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Cooperation Committee
for Cambodia

Comité de Coopération
Pour le Cambodge

32nd Monitoring and Evaluation Learning Forum

How to Manage Project Evaluation Process

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05 March 2024

What is your expectation from this learning forum?



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Process of managing external project/ programme evaluation

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1. Form project evaluation Core Team
2. Conceptualize stage and develop ToR
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7. Field work report and dataset
8. Preliminary findings and draft evaluation report
9. Final consultation workshop
10. Final report and dissemination
11. Action plan and follow up action.

Objectives of the learning forum

The learning forum today is to share and discuss practical experience about the whole process of how to manage project/ programme evaluation.

What is an evaluation?

The systematic and objective assessment of a planned, ongoing or completed intervention, its design, implementation and results. The aim is to determine relevance, coherence, effectiveness, efficiency, impact and sustainability. Evaluation also refers to the process of determining the worth or significance of an intervention.

An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into decision-making processes.

Ref: Glossary of Key Terms in Evaluation and Results-Based Management, DCD/DAC/EV(2022)2

Why do we need to conduct project/ programme evaluation? (Evaluation purpose)

The objectives of the evaluation including why the evaluation is being undertaken at this particular point in time, for whom and how the evaluation will be used for **learning** and **accountability**.

Ref: Glossary of Key Terms in Evaluation and Results-Based Management, DCD/DAC/EV(2022)2

What to Be Evaluated?

OECD DAC Evaluation Criteria:

1. RELEVANCE is the intervention doing the right things?
2. COHERENCE how well does the intervention fit?
3. EFFECTIVENESS is the intervention achieving its objectives?
4. EFFICIENCY how well are resources being used?
5. IMPACT what difference does the intervention make?
6. SUSTAINABILITY will the benefits last?

When to Evaluate the Project/ Programme?

1. Baseline Study/ Evaluation
2. Mid-term Evaluation
3. Final Evaluation
4. Ex-post Evaluation

What Is the Process of Managing External Project Evaluation within Your Organisation?



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Phase 1: Preparation Phase

0. Design project/ programme evaluation in the proposal development stage

- Baseline study
- Mid-term evaluation
- Final evaluation
- Based on donor's/ the organisational requirements
- Budget for the evaluation

1. Form Evaluation Core Team. How? Who?

- Identify the core team who will provide support for the whole process of evaluation, i.e.
 - recruit the consultant
 - provide inputs to the ToR
 - provide inputs to the inception report and tools
 - coordinate schedule for data collection
 - provide inputs to the evaluation report
 - approve the evaluation report
 - support dissemination workshop

- Composition of Core Team can be from MEAL team, Project Manager/ team, Programme Manager/ Team, and/ or Country Director.

2. Conceptualize Stage and Development of Terms of Reference (1/3)

What is Terms of Reference?

Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements.

Ref: OECD DCD/DAC/EV(2022)2

2. Conceptualize Stage and Development of Terms of Reference (2/3). How to develop the ToR?

Process of Developing ToR

- Review the project proposal, log-frame, budget...
- Draft the ToR - Project Manager/ MEAL Staff (use the ToR template if it is available)
- Review and input from from the MEAL Staff, Project Team, Programme Team
- Approve the ToR by Programme Manager, Country Director or MEAL Lead.

2. Conceptualize Stage and Development of Terms of Reference (3/3)

Budget payment in the ToR:

- 40% after submission of inception,
- 30% after submission of first draft of the report,
- 30% after submission of final report.

Sample ToR

- [Baseline study SCROL Project Terre des Hommes Cambodia](#)
- [ToR Baseline Study, Oxfam](#)

Guidance

- [Writing ToR for an Evaluation: A How to Guide \(WB\)](#)

3. Recruitment of External Consultant (1/3). How?

Advertisement:

- Advertise the announcement via different channels as much as possible.
- Ask the applicants to submit technical proposal, detailed budget requested, CV of team members, sample reports produced...

Shortlisting the potential applicants:

- Developing key questions/ criteria for assessing the proposals from applicants.
- Hiring Manager works with HR/ MEAL team assessing the proposals from applicants.
- Select max 5 potential applicants for interview.
- Inform the shortlisted candidates to prepare slide presentation for interview with agreed times and dates.

3. Recruitment of External Consultant (2/3)

Before interview

- The contract should be ready before the interview day.
- Each committee members review the ToR of the project/ programme evaluation and applicant packages.
- Hiring Manager draft questionnaires with expected answers and score and send to other recruitment committee members for inputs before the days of the interview.
- Finalise the questions and identify the interviewer for each question.

