



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

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា

Vision: Sustainable development for Cambodia

Minute of 20th M&E Learning Forum On “Result Based Management”



30 June 2016

DIAKONIA Center (ICF/KSSA Building), 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. Responding to its Governance Hub Program (GHP) for 2014 – 2018, CCC offers a range of capacity development and learning opportunities for NGO staff. Therefore, various Learning Forums has been organized focusing on Information and Communications Technology (ICT), Finance learning forum, Human Resource Management (HRM) and Monitoring and Evaluation (M & E).

The M&E Learning Forum has been conducted since December 2009 and facilitated by CCC with technical support from M&E Working Group members who are M&E professionals and practitioners of CCC members. Generally, the forum is intended to 1) 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. 2) Build a strong network among M&E practitioners and professionals for ongoing learning on M&E matters and issues related.

This is the minute of the 20th M&E learning forum which was held on **30 June 2016** (see agenda in annex) at DIAKONIA Center, Phnom Penh attended by 72 participants (26 Females) from 39 NGOs (3 non-member) who were M&E practitioners of CCC member and non-member organizations. The objectives, expected outcome, and agenda for the 20th M&E learning forum were as below:

OBJECTIVES OF THE FORUM

- To share understanding of results-based management (RBM) approach in project management.
- To enhance understanding of key elements of result chains or result framework.
- To improve knowledge on how to design an effective result framework.
- To build more network among the participants who work in program and M&E field.

EXPECTED OUTPUTS:

- Participants will have better understood about results-based management (RBM) approach.
- Participants will have enhanced knowledge on each key element of result chains or result framework.
- Participants will have clearly understood of how to design an effective result framework.
- Participants will have strong networking of M&E practitioners and professionals.

II. SUMMARY OUTPUTS OF THE FORUM:

The 20th M&E Learning Forum was presided by Dr. El Sotheary, Head of Program of CCC. She emphasized that this 20th M&E learning forum expected to produce fruitful and build stronger network of M&E practitioners. She extended her sincere thanks to all M&E working group members for voluntarily support CCC so far. We learnt that there still has the demand on the M&E so CCC highly commits to organize more M&E learning forum.

Before opening, she mentioned about M&E practical guideline which can help to direct M&E work as well as SDGs implementation which is smooth. Moreover, M&E is very important part to ensure proper activities of each actor. M&E and RBM are important at present and in the future.

SESSION 1: Review learning points from previous M&E learning forum

This session was facilitated by Mr. Kong Bunna, M&E Specialist, CCC. He reviewed the key points that the participants have learnt in the previous M&E learning forum including:

1. How to create template
2. How to create user
3. How to create activity coverage
4. How to collect data
5. How to consolidate report

He recalled more on:

- Total participants 103 (25 Females) from 57 NGOs
- How to use the App for Mobile Data Collection and Reporting Tool and practice by NGOs on how to apply this App for improving M&E performance.

Based on the result of evaluation

- 59% are interested and committed to pay for the App hosting with CCC
- 13% said they can pay from \$50 to \$150 per year
- 26% said they can pay from \$25-\$50 per year
- 33% wait to discuss with their senior management team
- 41% gave emails address/telephone # for further contact

MAIN TOPIC: RESULT BASED MANAGEMENT “RBM”

The main topic was facilitated by a very high competence guest speaker, Mr. Kim Sokleang, M&E Officer of UNWomen. Before going through, the sessions 10 minutes were given to participants to complete the pre-test assessment on RBM (please in see annex for both pre-and post-test results).

SESSION 2: “Introduction to the Result Based Management”

In this session, his presentation covered on general understanding RBM, programme/project cycle, basic understanding on result framework, common language, definition of RBM, management approach, measuring and monitoring change, why result framework is needed?, the results chain / result framework, keep adapting and process to formulate result framework.

What is result based management (RBM)? RBM is just a donor insist or a frame of mind or way of working. It’s a way of thinking, a way of framing your mind from the designing, implementing, reporting and evaluating.

Though many people tried to call it in different way the meaning of Result Based Management, Result Framework, Logical Framework, Logic model, Theory of Change are the same. Its elements and how develop these things are the same. It helps you design program to achieve your intended results.

