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同心同步同進 RIDING HIGH TOGETHER

Promoting a Monitoring, Evaluation, and Learning (MEL) Culture among NGO Practitioners in Hong Kong: The Experience of the Jockey Club MEL Institute Project

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Professor

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The Chinese University of Hong Kong

■ Rationale & Objectives



Key challenges in Hong Kong context:

- Despite high performance, most of NGOs lack an organized system and resources to evaluate their programs
- Slow and limited adoption of evidence-based practices among social workers

To **overcome these challenges**, the **Monitoring, Evaluation, and Learning (MEL) Project** was developed:

- ✓ To develop capacity for a rigorous and comprehensive **program evaluation**
- ✓ To intensify the **effect** of social services
- ✓ To enhance the **capacity and sustainability** of NGOs



What's MEL



- **Monitoring:**

Focusing on project objectives, implementation plans, and key performance indicators



- **Evaluation:**

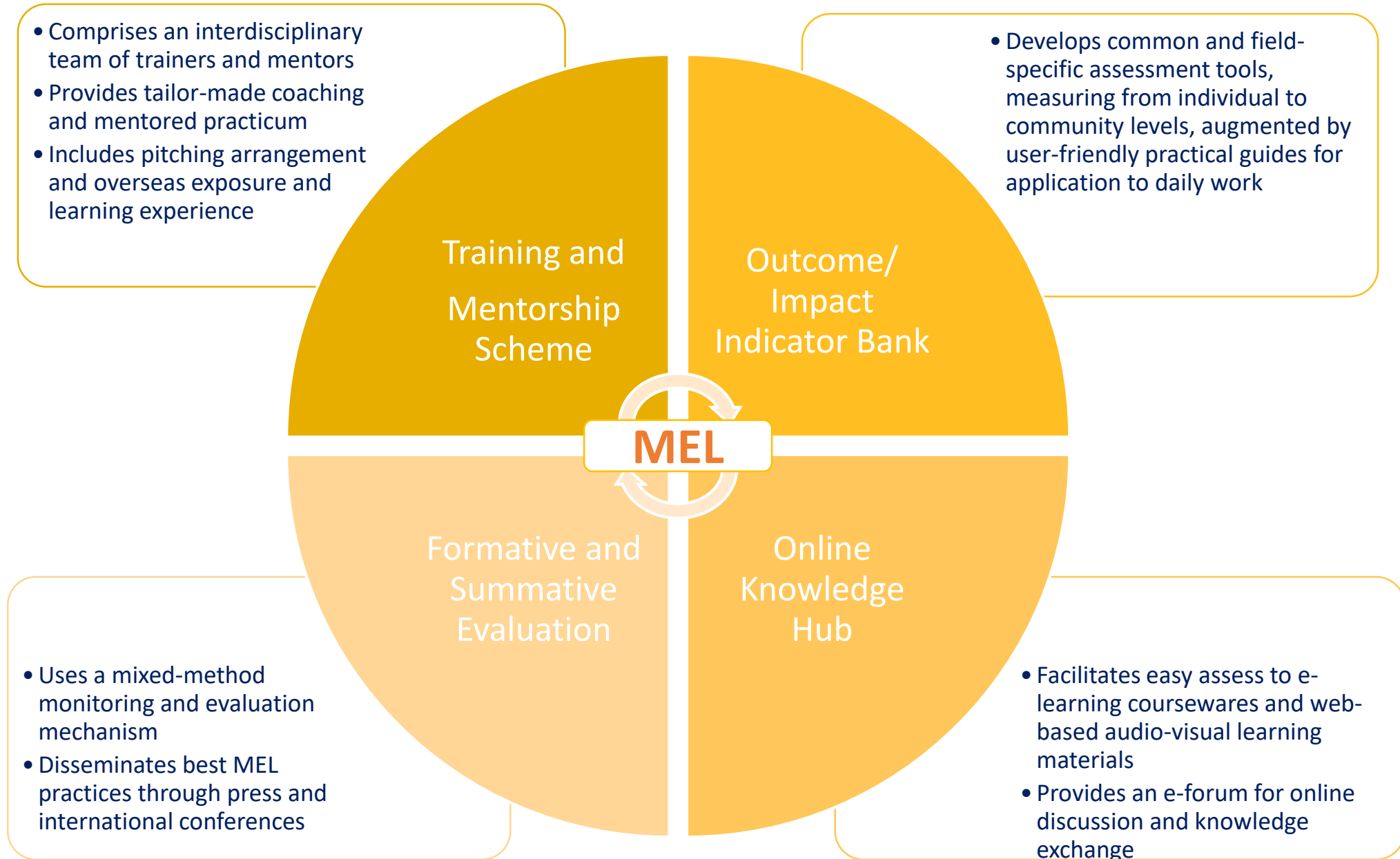
Analyzing a project, adopting measurement tactics, and assessing how much the project has accomplished the desired outcomes



- **Learning:**

Using timely information generated from monitoring and evaluation to further improve a project's implementation, outcomes, and social impacts

