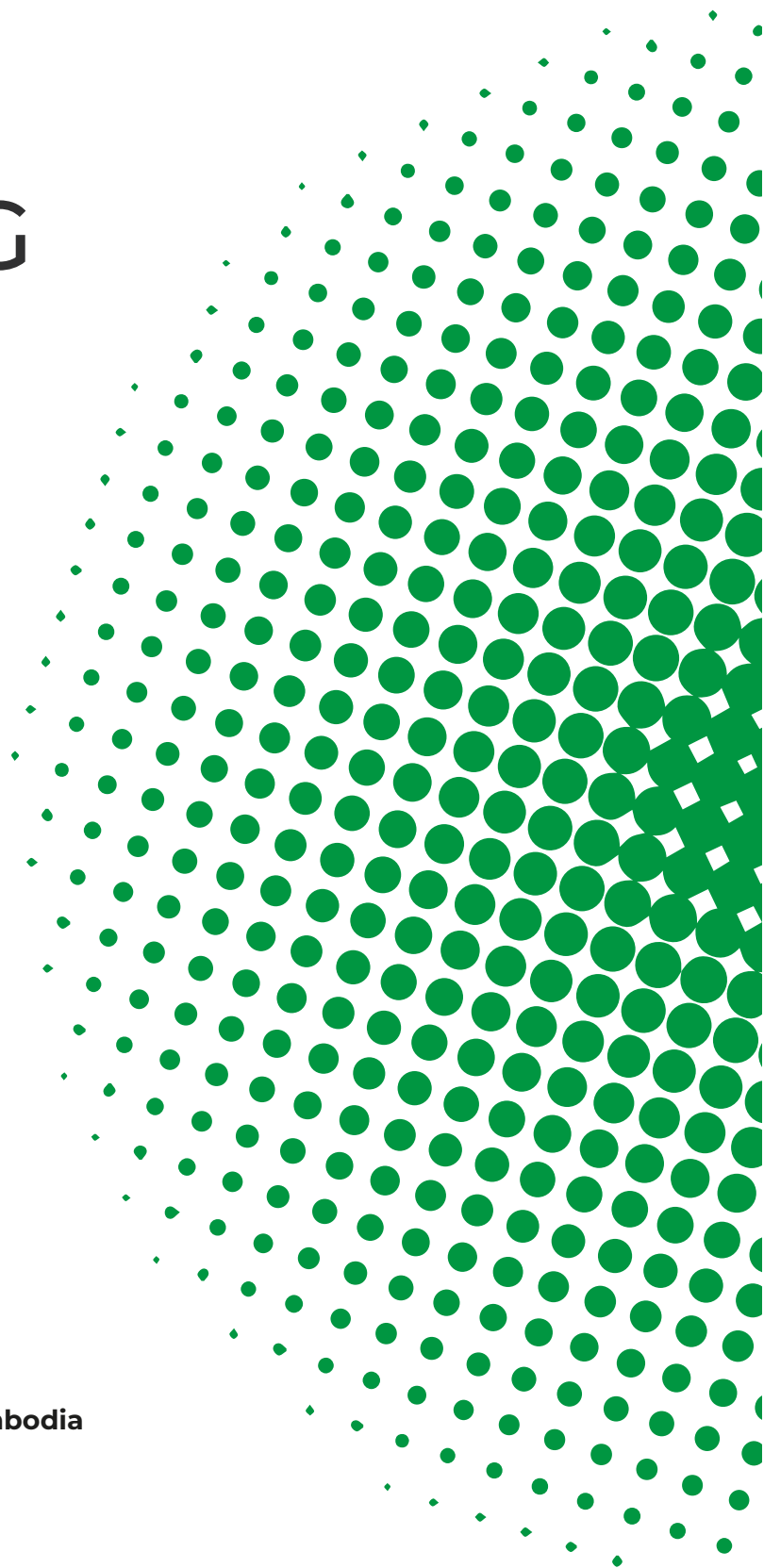




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Cooperation Committee
for Cambodia
Comité de Coopération
Pour le Cambodge

The 21st M&E Learning Forum Minute :

EFFECTIVE PROJECT MONITORING



Cooperation Committee for Cambodia
#9-10, Street 476, Toul Tumpong 1,
Khan Chamkamorn, P.O Box 885,
Phnom Penh, Cambodia

The 21st of Monitoring & Evaluation Learning Forum On
“Effective Project Monitoring”

1. Introduction

As the largest membership-based platform for Non-Governmental Organizations (NGOs) in Cambodia. By end of 2018, the Cooperation Committee for Cambodia (CCC) has 181 international and local NGOs as members, working on different development sectors in the country.

One of seven program strategies is Learning and Capacity Development for CCC members and other interested CSOs. Normally, CCC organizes four learning forum platform every year, learning forum on Human Resource Management (HRM), Monitoring and Evaluation (M&E), Information Communication Technology (ICT) and Finance Management, they are 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 for effectiveness and efficiency development in Cambodia.