Inputs, activities, outputs, outcome, and impact are common languages that you always heard whenever talking about M&E. When talking about result, they start to focus on output, outcome and impact not focus on the activities. Result based reporting is not focus on the number of event or activities that have been conducted (this called activity based reporting). Outcome is the main result that most of donor, included UN agency, wants since it reflects the behavior changed of personal

and organization. Output is lower result and Impact is too high.

RBM is a management strategy by which all actors ensure that **processes, products and services** contribute to achieving a set of **results** (=outputs, outcomes and goals/impact). This definition is summarized the situation, problem that one particular project want to address, it shows the strategies that we have to implement and different levels of result that our project intends to achieve.

RBM focus on the whole cycle of project management which has three main elements such as planning, implementing & monitoring, and Evaluation.

RBM principles or approaches focus on three concepts. First, mutual accountability (accountable to donor, stakeholder, beneficiaries and board of an organization ...etc. and it aligns with organization vision). Second, national ownership (we design to align with government priority, Ex: NSDP, rectangular strategy, Neary Ratanak, and we ensure that government involves in our work). Third, inclusiveness has to be considered at the beginning (designing stage), to reflect the ownership of the program/project.

Chain of results / result framework is a chain of outputs, outcomes and impact that are linked in a **cause-and-effect** relationship. How many indicators should we set in one result? In addition principle, one result should not have more than three indicators but make sure that the indicators are measurable to what we want to know. In one indicator should have baseline (should identify at the beginning so that we can evaluate), clear target and means of verification (MOV) like survey, group discussion, regular reportetc. Risk management is the definition and continuous monitoring of risks and assumptions. In risk management, we have to do risk analysis and identify mitigation strategy. The two objectives of mitigation are to mitigate likelihood of the risk and mitigate the consequences of the risk.

Added on the presentation of the result chain/result framework, he emphasized that, number of participant is not the result but understanding of participant and immediate outcomes is created to capture the change of skill and knowledge. Outcome is the result reflects about behavior change and does something different or better. Impact is a long term affect; it's not happen in individual or organization but in the whole society/target/community.

To keep adapting to the real situation change, and strategy plan is no longer relevant, we have to improve our strategy to get success. M&E manual is a lively document, we need to update it on a regularly basis to reflect the situation change.

Result is about change. It can be change on the situation or among people that we are working for and it can be positive and negative. We look at the nature of the change whether positive or negative so we can claim as our achievement, although it's not our result.

SESSION 3: "Process to develop the Result Framework"

This session was covered on the process to develop the result framework and result chain.

The ways to do problem and context analysis are gather evidence, assess gender equality (Gender raised as example of his work experience), causal analysis and stakeholder analysis. Based on these five things, we can develop a result and plan.

Gather evidence is a process of collecting information which is relevant to the topic that we want to work on. There are two types of data/evidence, qualitative and quantitative. We have to determine the source of data which is reliable, accurate, comparable, complete, timely, disaggregated (quantitative) and (qualitative) and how the data be objective, generalized, triangulated, valid sample and Rigorous and reliable?

When we determine the issue we have to think of:

- Who is affected by gender inequality?
- By what exactly are they affected?
- Where is it happening?
- How has it changed over time? (History and trend of the problem...)

Exercise: Plenary discussion on case study of “early marriage” (*Case study can be found in attachment*).

All participants are required to read the case and find the answers which respond to some questions as below:

- Who is affected by gender inequality?
- By what exactly are they affected?
- Where is it happening?
- How has it changed over time?

From this plenary discussion the participants learnt the process to identify a specific problem which requires intervention.

Problem analysis is to analyze to find out what are the actual causes that lead to the problem, in order to come up with the right solutions or strategies to address the right problem for the right people in the right place at the right time. He suggested treating the root cause rather than the symptom, addressing the cause rather than the problem. He mentioned that problem tree analysis can be called as cause effect analysis or cause effect relationship analysis. Problem analysis is an easy thing to do, it's very complicated. All stakeholders should be involved and reminded not to raise only negative thing when doing problem analysis, since it will be difficult to covert the problem into objective; it's too direct.