Project Framework

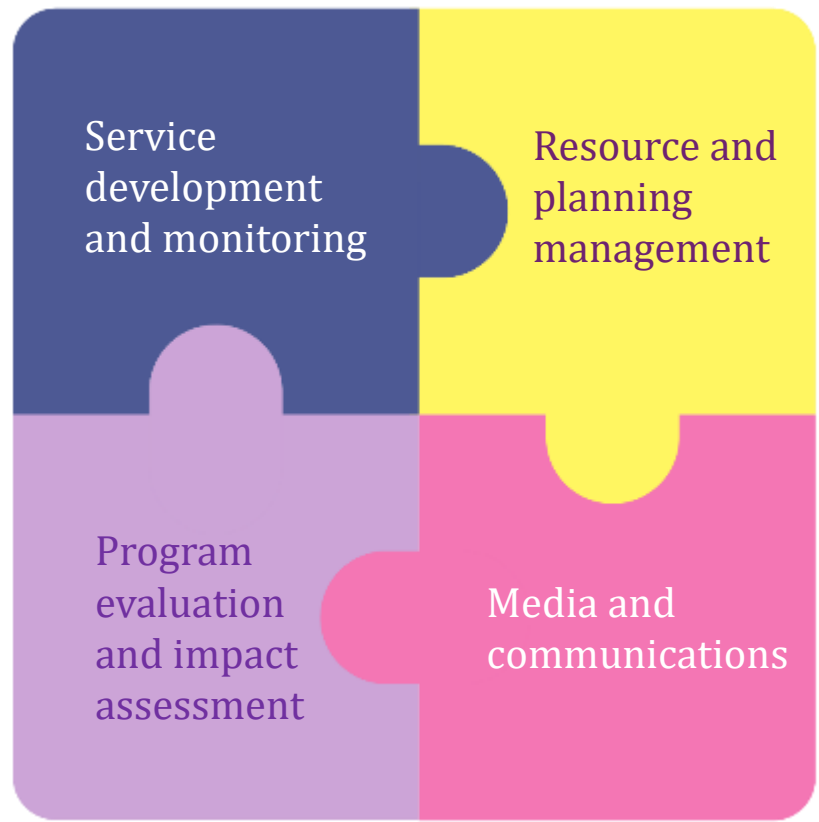




Course Components – Certificated Training Course



Four core areas



Pedagogy



Lectures



Collaborative Learning



Class Discussion



Flipped Classroom

■ MEL Trainers – Overseas and Local Experts



Prof. Aron Shlonsky

Department of Social Work, School of Primary and Allied Health Care, Monash University



Prof. Cinzia Canali

International Association for Outcome-Based Evaluation and Research on Family and Children's Services (iaOBERfcs)



Prof. Ilan Katz

Social Policy Research Center, University of New South Wales



Prof. Qijin Cheng

Department of Social Work, The Chinese University of Hong Kong



Prof. Bernard Suen

Department of Management, CUHK & Co-founder, InTechnigence Limited



Prof. Steven Ngai

Department of Social Work, The Chinese University of Hong Kong



Dr. Yuen Hang Ng

Department of Social Work, The Chinese University of Hong Kong



Prof. Minseop Kim

Department of Social Work, The Chinese University of Hong Kong

Sharing Sessions



Sharing Sessions (2019-2020)

Topic: Data Management System & Funder's expectation

Guest Speakers:

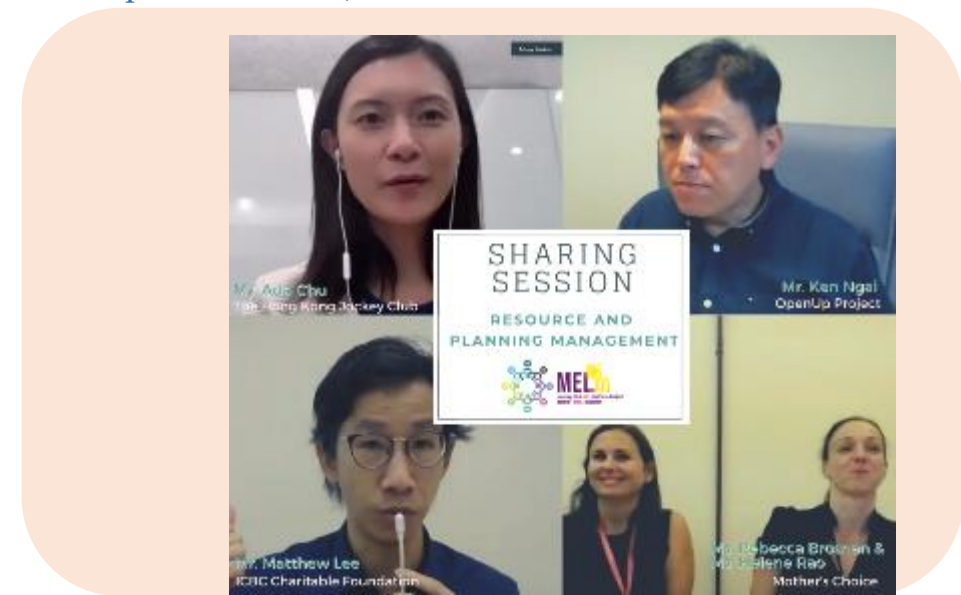
- Ms. Rebecca Brosnan (Chief Operating Officer, Mother's Choice)
- Mr. Raymond Fung (Senior Social Work Supervisor, Caritas Youth and Community Service)
- Mr. Bryan Wong (Head of Charities (Grant Making), The Hong Kong Jockey Club)
- Ms. Ada Chu (Executive Manager, Charities Planning and Operations, The Hong Kong Jockey Club)
- Mr. Matthew Lee (Senior Manager, ICBC Charitable Foundation)
- Mr. Timothy Ma (Vice-Chairman (External) Hong Kong General Chamber of Social Enterprises Limited)

Sharing Sessions (2020-2021)

Topic: Data Management System & Funder's expectation

Guest Speakers:

- Ms. Rebecca Brosnan (Chief Operating Officer, Mother's Choice)
- Ms. Helene Rao (Deputy Chief Operating Officer, Mother's Choice)
- Mr. Ken Ngai (Chairman of IT Subcommittee, OpenUp.hk Project)
- Ms. Ada Chu (Executive Manager, Charities Planning and Operations, The Hong Kong Jockey Club)
- Mr. Matthew Lee (Senior Manager, ICBC Charitable Foundation)



