



# Jockey Club MEL Institute Project

## 賽馬會「衡坊」培訓計劃

**Organised by**



**Funded by**

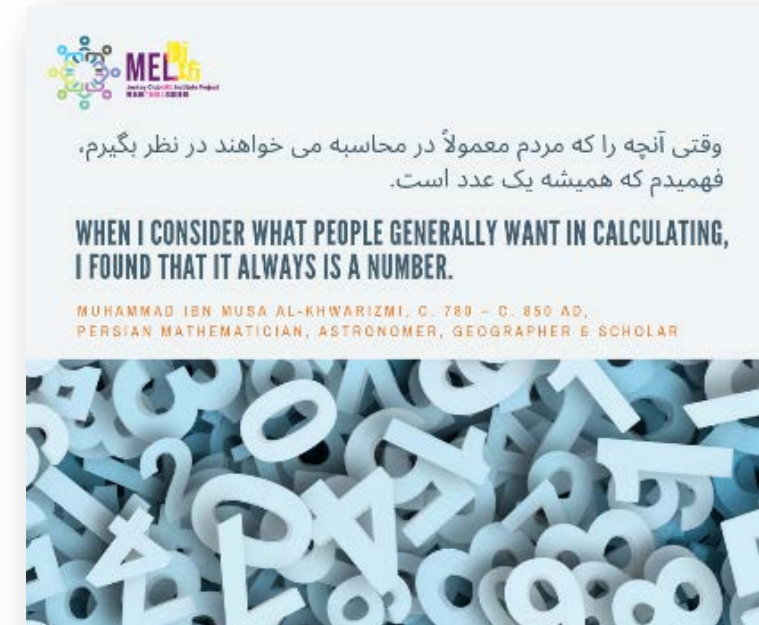


香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust



# Overview

- **Why to Participate?**
- **MEL Components**
  - **Certificate Training & Mentorship Scheme**
  - **Online Knowledge Hub**
  - **MEL Community of Practice (CoP)**
- **Introduction of Trainers & Mentors**
- **Training Schedule & Enrollment**





# Why to Participate

- 1 To develop capacity for a rigorous and comprehensive program evaluation**
- 2 To amplify the effect of social services**
- 3 To enhance the capacity and sustainability of NGOs**



## M: monitoring

by focusing on **project objectives**, **implementation plans**, and the **development of key performance indicators** for your organizations



## E: evaluation

by **building infrastructure** for evaluation, **adopting** measurement tactics & **assessing** the extent to which a project has accomplished the desired outcomes



## L: learning

by using timely information **generated from monitoring and evaluation** to further improve a project's implementation, outcomes, and social impacts, as well as organizational development

# The Jockey Club MEL Institute Project (Phase One)



A 6-month program comprises of training and mentoring augmented by an e-Learning knowledge hub to strengthen participants' understanding, capacity, and expertise for utilizing the MEL framework



- More than **250** participants from over **100** local NGOs have benefited from the MEL Project (Phase One)
- Around **90%** of the participants have improved their performance in program evaluation and their understanding of MEL
- Over **1.19 million** MEL website visits and **88,000** downloads of common and field-specific assessment tools and practical guides have been recorded
- Over **3,000** NGO practitioners have joined sharing sessions organized by MEL participants



# MEL Training Needs Survey

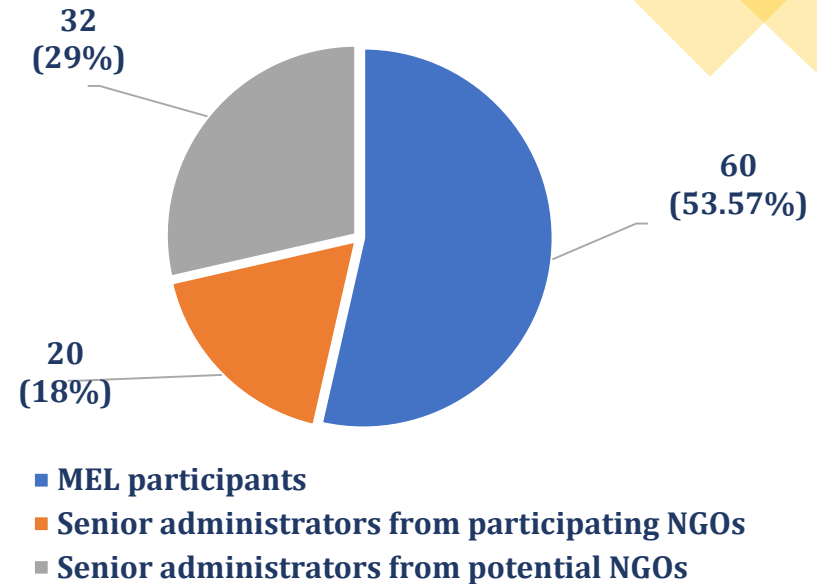


To explore the training needs for building local NGOs' capacity in MEL as well as to shed light on the design for future project