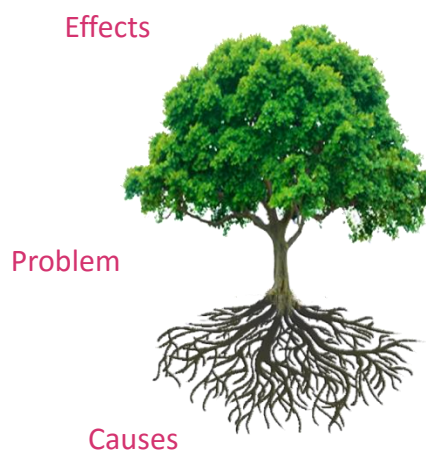
Causality Analysis

- Trunk = the core problem the project seeks to tackle
- Roots = causes
- Leaves = effects generated by the core problem
- The core problem, causes and effects are linked with cause-and-effect relations

Causal analyst is required to have contextual understanding and contextual knowledge, to avoid miss leading. His/her background must be relevant.

After doing problem analysis, causal analysis, we have to convert that problem into positive statement to be an objective. This objective also required to adjust or change regularly. He shared the way to do the problem tree as below:

- Brainstorm all problems in the situation and write each of them down on a card



- Identify a commonly agreed core problem (linked to most other problems), and put it at the centre.
- Divide the other cards into causes and effects around the core problem; put them respectively below and above the core problem. No precise order yet.
- Now identify the cause – effect links. Arrange the cards accordingly.
- Do draw the arrows!

The reasons of doing stakeholder analysis are to know who will be the direct and indirect beneficiary, which stakeholder is collaborator, barrier, and enabler. The methodology of stakeholder analysis are:

- Identify all stakeholders
- Summarize characteristics of each stakeholder
- Decide on the purpose and focus of the analysis and identify within the list of stakeholders the duty-bearers (government or law maker) and the right-owners (citizen, population...etc)
- Present the results of the analysis
- Identify issues to carry forward
- Periodic review and updating

We have to map out which stakeholder's intervention contributes to our result that we haven't done. Though our problem analysis is done perfectly; when we are able to respond all things, we have to identify clearly which stakeholders are doing on that thing. So we can claim that our result is achieved through our activities with some contribution from others in the assumption.

Related to result chain, the first thing to do is selecting strategic priorities. He mentioned before intervening the key problem, we begin to think whether it is in the National priorities? If it's not, we will difficult to gain the support. Then, we have to think whether it aligns with other key actors or not?, in order to seek for their collaboration. Next, we have to check whether is it stated in vision, strategy and mission of our organization or not?, if not it will be difficult to request for funding. Last, it aligns with other actors and with your own vision and mission but it's not in the national priority so it's considered as low priority from the government counterpart.

Exercise: Participant think and decide whether it is an input, activity, output, outcome and impact.
Case Study "Smoketown" (*Case study can be found in attachment*).

The objective of this case discussion is to allow participant to be able to identify key elements of the results chain from the provided case study. He finished this discussion by sharing possible solution of the case.

His advice was that "don't try to attach your achievement to the impact level, just claim that you've contributed"; we cannot responsible the whole things happen at impact level. He confirmed that the most important results are outcome.

How to depict the Results chain - Some people places result in Log frame or problem tree or chain of result when project documenting; however, they have to produce a narrative result with different structure. In matrix, they use either of the three followed by the narrative to explain (Impact, Outcome and Inputs).

Most of time, risk and assumption are stated in the logical framework. Risk is a negative statement that is an obstacle bares us from achievement. Risk analysis has two objectives are to reduce likelihood and reduce consequences of the risk.

Assumptions is a positive statement; we write it in Log frame (in general a basic log frame has 16 columns; however, we can add more column/row once we want to capture key information that we want to know which risk and assumption also there).

In risk matrix analysis – is strongly recommended that for any risks NOT found it “LOW”, mitigation strategies are needed and Those strategies will be described as Prevention, Reduction, Transference, Contingency plan or Acceptance.

SESSION 4: “Outcome Statement Formulation”

Outcomes relate to changes in institutional performance (Ex: Law or policy endorsement) or behaviour (Ex: reduce smoking or entertainment) among individuals or groups as viewed through a human rights-based approach lens. Although vision of desired impact is important, managing for impact is unrealistic for a single project. A focus on resources (=inputs), activities and outputs does not tell us about any significant changes any intervention makes. Change in knowledge doesn’t tell us about changes of the situation.