Output

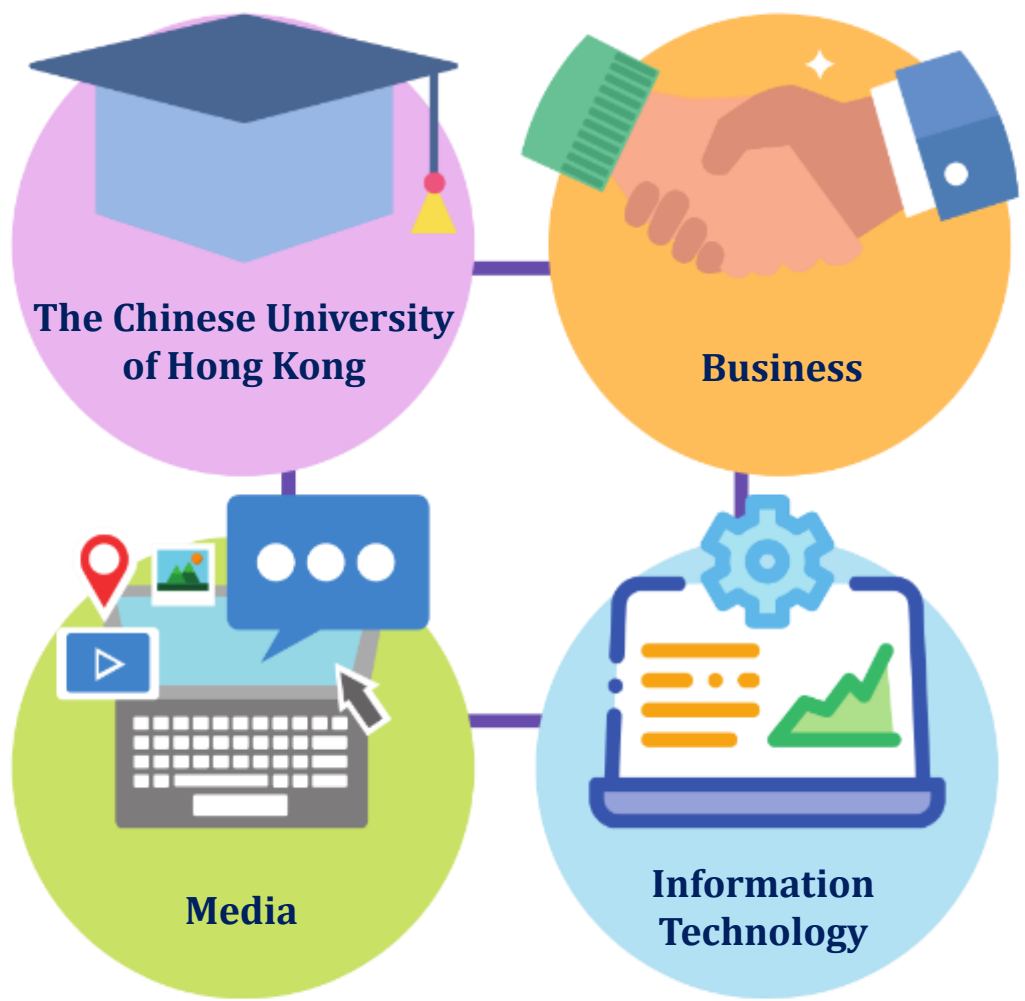
2020-2021 cohort

- Number of participants: **126**
- Number of training course held: 14 sessions
- Number of sharing sessions held: 2 sessions
- Mode of training: Online via Zoom

2019-2020 cohort

- Number of participants: **122**
- Number of training course held: 14 sessions
- Number of sharing sessions held: 2 sessions
- Mode of training: Face-to-face

Course Components – Mentored Practicum



- Mentors will coach participants to conduct a **four-month Mentored Practicum** by putting MEL knowledge and skills into practice within participants' NGOs
- Achieve change at service and/or organizational levels

MEL Mentors

2019-2020

<p>Prof. Phyllis WONG King Shui</p> <p>Assistant Professor Department of Social Work, CUHK</p>		<p>Dr. Yuk Yan SO</p> <p>Lecturer, Department of Social Work, CUHK</p>		<p>Mrs. Helina YUK</p> <p>Former Social Welfare Agency Director</p>		<p>Mr. Timothy MA Kam Wah, MH, JP</p> <p>Council member, Hong Kong General Chamber of Social Enterprises Limited</p>	 <p>Jockey Club MEL Institute Project</p>
<p>Dr. Joanne LEUNG Kit Ting</p> <p>Lecturer Department of Social Work, CUHK</p>		<p>Dr. Hannah HO Wai Ming</p> <p>Lecturer, Department of Social Work, CUHK</p>		<p>Mr. Ralph SZETO Kwong Chiu</p> <p>Chairman, Hong Kong Association of Interactive Marketing</p>		<p>Mr. Freddy LAW Wai Hung</p> <p>Director & Innovation Consultant, Education for Good</p>	
<p>Prof. Emily CHENG Qijin</p> <p>Assistant Professor Department of Social Work, CUHK</p>		<p>Prof. Angela CUI Jialiang</p> <p>Assistant Professor Department of Social Work, CUHK</p>		<p>Prof. Bernard SUEN Yiu Sin</p> <p>Adjunct Associate Professor, Department of Management, CUHK & Co-founder, Technigence Limited</p>			

2020-2021



Output

Nov 2019 – Mar
2020
Nov 2020 – Apr
2021

No. of Meetings:
4 (per group)