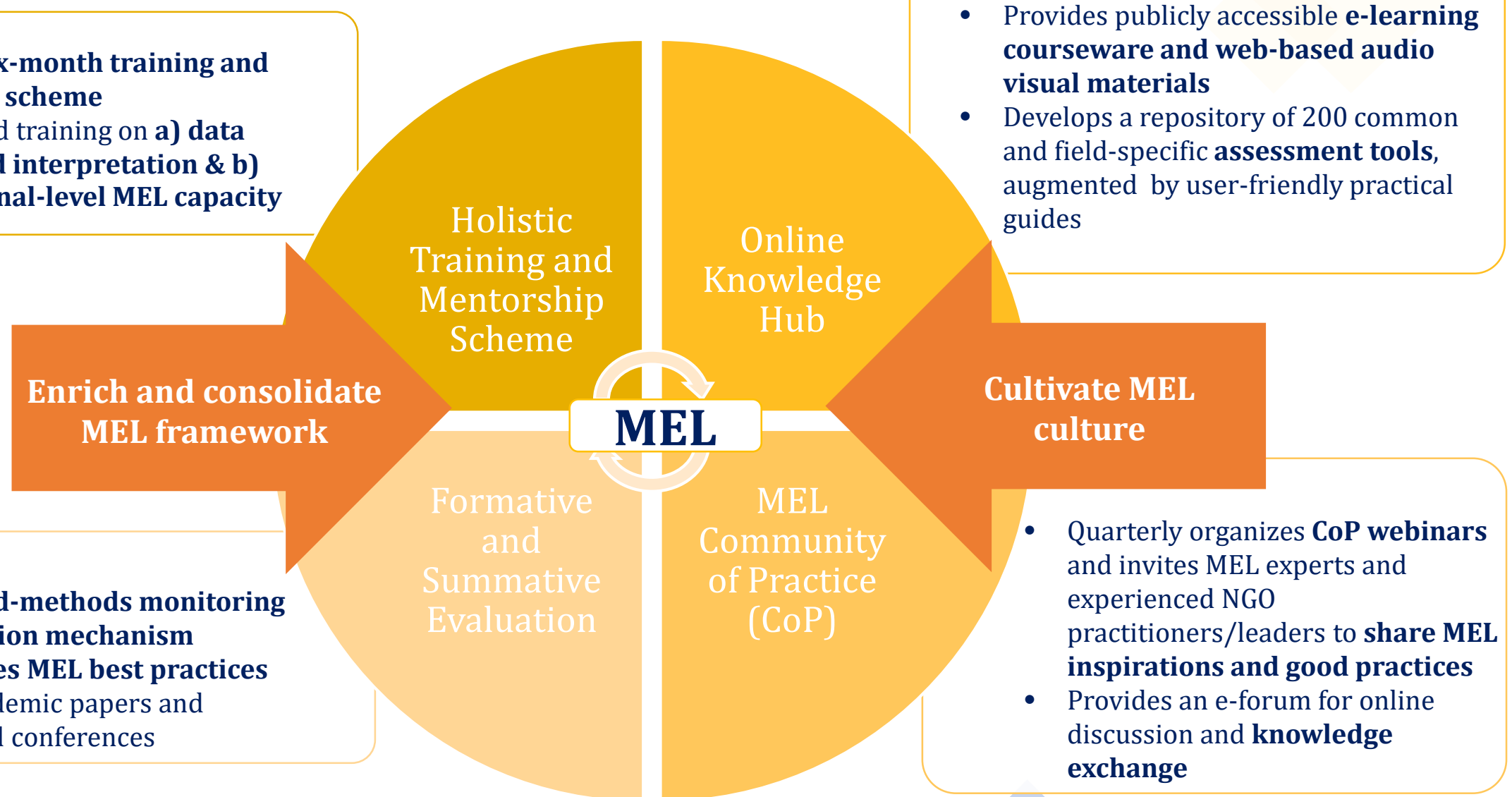
## Methods

- Data collection time: January 2022
- Format: Online survey
- Respondents: 112



- ✓ There is a huge demand from local NGOs: The majority of local NGOs welcome **certificate level of MEL training** and will send 4 staff on average
- ✓ Various organization constraints limit the adoption of MEL framework and tools in the NGO sectors:
  - Implementation challenges** for NGO practitioners to conduct MEL activities within and outside organizations → **Promoting organizational-level MEL capacity**
  - Difficulty in data interpretation/story telling/report writing**: Difficulties for NGO practitioners in data analysis and report writing, challenges for visualizing and expanding the social impacts of their projects