3. Recruitment of External Consultant (3/3)

During the interview

- Allow the applicants to provide presentation
- Ask the questions in the right order, write down the answers and score.
- At the end of interviews, the committee members have a meeting and make final decision and confirm the consultant.

After the interview

- Sign contract

Phase 2: Managing the Evaluation

4. Inception Report and Tools (1/5).

How is the inception meeting with the consultant team conducted?

Inception meeting with the consultant team

- Inception meeting with the consultant team
- Clarify ToR with the consultant
- Clarify the evaluation deliverables with the consultant
- Provide overview of the project, target areas
- Provide orientation to the consultant team on key policy/ guideline such as Child Safeguarding...
- Providing the consultant team with relevant documents including proposal, log-frame, monitoring report, progress report, relevant evaluation reports, other requested by the consultant.
- Provide evaluation templates such as inception report template, evaluation report template (if available)

4. Inception Report and Tools (2/5)

What is inception report?

The **inception report** is the written document prepared by the external consultant, it is the first task after the contract is signed. The **key contents** in the inception report include **objectives** of the evaluation, **research questions**, **sample size** and **sampling**, **data collection**, **data analysis**, **data collection tools** and so on.

4. Inception Report and Tools (3/5)

Developing Inception Report and Data Collection Tools

- Consultant draft the inception report, data collection tools, and data collection protocol/ guidance.
- Data collection tools should be disaggregated based on the log-frame.
- Submit the draft inception report and data collection tools to the organization.

4. Inception Report and Tools (4/5)

Process of Review and Approval the Inception Report and Tools

- Review the ToR, proposal and log-frame before reviewing the inception report and tools.
- MEAL team, Project and Programme Teams review and provide inputs to the inception report and tools.
- The consultant addresses all inputs and send for second review
- Core team review the second review to make sure all inputs provided were addressed.
- After the review completed, send for approval from assigned person(s) - can be Programme Manager, Country Director, or MEAL Lead.

4. Inception Report and Tools (5/5)

Tips for review and approve the inception report and tools: Make sure:

- all relevant indicators, disaggregation are covered as in the log-frame
- the proposed methodology and tools address the ToR, particularly the relevant indicators, objectives and evaluation criteria (if it is midterm/ final evaluation)
- sample size and sampling method are clearly described
- most relevant stakeholders for data collection are identified
- the quality assurance methodology and process clearly described
- the data collection tools are translated into the local language with the same meaning, ordering of numbers
- the data collection tools are consulted and tested with key respondents at least children and communities
- child participation and safeguarding

5. Ethical Consideration and Safeguarding (1/6)

- What kind of research or evaluation do we need the ethical consideration?
- Where can we submit the research proposal to for ethical approval?

5. Ethical Consideration and Safeguarding (2/6)

- **What kinds of research or evaluation do we need the ethical consideration?**
 - *Baseline study/evaluation*
 - *Mid-line evaluation*
 - *Final evaluation*
 - *Post-evaluation*
 - *Rapid Assessment*
 - *Research*
- **Where can we submit the research proposal to for ethical approval?**
 - *National Ethics Committee for Health Research (NECHR): Health related*
 - *Other Review Boards: Depends on organization*

5. Ethical Consideration and Safeguarding (3/6)

If it is on health and required for approval from Nation Ethics Committee for Health Research (Ministry of Health)

- then put the budget and mention in the ToR that the consultant will be responsible.

5. Ethical Consideration and Safeguarding (4/6)

Why do we have child safeguarding in evaluation and research?

5. Ethical Consideration and Safeguarding (5/6)

Why do we have child safeguarding in evaluation and research?

Ensure all children and participants who participated in the research and evaluation are safe and protected from any forms of violence.

5. Ethical Consideration and Safeguarding (6/6)

Child safeguarding:

- Child safeguarding should be considered when designing the data collection tools and during data collection.
- Orientation on child safeguarding and safety of data collection team should be provided to the data collection team during data collection training.

6. Data Collection (0/3)

What are the important things or activities in the data collection process? And who should involve in those activities and how?

6. Data Collection (1/3)

Training to the data collection team

- The consultant is responsible for providing training to the data collection team. Training may be included:
 - guidelines how to collect data
 - ethical considerations in data collection
 - sampling methods of respondents
 - data collection tools (questionnaires) must be in Khmer
 - develop quality control mechanisms/ protocol to the data collection team
 - roles play, field practices, reflection/ feedback for improvement should be used.
- Project/ Programme Manager is responsible for orientation to the data collection team on:
 - project background
 - situation in the target areas
 - child safeguarding
 - provide support/ response related to technical knowledge

6. Data Collection (2/3)

Preparation for data collection

Consultants:

- Develop and submit detailed schedule of data collection and arrangement with respondents to the organization.
- Inform the consultant if any schedule is changed, the consultant should inform the focal person of the organization.