To keep responding to the needs of the NGO community, CCC conducted the 21st Monitoring and Evaluation Learning Forum on **“Effective Project Monitoring”** on 21st June 2019, at Diakonia Center.



2. Objectives of the M&E Learning Forum

- To review the outcome and impact of the last M&E learning forum
- To have better understand on the process of project monitoring including data collection, data analysis
- To get more knowledge of how to write monitoring report
- To create a learning and sharing environment and build a stronger network each other

3. Expected outputs

- The participants will have idea to strengthen the monitoring system by integrating techniques and tools from the learning forum
- The participants will use the tips to improve the monitoring report writing in its organization
- Practitioner participants will have more chance to learn, share and strong more relationship

4. Target Participants

This M&E learning forum was participated by **112 participants, 41 women from 61 organizations (24 DNGOs)** who are **M&E practitioners and Program/Project Manager**. Each participant was assigned by the senior management of their organization and committed to apply what had been learned from the forum to its organization.

5. Key Contents from the Forum

At the start of the forum, Ms. Chan Somaly, CCC Membership Development Specialist, was a Master Ceremony of the event, introduced the objectives and the agenda of the forum. She also asked participants who are from CCC member NGOs and who else from non-CCC member? There are 6 people from non-CCC member include Teang Thnout, FACT, Private Sector, and Freelancer. After that, she invited Mr. Soeung Sarouen to welcome and open the remarks.

5.1. Welcome and Opening Remarks

Mr. Soeung Sarouen, Executive Director of CCC, welcomed and greeted all participants who are in this forum. This M&E learning forum on effective project monitoring is an important topic to learn and share. The last topic of M&E learning forum was about success story and significant change. In order to have effective project monitoring, the design of a clear project plan, M&E framework, and baseline are necessary. M&E system is also required to track the changes and results.

CCC has various M&E tools to implement within the organization. CCC has used the online dashboard



call System for Result and Impact (SRI) to record the activities, outputs, use of outputs, outcomes and impacts of the programs. It is now in the process of revision for a better used.

Without M&E Working Group, we cannot success like today. We would like to thank to the M&E Working Group members for their voluntary contributions and support.

M&E Working Group



Each NGO should reflect on the Sustainable Development Goals (SDG) include 17 goals, 169 targets, 230 indicators. The project design should align with the SDGs.

Last but not least, he would like to thank to the participants and wish all of them all the best, full of success and happiness.

5.2. Review the last M&E learning forum on “Case Study & Success Story Writing”

Mr. Vang Sean, Monitoring, Evaluation, and Reporting Specialist, reviewed the last forum. He encouraged the participants from the last learning forum to share what they had been learn and applied within their organizations. 2 participants shared about case study, story of change, and the key contents to include in the story.

Why we talk about case study in the monitoring? Here is the slide presentation on the review of last M&E learning forum, please see in the annex 1.

5.3. Introduction to process of project monitoring

Mr. Mao Chansokvibol, Monitoring, Evaluation, Accountability, and Learning (MEAL) Manager for Cambodia and Myanmar of Catholic Relief Services (CRS), was the key resource speaker for the forum. At the beginning, he introduced about himself. Then, he requested participants to do the pre-test by the smart phone through scanning the QR Code in order to get the form to fill in. After that, he asked participants about some key word such as what is Monitoring, Input, Output...?

For more details of presentation on process of project monitoring, please see in the annex 2.



Question

Why need to do two times evaluation of the project?

If there is no baseline how to compare?

5.4. Data collection

For this session, speaker introduced the objective of the session.

Session Objectives

- To describe the steps in developing the implementing tools for quantitative and qualitative data collection
- To identify key approaches for data collection implementation strategies

Note: Collect “Needs to Know” data only not “Nice to know”. “Do not COLLECT data unless somebody is going to USE IT”

Why skip logic? Make sense with the questions and save time.

For detailed presentation of Data Collection, please see in the annex 3.

Questions:

- Why need data collection tool? In order to respond to the set indicators that require research/survey to track the progress
- What are the different for data collection tool for research and monitoring? Wait for other learning forum.

Small Group Works on quantitative data collection tool

In each table group, drafting the “Meeting Monitoring Checklist” by reflecting to the key questions below:

- What are the required info need for the meeting?
- What make a good meeting based on your experiences?

See the sample of the Session 2 - Meeting Monitoring Checklist – Example in the annex 4.

Sharing answers from each table:

- Should have a clear plan
- Consider about inclusiveness, accessibility
- Facilitator who can speak the right language
- Think about arrangement of tables, change seat
- Topic of meeting
- Before, during and after the meeting what need to do
- Clear agenda
- Good facilities
- Participant list
- Meeting material
- Facilitation methods/active participation
- Take note
- Type of meeting
- Action plan to follow up
- Energizer games related to topic of meeting
- Review previous meeting
- To have time keeper
- Final reflection

5.5. Data Analysis

Session Objective:

- What is data analysis?
- Key practical tips for quantitative analysis
- Key practical tips for qualitative analysis

Data Analysis is the process of bringing order and structure to the collected data.