# MEL Components (Second Phase)





Four Core Areas



Pedagogy



Lectures



Collaborative Learning



Class Discussion



Flipped Classroom



# The Certificate Training



## Training Course - Speakers

**International + Local**

**World-renowned scholars +  
Senior practitioners**

**Interdisciplinary: Social work +  
Business + Media + Information  
technology**

### Trainers



**Prof. Cinzia Canali**

International Association for Outcome-Based  
Evaluation and Research on Family and Children's  
Services (iaOBERfcs)  
• building MEL projects with local NGOs in Italy  
• Methodology and measuring instruments



**Prof. Ilan Katz**

Social Policy Research Center,  
University of New South Wales  
• Experiences in Australia  
• Assist the Center for Social Impact in  
developing assessment tools



**Prof. Steven Ngai Sek Yum**

Department of Social Work, CUHK  
• Experiences of Cyber Youth Project  
in Hong Kong



**Prof. Minseop Kim**

Department of Social Work, CUHK  
• Introduce basic concepts and designs about  
program evaluation



**Prof. Bernard Suen Yiu Sin**

Department of Management, CUHK  
• Utilize online and offline data  
• Tell a good story with data support



**Prof. Aron Shlonsky**

Department of Social Work,  
School of Primary and Allied Health Care,  
Monash University  
• Experiences in Australia  
• Problem-based approach



**Prof. Qijin Cheng**

Department of Social Work, CUHK  
• Digital story telling  
• Data presentation



**Dr. Ng Yuen Hang**

Department of Social Work, CUHK  
• Share innovative ways for recruitment  
and data collection



# The Certificate Training



## Training Sessions - Aims

- 1 Provide innovative and cutting-edge MEL approaches & experiences**
- 2 Enhance NGO practitioners' knowledge and skills in managing implementation challenges for MEL**
- 3 Assist in establishing collaborative networks with world-leading MEL institutions**

# SERVICE DEVELOPMENT & MONITORING

## Trainer (1) - Prof. Cinzia Canali

- From the International Association for Outcome-Based Evaluation and Research on Family and Children's Services (iaOBERfcs)
- Experiences in **Italy**
  - Collaboration with local NGOs** in various regions of Italy for building MEL projects
- Provide training regarding **using MEL framework for service development**
  - Practical tools for understanding **organizational & community contexts** for MEL Practice
  - Case studies of international experience



# SERVICE DEVELOPMENT & MONITORING

## Trainer (2)– Prof. Steven Ngai Sek Yum

- From Department of Social Work, The Chinese University of Hong Kong
  - Experiences of **Career and Life Adventure Planning for Youth (CLAP for Youth@JC)**
- Provide training regarding **the Effectiveness-based MEL Model**
  - Practical MEL tools** (e.g. logic model) for problem analysis, needs assessment, goal setting, implementation strategies, and performance measurement
  - Case studies of **local experience** (e.g., Enhancing Competence in Anti-Drug Work: A Cognitive-Behavioral Integrated Therapy Training Program)



# INFRASTRUCTURE & TALENT DEVELOPMENT FOR MEL ORGANIZATIONAL PRACTICE

## Trainer (3) - Prof. Ilan Katz

- From Social Policy Research Center at the University of New South Wales
  - Experiences in **Australia**
- Provide training on **data management to address organizational challenges** for continuous quality improvement
  - Case studies of international experience (e.g., New South Wales Child Development Project)
- Moderate roundtable discussions
  - **Tips** for successful **funding applications**
  - **Digital infrastructure** for data collection and monitoring





# INFRASTRUCTURE & TALENT DEVELOPMENT FOR MEL ORGANIZATIONAL PRACTICE

## Trainer (4) - Prof. Aron Shlonsky

- From Department of Social Work at Monash University, the School of Primary and Allied Health Care
  - Experiences in **Australia**
- Provide training including **managing organizational challenges for cultivation of MEL culture and talents within NGOs**
  - Problem-based approach & implementation science
  - Case studies of Australia experience



# OUTCOME & IMPACT COMMUNICATION

## Trainer (5)– Prof. Emily Qijin Cheng

- From Department of Social Work,  
The Chinese University of Hong Kong
  - Experiences of **the impacts of mass media and new media on mental health**
- Provide training including **media & press interview/conference for brand building and outcome/impact dissemination**
  - Practical tools (w.r.t. graphs/word clouds/videos) and techniques for **public presentation** and **digital storytelling** in sharing evidence-based practice