Organization:

- support coordination/ arrangement of interviews with key persons
- allocate staff to provide support and conduct quality control to the data collection team
- Prepare mission letters (internal or with/ from relevant ministries)

6. Data Collection (3/3)

Data collection days

Consultants:

- collect data
- Team Leader provides overall support, and conducts quality control
- if any schedule is changed, the consultant inform to the focal person of the organization.

Organization:

- provide support
- conduct quality control to the data collection

7. Field work report and dataset

- After field data collection completed, the consultant should write up a summary of field report.
- After the data entry is completed, ask the consultant to submit raw data to the organization.

8. Preliminary findings and draft evaluation report (1/3)

Preliminary findings

- After data analysis completed and during drafting the evaluation report, the consultant should provide presentation of preliminary findings to the organization.
- This provides an opportunity to the organization to understand, provide inputs, clarify, and discuss the findings.
- The consultant is also clear what to report.
- Initial recommendations can be discussed during this time too.

8. Preliminary findings and draft evaluation report (2/3)

How the evaluation report is review and approved?

Process of reviewing and approve the evaluation report:

- Expected draft evaluation report submission should be informed ahead so that the reviewers can reserve their times.
- MEAL team, Project and Programme teams should involve in reviewing the evaluation report.
- After receiving the 1st draft evaluation report, focal person should immediately share with the core team to review the report.
- It would be good if the draft report is in a live document which everyone can provide the inputs into a single document and the consultant can also address the comments in the live documents during that time, no need to wait until the inputs are completed.
- After all inputs in the report were addressed by the consultant, then submit the report for approval if there is no another consultation workshop.

8. Preliminary findings and draft evaluation report (3/3)

Tips how to review and approve the evaluation report:

- Review the ToR, inception report, log-frame, proposal...
- Make sure that the report covered what agreed in the ToR and inception report and review it section by section:
 - executive summary
 - methodology
 - findings
 - conclusion
 - recommendation
 - make sure all relevant indicators are covered

9. Final Consultation Workshop/ Meeting

- The consultation can be done in different ways from one organisation to another.
- The final consultation can be done with relevant key stakeholders including the children.
- Purpose of the consultation is validate findings with key relevant stakeholders.

10. Final report and dissemination

- After the final consultation with relevant stakeholders, the evaluation report can be finalized.
- Dissemination of the report can be done in various ways depending on the availability of the budget and means:
 - dissemination workshop or
 - sending the report as hard copy or soft copy
 - sharing on website and facebook page of the organization

Is It Finished?

11. Action plan and follow up action

- Project Management team should organize a meeting to review the key findings and recommendations.
- Develop a management response to the recommendations from the evaluation.

UNAIDS Evaluation Management Response Template

Link: please refer to the management response template (excel) – see an extract below

MANAGEMENT RESPONSE AND TRACKING	
Evaluation title	
Office/Region	
Year of the report	
Overall response to the evaluation	<i>Please include here Senior Management impression on the process and outcomes of the evaluation, adequacy of evidence and concurrence with findings. Were there limitations in the process and outcomes? Are there any additional insights not articulated in the recommendations?</i>
Planned use of evaluation	<i>Please include here what's the process to facilitate the intended use, focusing on how evaluation findings will affect the programme and contribute to evidence-based decision making</i>

Recommendations and responses						Tracking	
No	Recommendation	Management response	Actions planned	Responsible	Timeframe	Mid year (20xx)	End of year (20xx)
	<i>Please list the recommendation from the Evaluation Report</i>	<i>Please indicated if: - Accepted - Partially accepted (please report reasons) - Not accepted (please report reasons)</i>	<i>Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations</i>	<i>Please be specific and indicate who (Staff or Unit/office) in UNAIDS is responsible for the actions. If it is a joint response it should list who these are specifically</i>	<i>Please be specific and indicate a completion date (the overall timeframe is usually one year)</i>	<i>Please indicate status of implementation and actions taken. If an action is no longer relevant due to a changed context, please provide a justification and indicate if it should be cancelled or reformulated.</i>	<i>Please indicate status of implementation and actions taken</i>
1							
2							

Thank You for Your Participation!

Questions and Sharing Practical Experiences from the Participants!