Venue:
Zoom or Face-to-
face

Total No. of
hours:
8 hours (per
group)



Composition of mentor group

- No. of teams per group: 2
- No. of participants per group: 6 to 10
- No. of mentors per group: 2
 - ✓ One CUHK mentor
 - ✓ One mentor from business, media, or information technology fields

Final Project Pitching



Winners will be sponsored to showcase their good practices at international conferences



Five teams will receive Outstanding Award each year



Winning teams (2019-2020) in International Conference



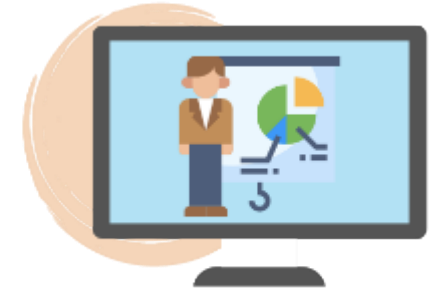
Online Knowledge Hub



MEL Online Knowledge Hub: jcmel.swk.cuhk.edu.hk



Course for Public and Participants



Web-based Audio Visual Learning Materials



Best Practices Sharing



Outcome/Impact Indicator Bank



Online Community of Practices

Media and Communications

Web-based social technologies for social service organizations



最後，雲端協作工具就如協助你打開大門與你的計劃持份者聯繫、
Last, the Cloud Collaborative Tools open the door for you to connect with

Programme Evaluation and Impact Assessment

Measurement tools



使尋找可用和合適的測量工具變得非常費時。
made finding available and applicable tools extremely time consuming.

Resource and Planning Management

Blockchain for data management



Let's look at these properties one by one.
讓我們逐一看看這些特點。

Service Development and Monitoring

Linking performance measurement, monitoring and programme evaluation



for programme evaluation.
來進行計劃評估。

Media and Communications

Developing a creative communication strategy



It's great to know that you found the lecture to be useful.

Programme Evaluation and Impact Assessment

'Don't Know' responses in a scale



To understand whether they are ambivalent about the questions or feel unmotivated.

Programme Evaluation and Impact Assessment

Fundamental topics in questionnaire design



What exactly is a 'respondent-friendly' design?

Media and Communications

Content marketing strategy for social services



the structure and design of your app are excellent.

Online courses & web-based audio-visual learning materials

Outcome/ impact indicator bank

Search Keywords >

	Individual Level	Interpersonal Level	Community Level
Poverty, Social Disadvantage, and Social Protection			
Family and Child Welfare Services			
Medical Social Services			
Services for People with Disabilities			
Services for Elders			
Services for Young People			
Services for Offenders and Drug Abusers			
Community Development			
General			

Online community of practices

Topic Discussions

Hello! I'm Dr. MEL. Nice to meet you! I'm absolutely excited that we are going to start this beautiful learning journey together and I'm sure you will find it fruitful and fulfilling. Feel free to share your thoughts here!

Choose Community of Practice

Recent Activity Discussions

Got questions? Simply post them and let's discuss!

Choose Community of Practice

LATEST POSTS

[MORE POSTS >](#)

What should I pay attention to when measuring costs?

Jack
8 March 2021
3 Replies, 0 Months ago

LIKE SHARE

When will the t-test be used in program evaluation?

Fion Wang
7 March 2021
3 Replies, 0 Months ago

LIKE SHARE

What is the main basis for the selection of statistical methods?

Fong Li
6 March 2021
3 Replies, 0 Months ago

LIKE SHARE

I want to know more about randomised control trial in evaluation, thanks!

Roxanne
6 March 2021
3 Replies, 0 Months ago

LIKE SHARE



BEST PRACTICES SHARING



BEST PRACTICES SHARING



BEST PRACTICES SHARING

MEL Winning Team 2020-2021
Embracing Changes – Seeking New Engagement Way for Sheltered Workshop Trainees under the New Normal of COVID-19 through Online Sales



BEST PRACTICES SHARING

MEL Winning Team 2020-2021
The Effectiveness of Parental Workshop for Enhancing Subdivided Flats Parents' Eye Care Knowledge, Utilising and Sharing Community Resources for Eye Care Protection



BEST PRACTICES SHARING

Winning Team 2019-2020
Social Garden Project: The effectiveness of Applying Horticultural therapy for SEN students

- Ang Fong (Hong Kong Character City Movement Ltd)
- Lai Fong (Hong Kong Society for the Protection of Children)
- Wok Wai (Evangel Children's Home)
- Ng Chi (Heep Hong Society)
- Yuk Lin (Fung Yuen Butterfly Reserve, Environmental Association)



BEST PRACTICES SHARING



BEST PRACTICES SHARING

MEL Winning Team 2020-2021
Employment Support and Training Service for Persons with Hearing Impairment



BEST PRACTICES SHARING

MEL Winning Team 2020-2021
Geriatric Rejuvenation Project – A Personalised, Holistic and Integrative Rehabilitative Care for the Young Old to Avoid Pre-Mature Admission to the Elderly Home



BEST PRACTICES SHARING

MEL Winning Team 2020-2021
Effectiveness of Community Outreach Programme on Medication Management

Best Practices Sharing (2019-2020)

Best Practices Sharing (2020-2021)

Impacts



- Local and overseas interdisciplinary experts from universities and institutions: **23**
- Final Project Pitching Day: **2 (60 teams)**
- Course sessions^a: **170+**
- Training hours: **400+**

- Field-specific assessment tools
- Developed scales: **300+**
- Total downloads: **90,000+**
- Unique visitors of Outcome/ Impact Indicator Bank: **36,000+**