Objective of Data analysis is to provide timely, relevant responses to stakeholders; learn effectively; inform required reports; and generally, find ways to make your data useful as possible.

Note: **Writing Qualitative Results** need to focus on:

- **S:** Setup
- **Q:** Quote
- **C:** Comment

For detailed presentation related to data analysis, please see in the annex 5.

AAC: has question related that, when conduct project evaluation after collecting data, She capture information which focus on Relevant, Effectiveness, efficiency and satisfiability. It is the data analysis?

The answer from participants.

- The first participant answer is not data analysis, it is on data cleaning progress.

- The second participant, when conduct evaluation we need to focus on the strategy of project. E.g. Right base Approach or gender equality approach.

Caritas Checque republic: Monitoring report (source from program tools) said good, but the result from focus group discussion said is not good as monitoring/or show that it does not achieve as monitoring report. Which source is most reliable?

ADD: The important thing, we need to meet consultant to discuss about the objective of evaluation to have common understanding on our context of our organization. The result needs to be negotiated between consultant and project implementer to endorse the result or confirm the result.

One person in the forum: When I worked for ICSO in Strung Treng, the objective of the project to get compensation on house or land to beneficiary. Then, the beneficiaries got compensation, we think that we are successful. But the result evaluation from consultant informed that we not success because the villager used the money from compensation in wrong objective (debt). They loss hose and all moneys because wrong using money.

M&E working group: for me both of them, it will be someone is wrong. So, we need to verify our data, is it right? Or sometime the consultant selects wrong sampling (eg. Sb who never participated in the project activities.) so, we need to verify result between project and consultant.

Checklist of monitoring trip process: group discussion on what they need to do before, during and after field trip:

- Identify number of respondents need to be meet per day/visit
- Tool uses and guiding question
- Check list
- Who we meet
- Who we travel with
- Security

Comment: it is so many for provincial NGOs

Action Aid: When we meet community participant, we put the tool uses and guiding question

The same with CRS but I focused on the security of the staff, who we accompany with, who we meet, vehicle we use?

Speaker: for the field trip check list, you can add or move out some points on the check list to be more applicable in your organization.

Objective of monitoring trip: for what?

- Tracking the progress of project compared to project objective
- Understand the location of project
- Compliance quality of the activities or intervention
- Complaint mechanism (FRM)
- Help to decision making of donor organization in providing fund or support to organization
- To see the change of the situation
- C3: Compliance: follow to the log frame, Complete? and Consistency?
- Breakdown by monthly, quarterly, semester
- Project report

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It's up to organizational structure

<p>Project Monitoring Trip objective</p> <ul style="list-style-type: none"> • In pair: How to effectively defined the project monitoring trip objective? <ul style="list-style-type: none"> – Review the project reports and ask critical questions on how the project result/data mean to our own achievement, what we need to find out more, what is issues to find out – Review the project workplan to determine what is data required to collect and what activities should already and will happen in the field – Review the previous trip report and see if there is any action to follow up – Any key burning issues or new guidance that need to updated to relevant staffs at the field or partners – Discuss with the partner and staffs on the support needed 	<p>Project Monitoring trip – Common objectives</p> <ul style="list-style-type: none"> • To review and discuss project progress with project staffs and/or partners • Follow up on previous monitoring trip action plan • To meet with project beneficiaries to collect data for key indicators and their overall feedbacks • To verify the data against the progress report as well as its supporting documents (program reporting and finance etc) • To monitor and provide on the job coaching and mentoring to staff and/or partners on key projects activities (training, meeting, events)
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ADD: M&E plan, we can learn more from M&E plan

What is follow-up? Follow-up is a part of monitoring

For detailed template of the monitoring plan, please see in the annex 6.

5.6. Monitoring report writing

In this session, the speaker asked questions to brainstorm and got idea from participants on the point that need to be include in the M&E reporting template. Then, he introduced the tip of project monitoring report and template report of CRS to all participants.

And, at the end of the session he gave key messages to all participants and learning resource of M&E if they want to know more about M&E.

<p>Project Monitoring Report tips</p> <ul style="list-style-type: none"> • Know your reader <ul style="list-style-type: none"> – Who are the intended report readers? – What do they need to know? – What specific questions need to be addressed? – When do they need the information? – Is there available guidance regarding the format and length of the report (e.g., as specified by the donor, local government or your own organization)? • Be clear and specific on the messages you want the intended readers to get their attention on • Address the findings from the monitoring trips based on the monitoring trip objectives • Keep it short and simple (depending how complexity is the monitoring report findings but it should not more than 10 pages long) 	<p>Key Messages</p> <ul style="list-style-type: none"> • A good project monitoring report is start off with clear plan and SOW • Know and clear on your purpose of the monitoring visits then bring required project documents and tools in response to those purposes • Debriefing with relevant staffs before return and sharing the final report as well as follow up on the agreed action from the trip
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For detailed template of monitoring report, please see in the annex 7.

