

Minute Note of
The 32nd Monitoring and Evaluation Learning Forum

“How to manage the Project/Program Evaluation Process”

5th March 2024, 8:00 am – 5:00 pm

Physical at Diakonia Center (DK center)

78 participants (31female)



I. Introduction

The Cooperation Committee for Cambodia (CCC) is the largest membership-based organization for civil society organizations in Cambodia, with around 181 Foreign (FNGO) and Domestic non-governmental organizations (DNGO) as members, and around 300 local organizations as partners and beneficiaries. CCC is currently implementing Phase V of its Governance Hub Program (GHP 2024-2028), an initiative intended to foster inclusive partnerships to promote good governance, a strong

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enabling environment, and ensure the sustainability of civil society organizations (CSOs) in Cambodia.

In 2022 and 2023, CCC provided the serial of learning forum which response to the participants' need on M&E such as: Data cleaning and data analysis, Resulted oriented reporting, Develop Project Monitoring and Reporting Tools, and KAP survey for baseline. The evaluation process for project/program team is the core part of project management which require staff to understand the process for analyze the result of their implementation.

With the suggestion from the NGOs participants/M&E practitioners, the CCC's team and M&E working group discussed together deeply to find out the topic, practical tools and methodologies to share with NGO participants in the learning forum and select the practical tools for all kinds of NGOs and all levels of program or project staff in the organization which they can apply for managing the project/program. At the end of meeting, the members of the M&E working group who have great experience with different concept of local and foreign NGOs on developing and using the simple and practical M&E tools will be the resource person to share with NGOs participants for the whole day on 5 March 2024 for the topic of "**How to manage the Project/Program Evaluation Process**" which will be organized at Diakonia Center.

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

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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**.

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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 Organization?

Phase 1: Preparation Phase

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

- Baseline study

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- Mid-term evaluation
- Final evaluation
- Based on donor's/ the organizational 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

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.

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

Budget payment in the ToR:

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- 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.

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.
- Finalize the questions and identify the interviewer for each question.

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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)
- 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.

Developing Inception Report and Data Collection Tools

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- 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.

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.

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

What kinds of research or evaluation do we need the ethical consideration?

- *Baseline study/evaluation*
- *Mid-line evaluation*

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- *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*

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

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.

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:

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- project background
- situation in the target areas
- child safeguarding
- provide support/ response related to technical knowledge

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)

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

Field work report and dataset

- After field data collection completed, the consultant should write up a summary of field report.

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- After the data entry is completed, ask the consultant to submit raw data to the organization.

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.

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.

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

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- make sure all relevant indicators are covered.

Final Consultation Workshop/ Meeting

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

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		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?					
Planned use of evaluation		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					
Recommendations and responses						Tracking	
No	Recommendation	Management response	Actions planned	Responsible	Timeframe	Mid year (20xx)	End of year (20xx)
	Please list the recommendation from the Evaluation Report	Please indicate if: - Accepted - Partially accepted (please report reasons) - Not accepted (please report reasons)	Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations	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	Please be specific and indicate a completion date (the overall timeframe is usually one year)	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.	Please indicate status of implementation and actions taken
1							
2							

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Appendix:

V. Detailed Agenda

Date/Time	Content	Responsible by:
8:00AM – 8:30AM	Registration	CCC
8:30AM – 8:40AM	Open Remarks	Mr. Chea Vibol Head of Communications and Membership Development from CCC
8:40AM -9:40PM	Sharing on: <ul style="list-style-type: none"> - Objectives of the leaning forum - Reason for conducting evaluation - What to be evaluated - When to start to think of evaluation for a project/program 	Mr. Khim Narith M&E and Learning Specialist from Solidarity organization and CCC's and M&E working group member
9:40AM -10:00AM	Sharing on: Process of evaluation: <ol style="list-style-type: none"> 1- Form project evaluation core team 2- Conceptualize stage and Develop ToR 	Mr. Heng Kun MEAL Advisor from Terre des Hommes Netherlands, and CCC's and M&E working group member
10:00 AM- 10:15 AM	Break	All
10:15 AM- 12:00 PM	Continue to share on: <ol style="list-style-type: none"> 3- Recruitment consultant 4- Inception report and data collection tools 	Mr. Heng Kun MEAL Advisor from Terre des Hommes Netherlands, and CCC's and M&E working group member
12:00 PM- 1:30 PM	Lunch	All
1:30 PM-2:30 PM	Continue to share on: <ol style="list-style-type: none"> 5- Ethical Consideration and Safeguarding 6- Data collection process 	Mr. Sun Buntha M&E and Research Manager from Plan organization and CCC'M&E working group member
2:30 PM-3:30 PM	<ol style="list-style-type: none"> 7- Field work report and dataset 8- Preliminary finding and draft report 	Mr. Vang Sean MEL Associate from WINROCK International and CCC'M&E working group member
3:30 PM - 3:45 PM	Break	All
3:45 PM- 4:00PM		Mr. Kong Bunna

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	9- Final consultation workshop 10- Final report and dissemination	Freeland consultant and CCC'M&E working group member
4:00 PM- 4:30PM	11- Action plan and Follow up action	Ms. Laing Thyda Freeland consultant, CCC'M&E working group member
4:30PM - 4:50PM	Recap and reflection from participants	Ms. Kheang Sokleng MAP-Project Manager-WWF and CCC'M&E working group member
4:50PM – 5:00PM	Closing Remarks	M&E working group member

Note: CCC will use the event photos from the learning forum for posting in CCC's website and other official use. CCC reserves the right to change the agenda based on the availability of the speakers and time constraints.

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