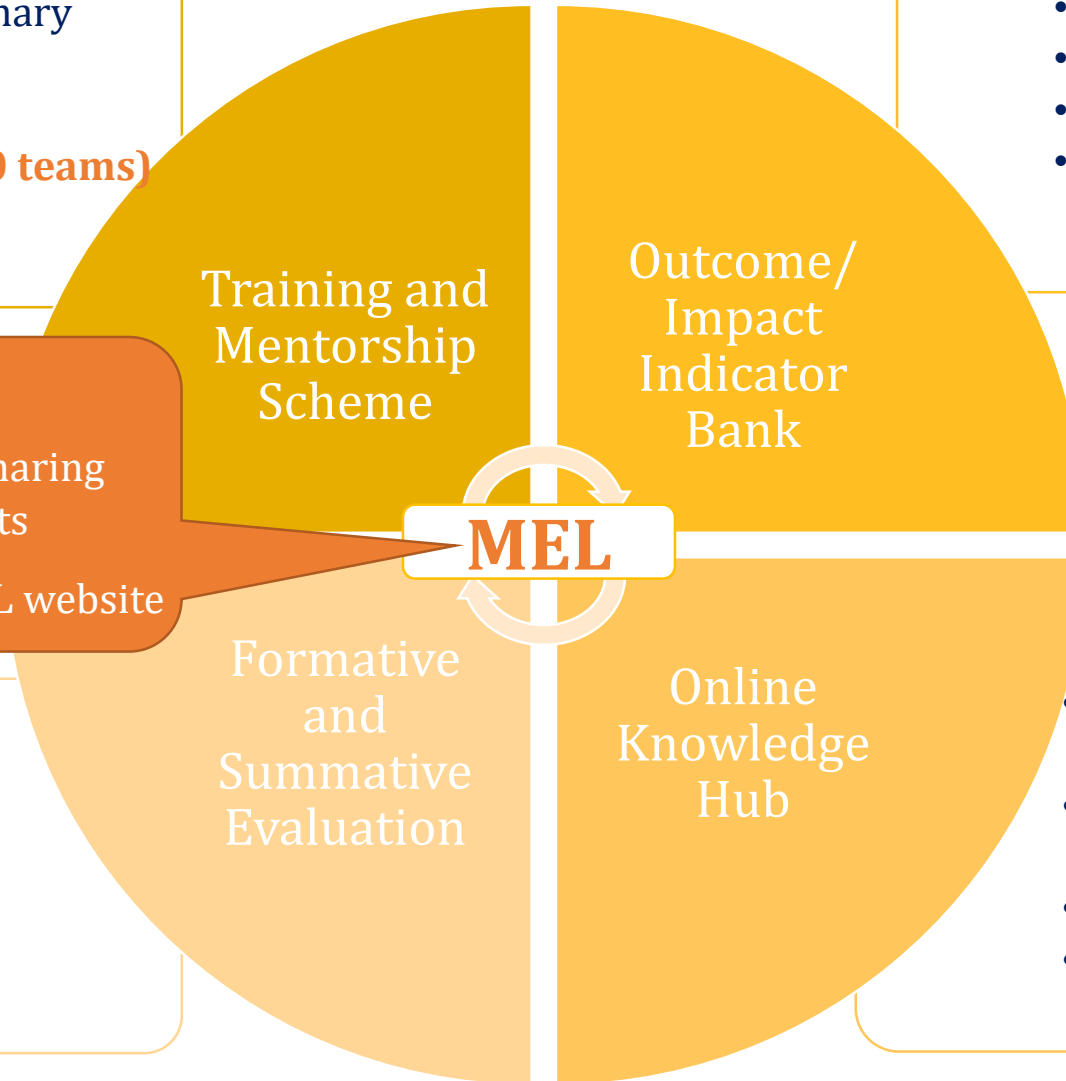
250+ Participants

3,000+ NGO practitioners joining sharing sessions organised by MEL participants

1,400,000+ Unique visitors of MEL website

- Mixed-method monitoring and evaluation
- Academic articles: **2**
- Press conference: **1**
- International conference: **1 (580+ attendees)**

- Users of web-based audio-visual learning materials: **130,000+**
- Posts of Online Community of Practice (OCOP): **14,000+**
- Active members of OCOP: **3,200+**
- Live broadcast sharing sessions: **8**



■ Research Design for Major Components

Quantitative Approach

- **Changes in attitudes, knowledge and skills, and behaviors**
- **Training and mentorship scheme participants:** participants (experimental group) and their non-participating colleagues (comparison group)
- **Online knowledge hub users:** pre-survey (before watching e-learning videos) and post-survey (after watching the videos)

Qualitative Approach

- **Case studies and focus group interviews**
- **Sample interview questions:**
 - ✓ Do you have any changes in mind-sets after finishing our 14 training sessions? If yes, how?
 - ✓ How do you benefit from the mentored practicum?

Measurement on MEL participants

Dimensions	Details
Knowledge and Skills (17-item)	<ul style="list-style-type: none"> • Definition: one's understanding of MEL, awareness of program evaluation tools and methods, and skills in disseminating program results • Sample Items: <ul style="list-style-type: none"> - Having an understanding of MEL - Using digital storytelling techniques in sharing evidence-based practice
Attitude(3-item)	<ul style="list-style-type: none"> • Definition: one's appreciation of MEL, positive mindset towards MEL, and confidence in applying MEL knowledge and skills • Sample Items: <ul style="list-style-type: none"> - Being confident in applying MEL - Cultivating a MEL mindset
Behavior(3-item)	<ul style="list-style-type: none"> • Definition: one's application of MEL best practices in service planning, monitoring, and evaluation, as well as proactively sharing MEL knowledge with colleagues and engagement in MEL community of practice • Sample Items: <ul style="list-style-type: none"> - Sharing MEL knowledge with colleagues - Applying MEL knowledge and best practices in one's organization

