key topics which selected by participants are below:

- How to design M&E system for organization and M&E framework
- Appreciative Inquiry model
- Develop Organization Policy
- Research mythology
- Advance M&E system
- How to use the APP for Mobile Data Collection and Reporting?
- Sampling and Statistic method in SPSS (SPSS.....etc)
- Data Analysis of M&E, Data extraction and Qualitative analysis
- M&E report and effective report writing
- Practice writing M&E plan, Practice designing Problem tree
- Evaluation Qualitative Method
- Proposal writing
- How to write attractive case study

## Session 5: 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			3.92%	58.82%	37.25%
Logistics providing		5.88%	41.18%	41.18%	11.76%
Understanding the key contents		5.88%	19.61%	62.75%	11.76%
Explanation of speakers		3.92%	27.45%	52.94%	15.69%
Sharing Experience of speakers			17.65%	62.74%	19.61%
Duration	1.96%	21.57%	39.22%	37.25%	

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

- How to develop TOR (step of TOR)
- step of baseline study
- baseline and research framework
- select person for conducting baseline study/ recruitment of consultant for conducting the baseline study
- best time to conduct baseline
- baseline VS M&E tool
- how to conduct baseline study and baseline study process?
- meaning of baseline study
- why conduct baseline study
- advantage of baseline survey study
- type of baseline study
- general theory of baseline survey

6. ***The key points will be applied to improve their own skills as well as their organization's performance:***

- development research framework for assessment
- step of baseline study
- strategy to collect the information
- baseline study for conducting the project for evaluation
- give advice to support partners to prepare and conduct baseline survey
- developing the TOR
- how to conduct baseline study and designing
- how to use tools which exactly respond to baseline survey process
- how to set logical framework to project
- how to collect the data
- research framework format and development

7. ***The key points that the participants will share with others:***

- the whole process of baseline study
- step to develop TOR
- strategy to collect the data
- how to organize baseline study
- how to make tool, method ,HR needed and other function
- concept of baseline study (PBS)
- baseline study
- what is baseline study? why to conduct baseline study? when to conduct baseline study and how to conduct baseline study
- develop research framework and set logical framework
- mythology
- research framework development and its procedure
- Project closure

8. ***The key commented by participants to improve for the next learning forum:***

- Supporting document for group discussion
- The facilitator should facilitate in each group
- Share all lesson to participants
- Add example
- Choose simple and appropriate tools that fit the capacity of participant and applicable TOR of PBS is big subject
- How to conduct baseline study
- Thank for organizers that afford to prepare this forum
- Big topic but short time, should conduct more training longer than this
- Quality of LCD projector and handout
- Respected the time in the agenda
- Share the results from the group exercise
- The group exercise should be smaller to allow active participant from group members

## Session 6: Conclusion





In generally, the participants appreciated and satisfied with this M&E learning forum related to the venue, logistics providing, key contents and sharing of each speakers, and exercises through the results shown within the evaluation table and listed points as above. The participants have learnt a lot from the speakers as they well captured of the key contents as listed down above, 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. And they knew each other for their communication and networking in the future work. By the way, to further improve their skill and knowledge, they raised some key topics to speakers for the next learning as listed above.

## Closing Remarks

The ended of the 17<sup>th</sup> M&E Learning Forum, Dr. El Sotheyry, thanks giving to the participants who spent their value time to attend the forum until the end, he also thanks giving to all speakers who shared their knowledge and experiences in the learning forum, and the last one is CCC staff who organized the learning forum. Moreover, he added that the learning forum this day is really important session; it can help the M&E practitioners to apply and improve their skill and knowledge. He also wished that participants will further share to others on what they have learnt today. Finally, he wished all have good luck, good health and safe trip all the time when thy back home.

## Annexes: Documentations

  
Final\_Concept M&E  
Learning Forum 28 Apr

 Review Session in  
2016 by (Thyda) .pdf  
 Project Baseline  
Study 28Apr17 (Final  
 Example 1\_Template  
of ToR for Baseline  
 Example  
Sl2\_Developing Resear

  
Example 3\_Service  
Provider Feedback.pc

  
List M&E.pdf