Key MEAL Learning Resource

- MEAL DPro E-learning: A free self-paced e-learning course on MEAL, go to www.kayaconnect.org then search MEAL DPro and create a username to learning
- CRS Institute for Capacity Strengthening: www.ics.crs.org a free website owned by CRS to get key partnership and capacity strengthening resources as well as MEAL and program related e-learning
- CRS Compass: www.compass.crs.org a website and contains a step-by-step guide and key action to effectively manage the project from proposal development/design to the close-out
- USAID Free online course on health and M&E with certificate from John Hopkins University: <https://www.globalhealthlearning.org/>

6. Conclusion and closing

At the end of the forum was provided by Mr. Lim Phai, CCC executive committee members, he gave a short story of sanitation and hygiene that *there is a woman, restaurant owner, announced for a chef that focused on the hygiene. There were 3 candidates applied for job and come for interview, during the interview, she gave a glass of drinking water with diarrhea. So, the 3 candidates went to toilet after drinking, and she put the camera in the toilet to see their activities. The first and second candidate left the toilet without cleaning their hand, only the third candidate clean their hand. As the result, the third candidate passed the interview and start working in the restaurant.*

After preparing food on the table and eating the food, the restaurant owner called him to ask the reason why he cleaned their hand with good sanitation and hygiene while other 2 candidates not. The chef said, I did not think about the hygiene anymore because the toilet paper was empty, I used my hand. So, I need to clean my hand.

And, he mentioned that today is a successful event, there were many participants and after lunch, there were still many participations, with the total participation of 112 participants. Today, I would like to share my monitoring report of forum, scope of monitor and 5 steps of monitoring process: you need to apply the 5 steps in order to success:

- Design logic model: from objective: performance management plan
- Planning

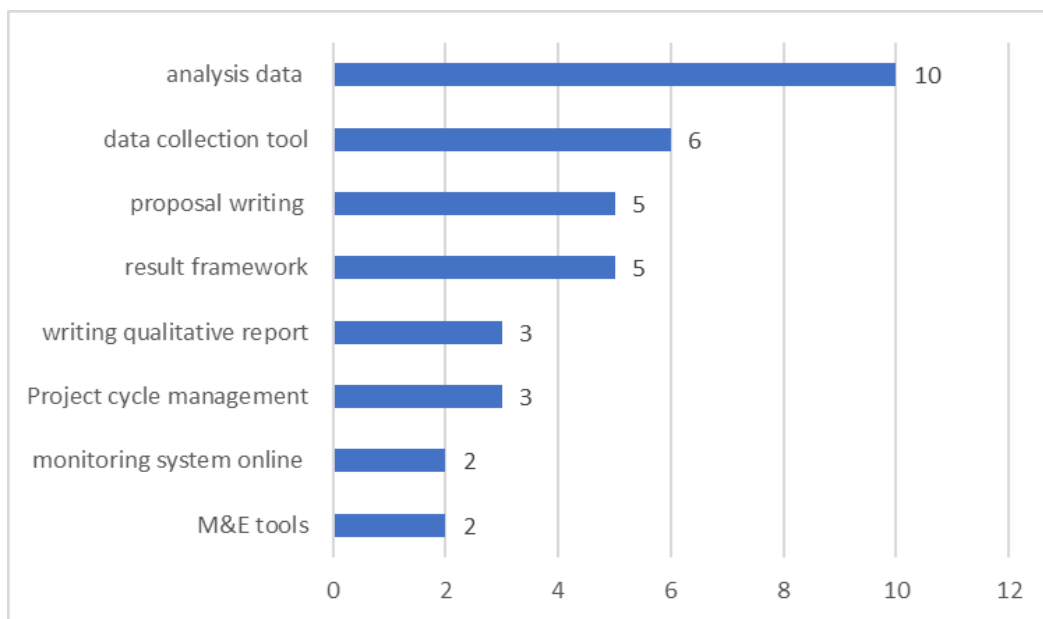
- Data collection: methodology: before, during, after
- Analyzing data
- Using data

He mentioned that it is not your obligation in apply what you learn from him 100% but you can adapt what you can apply in your organization or in your situation. It is a good sign of learning because you want to get new thing to improve your project's performance and he observed that all participants were very active in this forum.

Finally, he thanked to facilitator, M&E working group, participant and their feedbacks in the way of motivation and construction to improve our next learning forum. And, you need to monitor on your and our feedback of forum organization. For what you promised to apply in your daily life and work: there will be pay more time on the application, he hoped that what you learned, you will apply to motivate facilitator/speaker and CCC in organizing the next forum too.

