

Training Workshop on
'Results-based Management, 6-month Report and Annual Report Writing'
19-20 July 2016
Sunway Hotel, Phnom Penh

Training Report



Training organized by:
Cooperation Committee for Cambodia (CCC)

Training facilitated by:
Mr. Leng Chhay
Organizational Development Consultant

Training financially supported by:
Norwegian People's Aid (NPA)

1. Introduction

A two-day practical training course was conducted on 19-20 July 2016 at Sunway Hotel, Phnom Penh. The course was organized by the Cooperation Committee for Cambodia (CCC), and funded by Norwegian People Aid (NPA). A consultant, Mr. Leng Chhay, designed and facilitated the course. 23 participants from 11 organizations, who are partners of NPA, attended the training (list of participants attached).

2. Objectives

The objectives of the course were that by the end of the two-day training and coaching, attended participants will be able to:

- Identify key aspects on writing a clear and concise result-based reports
- Better describe the “results” for reporting, and clarify a number of related issues to report writing, so that thereafter they will have increased confidence in tackling a quality and professional result-based report (focusing on 6-month and annual report)

3. Activities and process undertaken

Prior to the training event, the course was designed by the consultant, in cooperation and consultation with the CCC and NPA team, and training agenda was developed and sent to all participants (agenda attached). During the training course, the following activities were conducted.

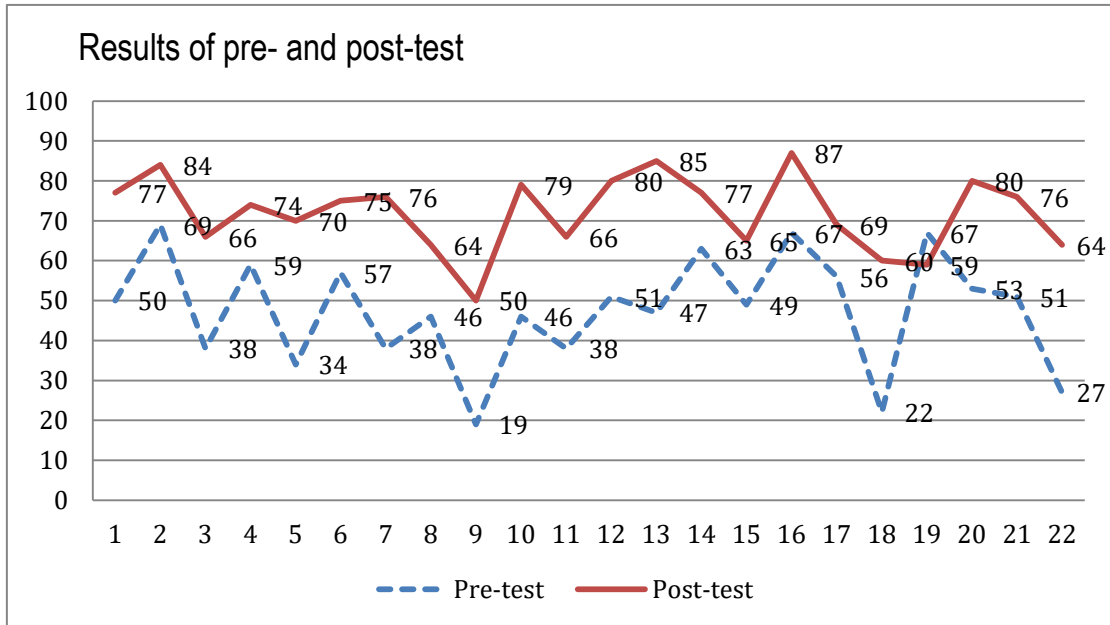
On day one, the training started with a course opening and introduction as well the expectations on hopes and concerns. A pre-test was conducted before starting the main session. In the morning, the main sessions started with an exercise on a report writing scenario, followed by interactive presentations and discussions on importance of report writing focusing on changes, result-based management concept and tools, reporting structure and outline, and practical steps in report writing. The afternoon session mainly focused on conducting exercises on organizing and analyzing information for report.

Day two focused on result-chain, in which key concept and terms of “results” were briefly introduced to participants, followed by an exercise of each type of result. The day also included discussions on other parts of the progress report such as introduction, lessons learned, and conclusion. NPA team also presented on “Do” and “Don’t” in reporting, and common result framework to participants. The day ended with a post-test, evaluation, and closing.

The training was conducted in a coaching manner, in which conceptual knowledge was briefly presented, followed by practice exercises, discussions and clarifications.