Measurement on users of MEL Online Knowledge Hub

Dimensions	Details
Knowledge and Skills (1-item)	<ul style="list-style-type: none"> • OKH-KS: Having improved knowledge of the MEL model and good practice guideline
Attitude(2-item)	<ul style="list-style-type: none"> • OKH-ATT1: More willing to apply MEL in your services • OKH-ATT2: Greater awareness of available MEL research tools and technological resources in the project's online knowledge hub
Behavior(2-item)	<ul style="list-style-type: none"> • OKH-BEH1: Having applied the knowledge and skills learnt in the project's online knowledge hub to your services • OKH-BEH2: Engaging in MEL peer learning and community of practice

■ Data analysis of the Training Effectiveness

Data :

Cohort 2019-2020
Cohort 2020-2021

Multivariate
analysis of
covariance
(MANCOVA)

Screening:

- * Only those with pre-training and post-training data
- * Cohort 2019-2020: 114 participants in the experimental group and 103 participants in the comparison group
- * Cohort 2020-2021: 112 participants in the experimental group and 110 participants in the comparison group

Profile of participants

Characteristic	(2019-2020) n=122, %	(2020-2021) n=126, %
Gender		
Male	37.7	40.5
Female	62.3	59.5
Educational Level		
Sub-degree or diploma	1.6	2.4
Undergraduate	27.9	31.7
Master's degree	66.4	65.1
Doctoral degree	4.1	0.8
Years of Working Experience		
Less than 1 year	0.0	3.3
1-2 years	9.4	7.4
3-4 years	12.8	13.9
5 years or above	77.8	75.4
Job Position		
Social worker	36.1	44.4
Health care professional	2.5	3.2
Manager/ administrator	41.8	29.4
Social entrepreneur	3.3	3.2
Therapist	1.6	4.0
Others	14.7	15.8

Profile of participants

Characteristic	(2019-2020) n=122, %	(2020-2021) n=126, %
Work Area (multiple choices)		
Children	29.8	23.0
Community	29.8	31.0
Education	21.5	14.3
Elderly	21.5	33.3
Ethnic minority	6.6	6.3
Family	22.3	22.2
Labor	5.0	2.4
Medical/nursing	14.0	9.5
Offender/addict	4.1	1.6
Rehabilitation	19.8	27.0
Youth	30.6	23.8
Welfare/social security	20.7	15.9
Others	4.1	32.5
Characteristic	Mean(SD)	Mean(SD)
Age(years)	39.7(8.6)	38.1(8.4)

Overall Outcomes

Outcome Indicators	Percentages(%)	
	Cohort 2019-2020	Cohort 2020-2021
Training and Mentorship Scheme		
Overall , participants showed an improvement after the MEL training and mentorship scheme	83.2	90.2
Participants showed an improved understanding of MEL	81.4	86.6
Participants cultivated a MEL mind-set in planning, monitoring, and evaluating their services	93.0	95.5
Participants demonstrated the application of MEL knowledge and best practices	91.2	94.6
Participants demonstrated engagement with MEL peer learning and community of practice	84.2	87.5
Participants proactively shared MEL knowledge gained with colleagues	81.6	90.2
Participants would recommend the training and mentorship scheme to their colleagues	85.1	92.9
Online Knowledge Hub		
Users were more willing to apply MEL in their services	91.2	92.0
Users had greater awareness about available MEL research tools and technological resources in the hub	91.2	94.6
Users had improved knowledge of the MEL model and good practice guideline	87.7	88.4

Effectiveness Test for Training and Mentorship Scheme

Cohort	Dependent variables		Comparison group (N=103/110)		Experimental group (N=114/112)		F	Sig.	Partial Eta Squared
			Mean	SD	Mean	SD			
2019-2020	Knowledge and skills	Pre	2.708	0.651	2.540	0.609	13.924	***	0.062
		Post	2.828	0.788	3.108	0.537			
	Attitude	Pre	2.213	0.994	2.564	0.893	44.672	***	0.176
		Post	2.677	1.046	3.491	0.580			
	Behavior	Pre	2.100	0.983	2.398	0.989	35.207	***	0.144
		Post	2.621	1.036	3.298	0.632			
2020-2021	Knowledge and skills	Pre	2.474	0.759	2.452	0.626	10.703	**	0.048
		Post	3.028	0.835	3.305	0.676			
	Attitude	Pre	1.973	1.020	2.286	0.946	39.210	***	0.156
		Post	2.736	1.078	3.500	0.774			
	Behavior	Pre	1.888	0.959	2.188	1.056	18.769	***	0.081
		Post	2.727	1.110	3.280	0.778			

Note. *p<0.05, **p<0.01, ***p<0.001.

Sample size in italic was for cohort 2020-2021.