Exercise: “Is it an outcome?”

Participants are divided into small group to analyze the provided outcome statements, and to improve them based on what they learned from the session. This group discussion will allow participants to apply their acquired skills in formulating and improving outcome statements.

- **Women are more aware that Violence Against Women services are available** is an output because it reflects change in knowledge/skill only (this statement is poor).
- **All women in the country participate in political, economic, social and cultural decision-making** is an outcome because it reflects the change of behaviour (participate).
- **Gender equality advocates have the capacity to promote women’s leadership** is an output but not a good result statement because not specific.

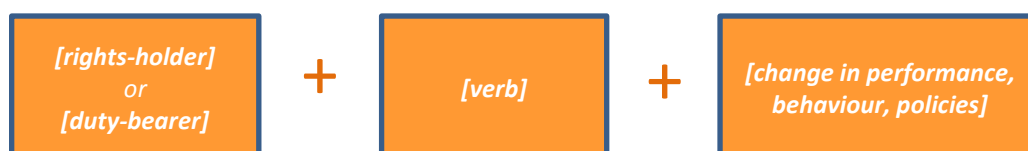
In result statement writing should avoid the word *less, more, effectively and efficiently* because it is difficult to measure. He gave some more time to participant to work on another exercise of reviewing outcome statement with S.M.A.R.T criteria.

Result statement should be SMART (Specific, Measurable, Achievable, Relevant and Time-bound). He recommended using specific number rather than percentage. Be specific that what changes? and who changes?. The speaker shared and explained two statements which are considered as strong and weak as below:

Weak: More and better trained female students graduate

Strong: By 2016, the number of female graduates from lower income families passing standard exams in northern and north-eastern regions has increased from 50.000 to 150.000

Outcome is focus on something that we can contribute not attribute. He advised to state single idea in outcome statement. Furthermore, he shared the formulation of outcome as following:



SESSION 5: "Output Statement Formulation"

Outputs are changes in knowledge, skills, abilities or availability of new products and services. Outputs is a result which contribute to achieve the outcomes so outputs is a lower level result.

The participants do plenary discussion on identifying three output statements that may contribute to achieve the provided outcome statement. Strong outputs are deliverable and tangible and formulated as a single idea and in clear change language.

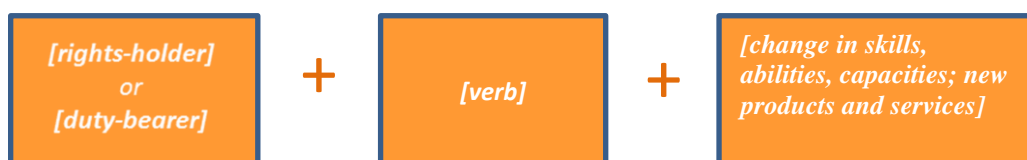
Change language is the statement that reflected what changes happened for the people that you are working for. Action language is the statement that reflects what you are going to do.

Outcome statement: By Dec 2020, women and girls who are the victim of violence in Siem Reap use violence against women services provided by the one-stop services initiative.

Output statements:

1. Women in that target area understand / aware of availability of the services.
2. One-stop services initiative is established/functioned.
3. One-stop services become accessible for the victim. (Location of the service)

The formulation of output:



SESSION 6: "Indicators"

Indicator is something that informs us in advance of what is going to happen. There are two types of indicator, qualitative and quantitative, at different level. Quantitative indicator can be numeric (number, percentage and ratio) and some indicator can be categorical (Yes or No; range and scale), it shows the result (means baseline is No and target is Yes). Proxy indicators, is not perfect but at least it tells something that is reliable. Ex: we want to know about their increase income, but they will not allow us to check their bank statement so proxy of family income can be seen through expense, asset and income tax.

Most of the times, they strongly focus on indicator of the results (outputs, outcome and impact). We have to state clearly of indicator at each level to ensure not to confuse of using indicator of outputs to measure the outcome.