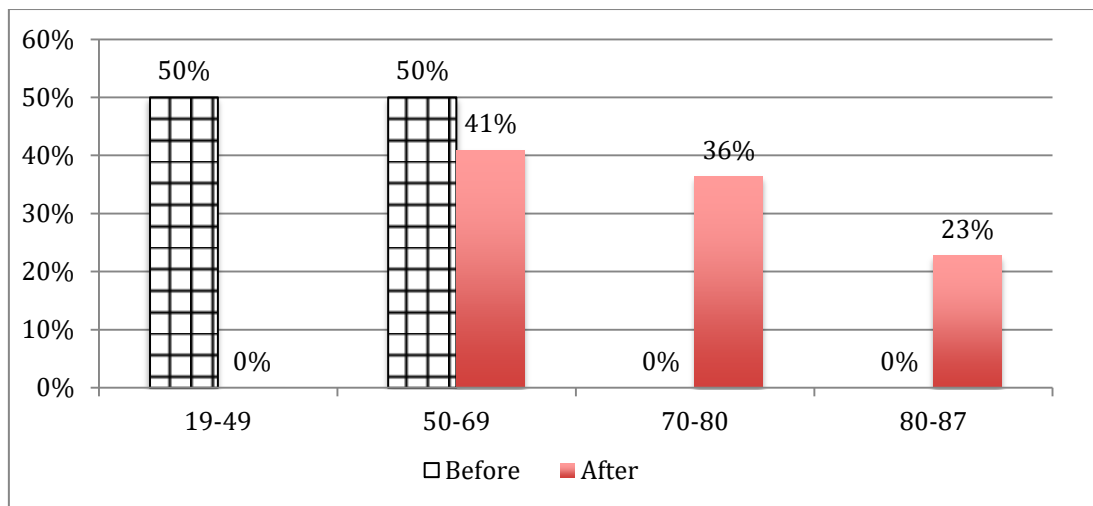
4. Training outputs achieved

23 participants from 10 partners (26% female) trained and coached on result-based report writing. 22 participants have conducted pre- and post-test, and its result indicates a good increase of knowledge and understanding of the subject learned. The graph below shows the knowledge increase before and after the training. The average increase per participant is 24.36 score points (100 is the maximum scores).



Before the training, half of participants got only 19-49 scores (100 is the maximum), other half received 50-59 scores, and no one got over 69 scores in their pre-test. After the training, no one got less than 50 scores, but 41% got 50-69 scores, 36% got 70-80 scores, and 23% got 80-87 scores, meaning that 59% participants reached 70-87 scores.

23 participants provided written feedback to the course (summary of evaluation attached), and most respondents rated the course relevance, quality of trainer, and training materials as “good” to “very good” while the majority of them rated the level of participation and the venue as “good”. Participants commented that learning on result-chain and reporting structure was helpful to them, but felt a need to practice more of it, including data gathering using effective monitoring and evaluation tools. 83% respondents felt happy about the course.



5. Facilitator's observation on successes and challenges

Generally, it was observed that most participants found the training subject as interesting to them, and there was a connection between the conceptual knowledge to their real experience, in which many of them have the opportunity to bring the real examples of their specific experiences to share, discuss and get clarification during the session, and there was a good level of openness in sharing their experiences. A number of participants raised related issues and questions, and they got clarified. Size of the place was appropriate to the size of participants, and logistic support was sufficient.

There were also some points that need attention. Few participants brought work to the session, and they often excluded from the discussion due to a lack of focus (a change in seat arrangement solved the issue). There were different levels of participants in term of their experience leading to different learning speed, and resulting in different level of absorbing capacity. A number of expectations raised were at "outcome level" of the learning and should be reached a period after the training when participants applied the knowledge learned. A senior participant indicated (in his pre- and post-test) a decrease in his knowledge, meaning that it was not worth for him to attend the course. Training time was short considering the need for sufficient practicing. Training preparation (booking the venue, production of materials etc.) should have been done in bit far advance to avoid all potential risks.

6. Conclusion

Based on the participants' feedback and our own observations, the training can be considered as successful in term of enhancing knowledge and understanding of types of development "results" to be articulated in the report. After this training, a coaching support to individual organization would add value to the course, and will increase participants' confidence in tackling a quality and professional result-based report.

Report written by
Leng Chhay, course facilitator
22 July 2016

Photo of activity



Open remark by Mr. Soeung Sareun,
Executive Director of CCC



Introduction to the course by Mr. Soeung
Typo, R&L Manager of CCC



Group Discussion



Group Discussion



Group Discussion



Group Discussion



Training Reflection



Group Photo

Appendix 1: Participants

No	Name of participant	Sex	Organization
1	Sour Pounlok	M	Banteay Srei
2	Mout Chantheaney	F	DPA
3	Houn Sakphea	F	DPA
4	Sun Youra	M	NGO Forum
5	Bun Narin	M	NGO Forum
6	Choeun Chhunna	M	HRTF
7	No Migy	M	HRTF
8	Sang Sivlinh	F	HRTF
9	Sok Vibol	M	NTFP
10	Phann Sopheab	M	NTFP
11	Phork Sreypich	F	COMFREL
12	Phat Sopheak	M	COMFREL
13	Leng Sarorn	M	EC
14	Heang Sokun	M	EC
15	Chea Chansereirath	F	YRDP
16	Suon Chantra	M	YRDP
17	Chhit Munny	M	YRDP
18	Tem Ven	M	PKH
19	Peok Sophorn	M	PKH
20	Suon Bunsak	M	CHRAC
21	Chhoeurn Makara	M	CHRAC
22	Cheang Sovannarath	M	LICADHO
23	Im Naren	F	LICADHO