Paired Sample T-Test for the Online Knowledge Hub

Courses for Public (Animations)		Cohort	Pre-test		Post-test		95% Post-pre difference	Sig
			M	SD	M	SD		
1	Media and Communications 1: Web-based social technologies for social service organizations	2019-2020	63.137	10.536	99.500	1.818	(34.441, 38.285)	***
		2020-2021	60.755	23.722	99.802	1.780	(34.903, 43.191)	***
2	Media and Communications 2: Effective project management with the latest media tools	2019-2020	-	-	-	-	-	-
		2020-2021	61.010	21.373	85.745	16.899	(20.322, 29.147)	***
3	Program Evaluation and Impact Assessment 1: Measurement tools	2019-2020	65.455	14.833	99.048	2.541	(30.859, 36.327)	***
		2020-2021	55.556	28.572	97.732	10.696	(37.151, 47.202)	***
4	Program Evaluation and Impact Assessment 2: Statistics in program evaluation (part 1)	2019-2020	-	-	-	-	-	-
		2020-2021	36.458	20.861	77.872	7.784	(37.448, 45.380)	***
5	Program Evaluation and Impact Assessment 3: Statistics in program evaluation (part 2)	2019-2020	-	-	-	-	-	-
		2020-2021	49.684	22.466	97.234	11.758	(43.579, 51.520)	***
6	Resource and Planning Management 1: Ethics in program evaluation	2019-2020	75.862	15.786	96.444	5.988	(17.841, 23.324)	***
		2020-2021	62.500	23.690	97.624	8.499	(30.953, 39.294)	***
7	Resource and Planning Management 2: Blockchain for data management	2019-2020	-	-	-	-	-	-
		2020-2021	57.905	26.524	93.861	12.327	(31.234, 40.680)	***
8	Service Development and Monitoring 1: MEL models and their applications in social services	2019-2020	55.882	23.912	97.568	8.214	(37.339, 46.031)	***
		2020-2021	52.556	22.132	97.760	6.363	(41.370, 49.039)	***
9	Service Development and Monitoring 2: Linking performance measurement, monitoring and program evaluation	2019-2020	-	-	-	-	-	-
		2020-2021	34.579	21.101	60.588	19.993	(20.936, 31.081)	***

Note. *p<0.05, **p<0.01, ***p<0.001.

Paired Sample T-Test for the Online Knowledge Hub

Web-based Audio Visual Learning Materials (Scenario-based videos)		Cohort	Pre-test		Post-test		95% Post-pre difference	Sig
			M	SD	M	SD		
1	Media and Communications 1: Developing a creative communication strategy	2019-2020	61.081	10.398	98.788	2.524	(35.659, 39.754)	***
		2020-2021	60.784	26.281	98.400	7.871	(33.088, 42.143)	***
2	Media and Communications 2: Content marketing strategy for social services	2019-2020	-	-	-	-	-	-
		2020-2021	63.030	23.781	84.167	12.879	(16.822, 25.451)	***
3	Program Evaluation and Impact Assessment 1: 'Don't Know' responses in a scale	2019-2020	55.263	12.605	100.000	0.000	(42.449, 47.025)	***
		2020-2021	46.392	21.548	97.053	13.138	(46.407, 54.915)	***
4	Program Evaluation and Impact Assessment 2: Fundamental topics in questionnaire design	2019-2020	61.861	12.970	100.000	0.000	(35.785, 40.494)	***
		2020-2021	56.566	23.872	97.083	11.021	(36.298, 44.737)	***
5	Program Evaluation and Impact Assessment 3: Statistics in program evaluation(part 3)	2019-2020	-	-	-	-	-	-
		2020-2021	46.809	21.549	97.391	9.539	(46.905, 54.261)	***
6	Program Evaluation and Impact Assessment 4: Statistics in program evaluation (part 4)	2019-2020	-	-	-	-	-	-
		2020-2021	39.362	20.152	97.419	10.190	(54.429, 61.687)	***
7	Resource and Planning Management 1: Ethical research involving children	2019-2020	75.439	14.266	97.826	3.887	(19.760, 25.015)	***
		2020-2021	64.000	24.710	98.800	4.248	(30.455, 39.145)	***
8	Resource and Planning Management 2: How to develop a data management system	2019-2020	-	-	-	-	-	-
		2020-2021	57.255	25.680	95.000	12.744	(32.460, 43.031)	***
9	Service Development and Monitoring 1: Accountability and program evaluation	2019-2020	44.500	13.270	99.000	3.108	(52.101, 56.899)	***
		2020-2021	43.211	14.871	98.116	6.464	(51.927, 57.883)	***
10	Service Development and Monitoring 2: Types of program data and their application in program evaluation	2019-2020	-	-	-	-	-	-
		2020-2021	54.200	18.119	98.586	6.326	(40.969, 47.802)	***
Overall		2019-2020	62.053	6.931	98.686	1.629	(35.498, 37.768)	***
		2020-2021	52.769	11.704	93.170	5.507	(38.396, 42.407)	***

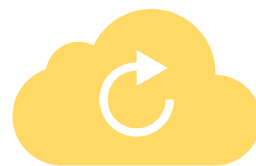
Note. *p<0.05, **p<0.01, ***p<0.001.

Qualitative Findings



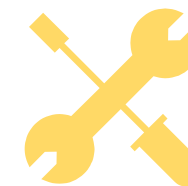
Systematic MEL knowledge and skills

“I found the concepts of logic model and theory of change very useful. The course is very comprehensive and provides us with a big picture of how we should use these concepts step-by-step.”



Mindset change on program evaluation

“As for changes in my mindset, I realized that it is not enough for us to have good projects but without anyone knowing how good it is.”



Application of MEL

“We have used some measurement scales to measure the effectiveness of our projects. And our organization has also been using the BACK model and logic model for program evaluation.”

Qualitative Findings

Advanced communication tools

“One of the advantages of MEL training is that the teachers have introduced many useful tools for better project management.”

Understanding of funders’ expectations

“Our [MEL] training scheme has a sharing part about how to convince funders to approve our project proposals. I think this is very clear and help us better meet funders’ expectations when we prepare grant proposals.”