7. Raised topic for next M&E Learning Forum

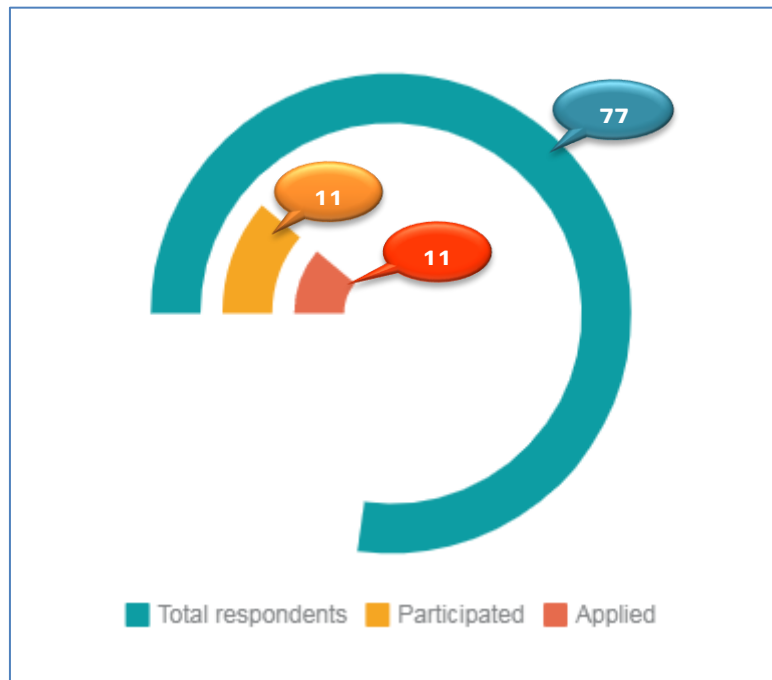
At the end of the forum, the facilitator asked participants to give feedback on the topic that they want to learn in the next M&E learning forum in October 2019 by distributing a paper to them to write three main topics on the paper. As the result, 57 M&E participants gave feedback on the next topic, there were 6 main topics that they want to learn, 1) Data analysis that focuses on qualitative, 2) Data collection tools, 3) Proposal writing, 4) Result framework, 5) Writing qualitative report, and 6) Project cycle management. Please see details in the chart below.



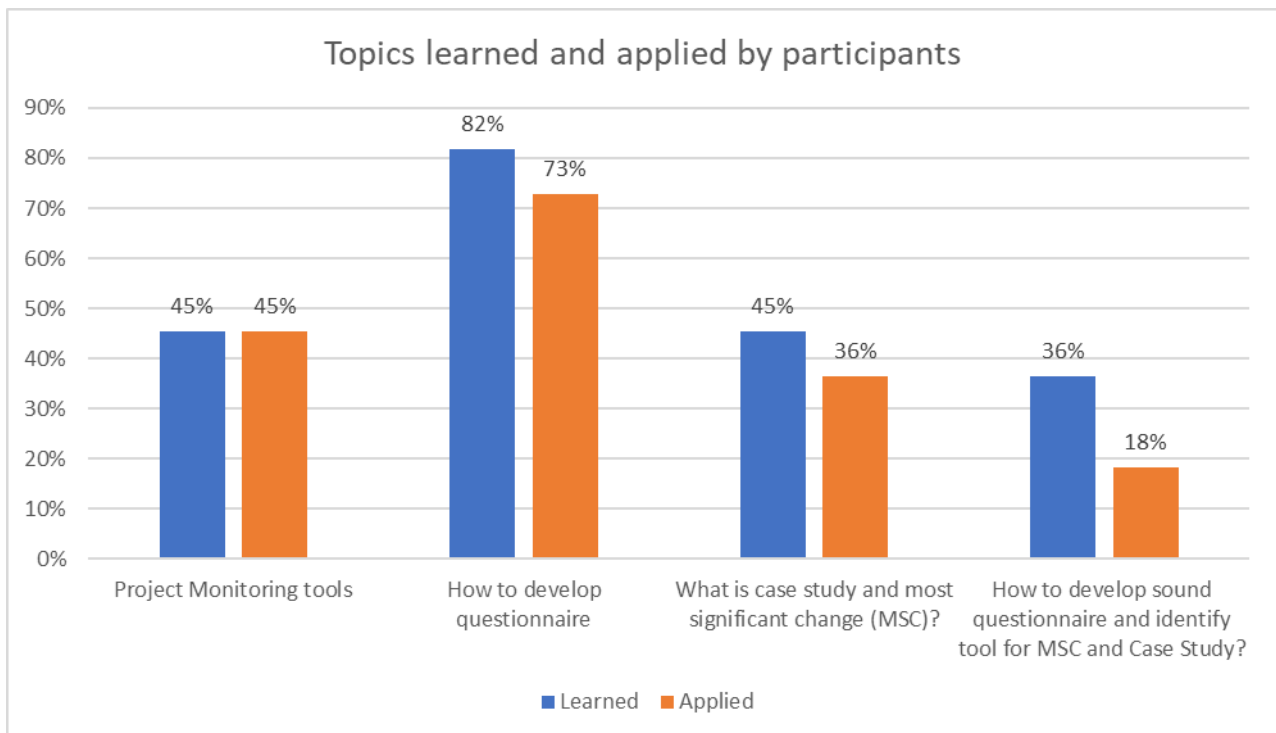
8. Survey result of M&E Learning Forum in 2018

In 2018, CCC organized two M&E learning forums with the main topics including 1)- Project Monitoring tools, 2)- How to develop questionnaire, 3)- What is case study and most significant change (MSC)? 4)- How to develop sound questionnaire and identify tool for MSC and Case Study? There are 77 respondents (31% women) from 50 NGOs have provided information to reflect on the M&E learning forum including what topic they have learned, what lessons they applied and result after plied the topics from learning forum which focus on the personal and organizational changes.