Organizers and facilitator

No.	Name	Org	Position
1	Mr. Lun Borithy	NPA	DPM
2	Ms. Chea Sokta	NPA	DPC
3	Ms. Ly Huong	NPA	DPC
4	Ms. Ly Huong	NPA	DPC
5	Mr. Nuth Youthy	NPA	DPC
6	Dr. El Sotheary	CCC	HoP
7	Mr. Soeung Typo	CCC	R&L M
8	Mr. Long Phanith	CCC	M&E PC
9	Mr. Yeng Seng	CCC	M&E S
10	Mr. Leng Chhay	Freelance	Freelance Consultant

Appendix 2: Expectations and concerns

Expectations

- Understand the M&E report
- Know the format
- Improve the report writing
- Learn about 6m and annual report based on outputs and outcomes
- Understand results-based management and M&E methods, for reports
- Produce a high quality report, accepted by donors and stakeholders
- Learn more techniques and experience for reporting
- Learn more about outcome, impact
- Clearly understand template report of NPA and results-based report writing
- Learn about evidence-based M&E for advocacy
- Understand about rights-based management
- Understand about RBM and key terminologies
- Report writing
- Data gathering and collection
- Know about standards to write a perfect report
- Know agreed report template
- Understand weaknesses of reports so that I can make better report

Concerns

- Too short time to learn
- Will not understand
- What is a perfect report
- Afraid of not understand after training
- Not understand
- Not going to university on time
- Afraid of being too fast training
- Not recognized participants' ideas
- Not fully participated as there are other meetings with other donors
- Not easy to collect data for analysis
- Not receive enough information relevant to reporting
- Afraid of not able to get the points
- Cannot write a good report
- Key words used in reporting not clear
- Many confusing ideas will be raised
- How to identify a perfect report?
- Not catch all points from the training
- Not enough time to practice
- Not enough time for discussion
- Short time for RBM session

Appendix 3: Consolidated result of course evaluation

23 participants provided written feedback to the course.

1. Please provide your self assessment to the following aspects, and provide your specific comments to each aspect:

Score: 1=Poor; 2= average; 3=good; 4=Very good

Aspects for evaluation	1	2	3	4	Your comments
a) Relevance/usefulness of the training subject		1 (4%)	9 (39%)	13 (57%)	
b) Facilitator (competence, quality of facilitation...)			12 (52%)	11 (48%)	
c) Level of participation from participants		2 (9%)	16 (70%)	5 (22%)	
d) Quality of training materials and handouts		4 (17%)	10 (43%)	9 (39%)	
e) Venue and food	1 (4%)	2 (9%)	13 (57%)	7 (30%)	

Percentages were rounded.

2. What do you find as most helpful to you?

Learning about "results"

- Result Chain
- Define key terms on outputs, outcomes and impact
- Division and description of results (output, outcome, impact)
- Outcome, outcome and impact
- Report writing on output, outcome, impact, lessons learnt
- Result chain and method of writing a report
- Hierarchy results
- Differentiated outcomes and impacts

Report writing (structure and outline)

- Structure for report writing
- Define key contents of progress report
- Lessons learnt and conclusion
- Report style/format
- Lessons learnt formulation
- Tips for report writing
- Analysis on the information of report

Training Process

- Practical exercise
- Exercise and reflection on each part of report

Other comments

- All are useful
- Most things reflected to my report writing
- Time should be for 3 days
- The whole report should be shown as a sample

3. What do you think needs to be improved?

- Tools to capture and measure outcomes and impacts
- Understanding of M&E
- Indicator and M&E

- Know more about different meaning of outcome and impact
- Some clarifications on how to write and define results
- How to conclude the report
- Terms to use for report writing
- Lessons learnt

- Venue and facilitation method
- Expectation should be done prior training take place to understand the level of participants
- Time for discussion and question should be longer

4. What is your overall feeling to the course? (Tick one on a picture)



Not happy



Usual



Happy

4
(17%)

19
(83%)

5. Other comments

Comments on subject needed

- Need M&E training
- Need coaching, feedback when submit report, provide more M&E training including M&E reporting
- The course is very useful for M&E participants, but it could be improved if more introduction on tools for capturing and measuring outcomes and impacts
- Should have training and coaching on M&E and M&E System
- Training on development of M&E tools

Comments on organizing aspects

- Training duration is too short
- The next training should be conducted at province; and the training duration should be 3 to 5 days.
- Should include theory of change in the training
- Should include some examples or cases when introducing any points
- Thanks for organizing such a value training workshop