Online Knowledge Hub: rich resources on evaluation

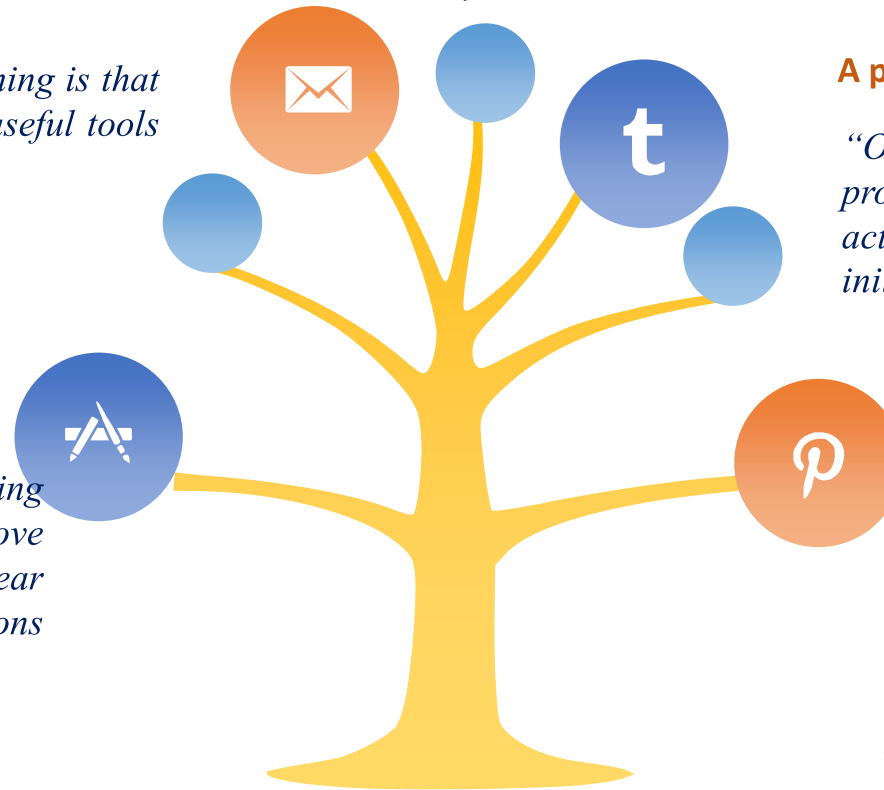
“When I went through the pages of the MEL website and watched the clips of best practices, I found it is a good idea to put all data in one website and we can access it easily.”

A platform for social networking

“One surprising benefit I gained from this program is social networking development. I actually paid visits to some organizations and initiated some collaboration.”

Smoothing the process of application

“Mentors have guided us through the process of program evaluation. I think the mentors have smoothed the process of transforming theories into practical use for us.”
“The final project has given me a chance to put MEL knowledge and skills into practice”.





Success Factors



RESPONDING TO THE ACTUAL NEEDS

Accountability; NGOs faced barriers to MEL adoption



INTERDISCIPLINARY TEAM OF EXPERIENCED TRAINERS AND MENTORS

Local experts in the business, media, information technology, and social work fields; overseas experts



INTEGRATING MEL KNOWLEDGE AND SKILLS WITH PRACTICE

A four-month mentored practicum; alumni sharing sessions, alumni live broadcast and Final Project Pitching



PROVIDING TIMELY AND COMPREHENSIVE SUPPORT TO PARTICIPANTS

Chatbox function; alumni sharing sessions and alumni live broadcast; WhatsApp groups



MULTIDIMENSIONAL CORE COMPONENTS

Training and mentoring scheme, online knowledge hub and online outcome/indicator bank



LEVERAGING INFORMATION COMMUNICATION TECHNOLOGIES

Zoom (Chatbox function, breakout rooms); online knowledge hub



KEEPING CLOSE COMMUNICATION WITH TRAINERS AND MENTORS

Advice on the course contents, briefing sessions; polling feature to engage participants, breakout room function; WhatsApp groups



COMPREHENSIVE PROGRAM PLANNING AND FREQUENT DEBRIEFING




A detailed plan with the direction, objectives and expected results of the project; regular team meeting and debriefings

Future Development

Existing challenges(based on a training needs survey and focus groups interviews with participants) :

- **Implementation challenge:** Heavy workload on conducting evaluation, lack of dedicated staff for MEL, resources/expertise limitation, lack of infrastructure for data monitoring
- **Difficulty in data analysis and interpretation:** Adoption of statistical methods in evaluation, employment of social media in outcome dissemination
- **A huge gap** between the number of beneficiaries of the MEL project (over 200) and that of social workers in Hong Kong(26,663)(Social Workers Registration Board, 2022)

These challenges call on a **second phase of MEL Project:**

-  **A strengthened training and intensified mentorship scheme** in responding to the existing challenges of NGO practitioners
-  **A sustainable community of practice and peer learning environment** for cultivating a MEL culture and mindset among NGO practitioners
-  **A user-friendly e-learning knowledge hub** for performance measurement development, MEL knowledge exchanging, and dissemination of good practices

■ Future Development



Strengthened Training & Mentorship

- Intensive six-month training and mentorship scheme
- Provides additional training on MEL organizational practice, dissemination, and MEL practical tools (e.g. managing organisational challenges & effective outcome dissemination)
- Reduces size of mentor group (8→4) to intensify guidance to help participants transfer MEL knowledge to organizational practice



Community of Practice(CoP)

- Quarterly organizes CoP webinars and invites MEL experts and experienced NGO practitioners /leaders to share MEL inspirations and good practices
- Provides an e-forum for online discussion and knowledge exchange



Online Knowledge Hub

- Provides new publicly accessible e-learning courseware and web-based audio visual materials on “assessment of organizational contexts for MEL”, “infrastructure and talent development for MEL”, and “data interpretation and report writing”
- Further develops 200 common and field-specific assessment tools augmented by user-friendly practical guides



Thank you!