The result of survey shown that, there were 11 equals to 14% of 77 participated in the M&E Learning Forum. However, 100% of participated participants have applied what they learned from M&E learning forum.



The result also shown that, 100% (11) whose participated in the M&E learning forum in 2018 have applied the learned lesson from the learning forum. Most of them said that these topics were very useful for improving my internal learning and capacity and strengthening an organizational M&E system. Another, donor requires strong M&E system. Below, topics were applied by M&E participants.



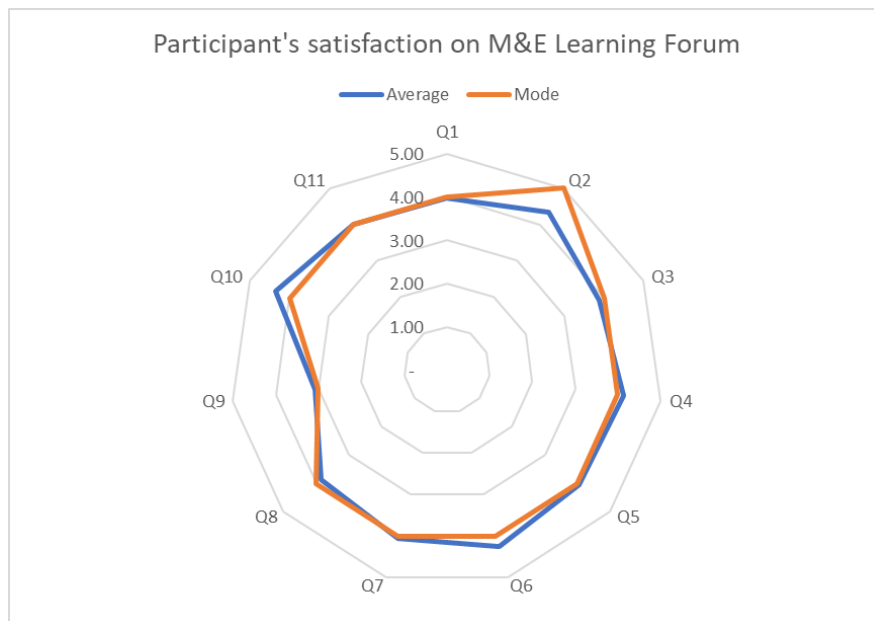
After they applied the lessons have learn from the M&E learning forum they also mentioned about the changes both individual and organization levels as following:






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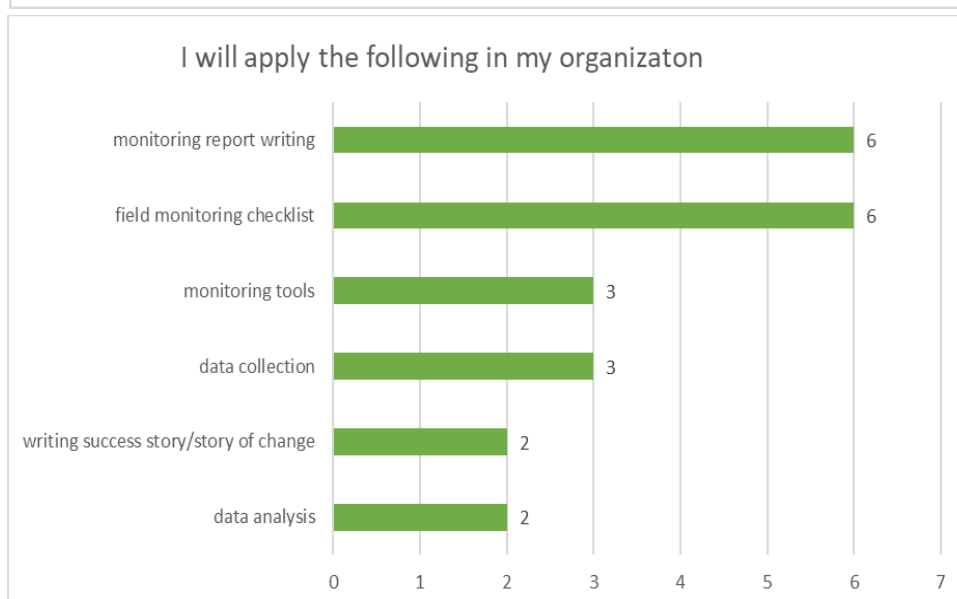
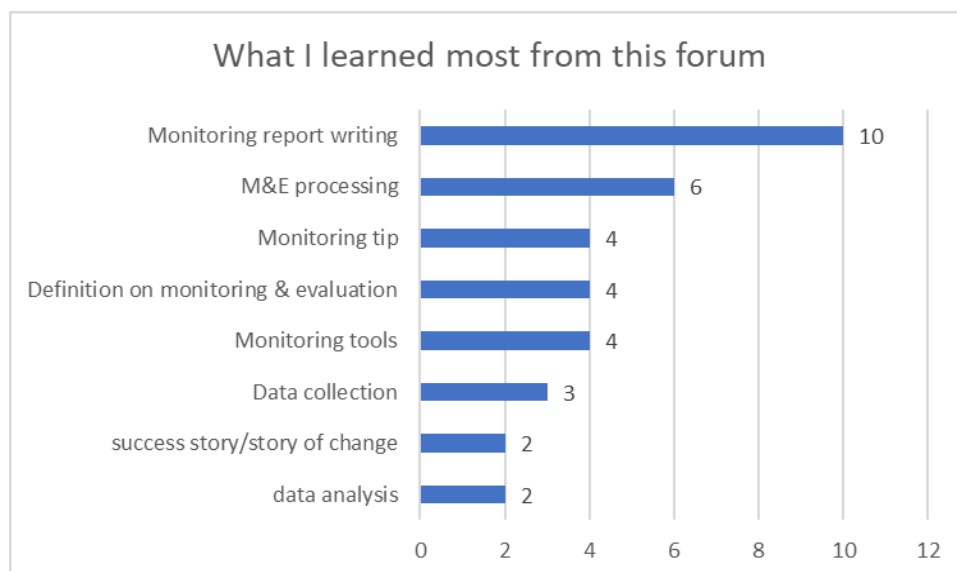
Individual changes	Organizational Changes
<ul style="list-style-type: none"> • Improve my knowledge, skill and experience in developing questionnaire by using variety of questions • Improve data collection form • Being skillful in checking and tracking the project • Sharing the concept of story of change to team member and improving story writing • I have the ability to help check what my team have written (MSC) 	<ul style="list-style-type: none"> • Improve the questionnaire of the project monitoring with target group and mid-term review (eg. Education). • Using concept of case study and story of change to write story of change for the project. • Strengthening the quality of project monitoring • Collect exact data for project monitoring to response to indicator of the objective • Have enough information in produce quality report. Could response to problems of target groups and NGO Partners • We have studied about MSC for using in the annual report of 2018, and we also distributed it to the donors. • Improve the M&E System to share with partner