- Output indicators - Measure the quantity, quality, and timeliness of products (goods or services) that are short-term result of an activity/ project/programme.
- Outcome indicators - Measure the quality and quantity of intermediate results generated by programme outputs
- Impact indicators - Measure the quality and quantity of long-term results generated by programme outcomes.

Strong indicators should be valid, reliable, precise, measurable, neutral, available & timely. Be strategic once you determine the indicator. Some indicator can be set by year target, by quarter target which some people called it as milestone.

(For further details, please see attached slide presentation on CCC web).

Table discussion to define topic for the next M&E Learning Forum

Table discussion was facilitated by Ms. SAM Vaddthanak, Learning Officer of CCC. She asked participants to define from two to three topics that they wish to happen for the next M&E learning forum. Below are the topics raised by participants (by table) in the 20th M&E learning forum in year 2016.

- Project monitoring & Evaluation (How to conduct base line survey, how to prepare questionnaire, how to evaluation grid, how to report result and M&E tool).
- Designing Result Based and developing Framework for M& E system (Practice writing M&E plan, Practice designing Problem tree).
- M&E report and effective report writing (Report of M&E).
- Proposal writing.

These proposed topics will be brought to discuss in the next M&E working group meeting to refine and/or to design to be the agenda in the next learning forum.

Conclusion and closing remarks

The conclusion and closing remarks was made by Mr. Soeung Saroeun, Executive Director of CCC. He raised that the forum organizer should create a mailing list to measure the improvement of our participant after attending this forum, this is to figure out the outputs then we will pursue to find the outcome. Sometime, misunderstanding about objectives statement and outcomes statement so after the explanation of speaker I strongly hope you will clearly understand and be able to do some works instead of your supervisor. Now, we already talked about M&E at technical level he strongly expected to see the next M&E learning forum will be deeply discussed on M&E at strategic/policy level. He wishes the participant to highly focus on SDG because in the next coming year we will develop NGO's M&E digital to be bigger and able to respond to the national SDG. Before closing the forum, he expressed his sincere thanks to all donors for funding support and working group member for technical support with fully hope they will continually support CCC more in the future. Moreover, he highly appreciated participants for their commitment to learn and share knowledge together.

III. CONCLUSION:

The 20th M&E Learning Forum was conducted successfully on 30 June 2016 with active participation by all participants and professionally supported by honored guest speaker and fruitfully produced great outputs as expectation. Within this forum the important topic of result based management was clearly presented to the participants. To measure their understanding, to understand about their commitment to make change in own organization and to seek for constructive feedback, all of the participants were asked to completed the evaluation form at the end of the forum.

Regarding the consolidated result of evaluation form completed by the participants, most of them rated as high on the process, logistics providing, contents, understanding the content, duration and highest on the venue.

47% of participants captured well the elements and how to formulate the results chain (Inputs, activities, outputs, outcomes, impact) while 21% of them caught the types of indicator and the formulation of a strong indicator follows by 11% that apprehended all points related to result based management (RBM).

Responding to what they will apply to improve their own skill as well as the organization's performance, 32% of participant chose concept and elements of the results chain (Inputs, activities, outputs, outcomes, impact). 17% of them selected strong Indicators development follows by 11% that preferred other knowledge of RBM.

16% of participants will apply the above knowledge by sharing in the meeting, training to relevant staff who involve in designing result framework. 14% of them will put into practice by reviewing existing logical framework and using to evaluate every outcome and track program activity and 10% intend to use it in writing pilot proposal. Moreover, most of them committed to share the whole concept of RBM, elements and statement writing of result chain and how to design good M&E framework with their team.

10% of participant appraised everything is good, in general, although most of them suggested having longer time for the session in order to share more experiences and sharing handout in advance.

All in all, the participants feel satisfy with the forum and demand for more such useful forum in the future. Additionally, they commented on the facilitator that very knowledgeable and capable of giving a clear explanation on the topic. They acknowledged the importance of this forum as great chance for M&E practitioners to build stronger network and share experiences as well as challenges of their daily operation. So we, CCC, as an organizer are very proud of this fruitful result and we commit to put more effort to improve and extend such good forum to serve as a pool of building CSOs capacity.

Annex: Result of Pre-and Post-Test