9. Participant's feedback or Observation

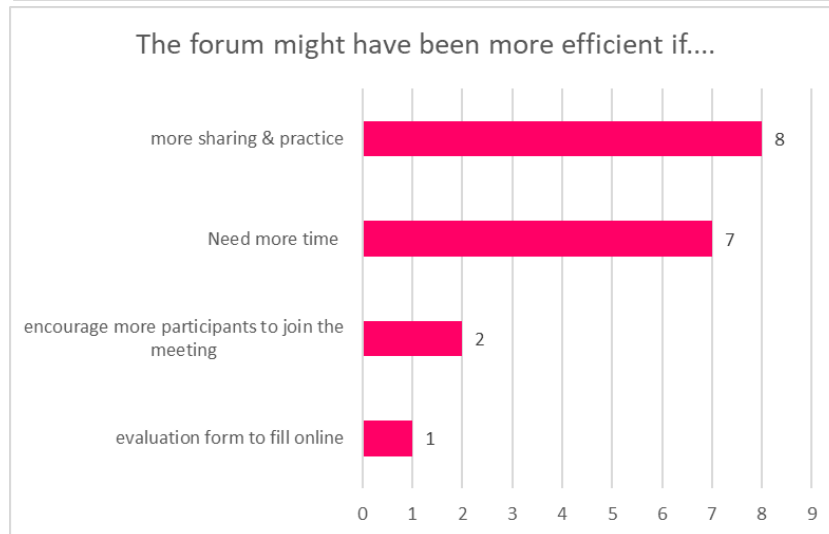
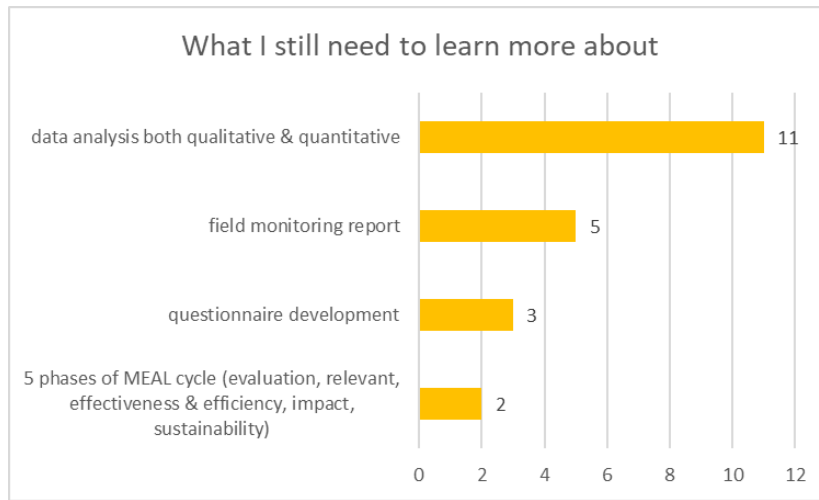
There are 70 participants have provided feedback to the organization of M&E learning forum, as a result, the participants were satisfied with the organization of the forum based on the score rating by participant 1=very poor, 2=poor, 3=fair, 4=good, 5=very good).



Description	1 	2 	3 	4 	5 
Participation and interaction were encouraged	0%	3%	21%	51%	24%
The topic covered were relevant to me	0%	1%	13%	36%	50%
The content was organized and easy to follow.	0%	0%	34%	44%	21%
The materials distributed were helpful	0%	1%	11%	59%	27%
This forum experience will be useful in my work	0%	1%	16%	60%	23%
The speaker/facilitator was knowledgeable about the forum topics	0%	1%	7%	56%	36%
The speaker/facilitator was well prepared	0%	0%	20%	56%	24%
The forum objectives were met	0%	3%	20%	66%	11%
The time allocated for the forum was sufficient	3%	19%	50%	24%	4%
The meeting room and facilities were adequate and comfortable	0%	0%	9%	47%	44%
Overall feeling about this forum	0%	3%	11%	69%	17%



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How good is the 21st M&E Learning Forum?

- Clear Topic i.e. monitoring tools
- Clear expectation (set up expectation)
- Framing to expectation
- Enough handout and new idea
- Food and venue are good
- QR code test
- Lots New participants
- Supportive team from CCC to assist facilitator (3)
- Sound system and latrine
- Handy template
- Practical experience with academic
- Clear process (easy to find for registration)
- Good seat arrangement

What are the things we should improve on?

- Lack of Summarize
- Facilitation method: Lack of active participation (too many participation), more active from participants (3)
- Balance the active participation btw the timing of the session

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- Too many topics (Less topic) (2)
- Broad agenda but not follow all
- Think about vegetarian and other food restriction participants
- Timing (1 day is too short as many topics; 2 days might be enough) if plan just for 1 day please limit the no. of topics
- Foreigner participation (no translation) with them to participate in the session as well
- Not the right person to attend in the session
- More than one facilitator
- Less theory and more practical
- More details on the agenda (so we can make decision who should join or we need to join in the forum)
- When ask questions, facilitators should clarify on the question and summarized the questions again so other participants could help on the question.

10. Feedback or Observation from M&E working group

- Using the context partner, not the project implementer while the participant today is project implementer
- Do not give more topics, more theory. I think only one or two topics is enough for discussion and sharing because forum is for participant to share their practical experience rather speaker talk.
- Answer to each question by facilitator is clear and easy to understand
- I learned M&E and research field and Academy
- Practical example and template. Need more details on the agenda for us to decide on our present.
- Asking question: need to be more clarification on the question to be response clear and fit to the question
- The preparation of seating style: easy to get information from facilitator
- Less participation from participant: feedback from the same person. Less opportunity for other person to share, so, it should be more active for all

11. Annex

11.1. Supporting documents

1	 Final_ Review Session_ for case stu	5	 Data Annalysis.pptx
2	 1. Introduction to process of Project Mo	6	 Session 3 - Project Monitoring Trip plan
3	 2. Data Collection.pptx	7	 Monitoring Report Writing.pptx
4	 Session 2 - Meeting Monitoring Checklist	8	 Session 3 -Project Monitoring Trip Rep

11.2. Detailed Agenda

Time	Key Contents	Resource Facilitators
07:45-08:30am	- Registration	CCC Team
08:30-08:40am	- National Anthem - Welcome and Introduction of the forum objectives	Ms. Chan Somaly Master of Ceremony
08:40-09:00am	Welcome and opening Remarks	Mr. Soeung Saroeun Executive Director, CCC
09:00-09:30am	Session 1: Review the last M&E learning forum on “Case Study & Success Story Writing”	Mr. Vang Sean M&E and Reporting Specialist, CCC
9:30-10:00am	Session 2: Introduction to process of project monitoring	Mr. Mao Chansokvibol MEAL Manager for Cambodia and Myanmar Catholic Relief Services
10:00-10:15am	Coffee Break	All
10:15-11:15pm	Session 3: Data collection	Mr. Mao Chansokvibol MEAL Manager for Cambodia and Myanmar Catholic Relief Services
11:15-12:00pm	Session 4: Data Analysis	

12:00-01:30pm	Lunch Break	All
1:30-03:00pm	Session 5: Monitoring report writing <ul style="list-style-type: none"> - Contents and tips - Example of monitoring report - Case of NGO (monitoring report) 	Mr. Mao Chansokvibol MEAL Manager for Cambodia and Myanmar Catholic Relief Services
3:00-3:15pm	Coffee Break	All
3:15-4:30pm	Session 5: Monitoring report writing (cont.) <ul style="list-style-type: none"> - Practice - Presentation (group result) - Q&A - Feedback from speaker 	Mr. Mao Chansokvibol MEAL Manager for Cambodia and Myanmar Catholic Relief Services
4:30-4:45pm	<ul style="list-style-type: none"> - Selection topic for next learning forum - Forum Evaluation 	CCC Team
4:45-5:00pm	Conclusion and Closing	CCC

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