# OUTCOME & IMPACT COMMUNICATION

## Trainer (6)– Prof. Bernard Suen Yiu Sin

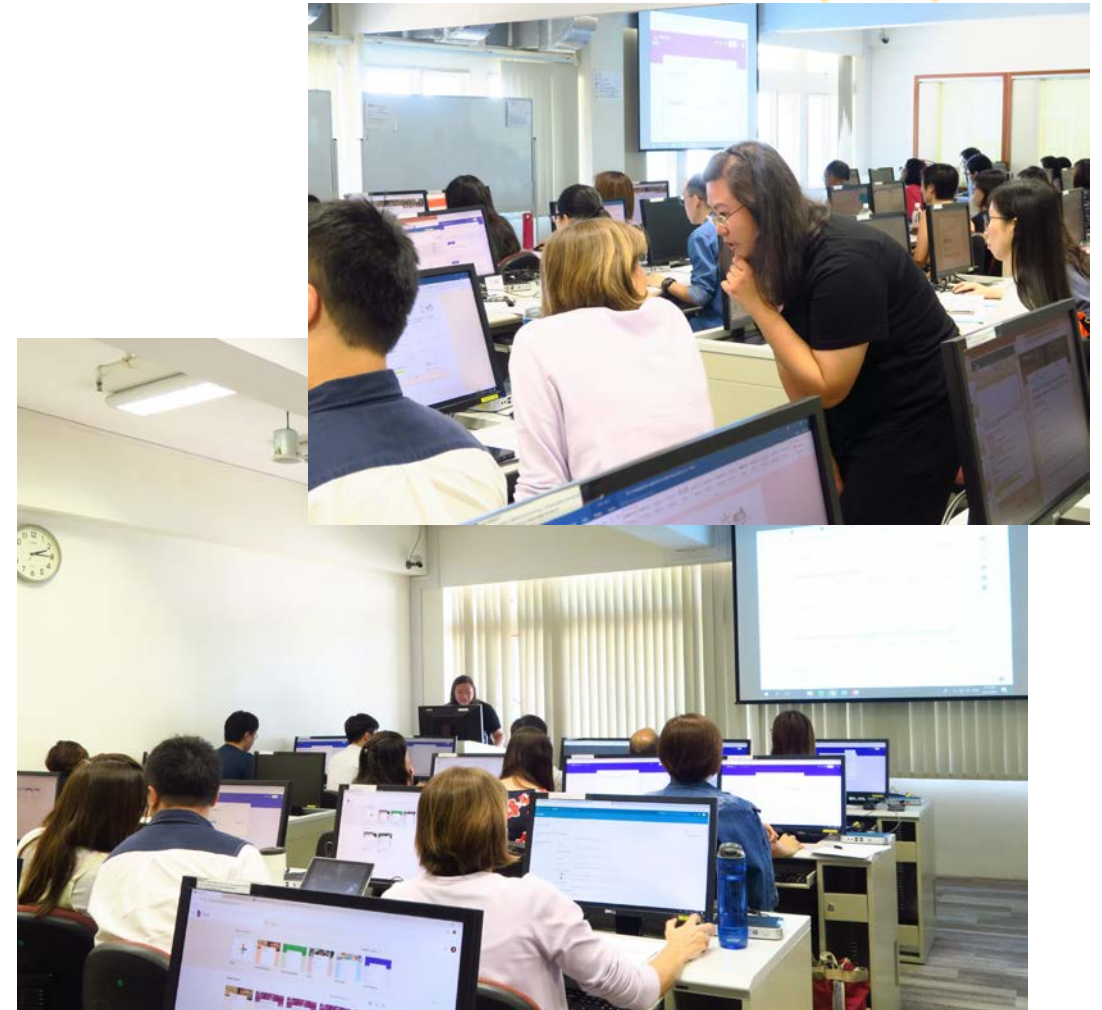
- From Department of Management, The Chinese University of Hong Kong
  - Experiences in **digital applications for program and data management in social services**
- Provide training including **data interpretation and report writing** for reporting to funders and sharing with stakeholders
  - Digital tools for improving communication for **data visualization, knowledge management, and dissemination**



# OUTCOME & IMPACT COMMUNICATION

## Trainer (7)– Dr. Ng Yuen Hang

- From Department of Social Work, The Chinese University of Hong Kong
  - Experiences of sharing **innovative ways for recruitment and data collection**
- Provide training including **using social media and the internet in participant recruitment and data collection**
  - Practical tools (e.g. Google Forms/Qualtrics) for data collection and participant recruitment



# PROGRAM EVALUATION & IMPACT ASSESSMENT

## Trainer (8)– Prof. Minseop Kim

- From Department of Social Work,  
The Chinese University of Hong Kong
  - Experiences of **evaluation designs for outcome/impact program evaluation**
- Provide training including **conducting MEL program evaluation and impact assessment in-house**
  - Practical tools for calculating sample size (e.g. **G\*Power**) and using **statistics** (reliability, T-test, & One-way ANOVA) in evaluation



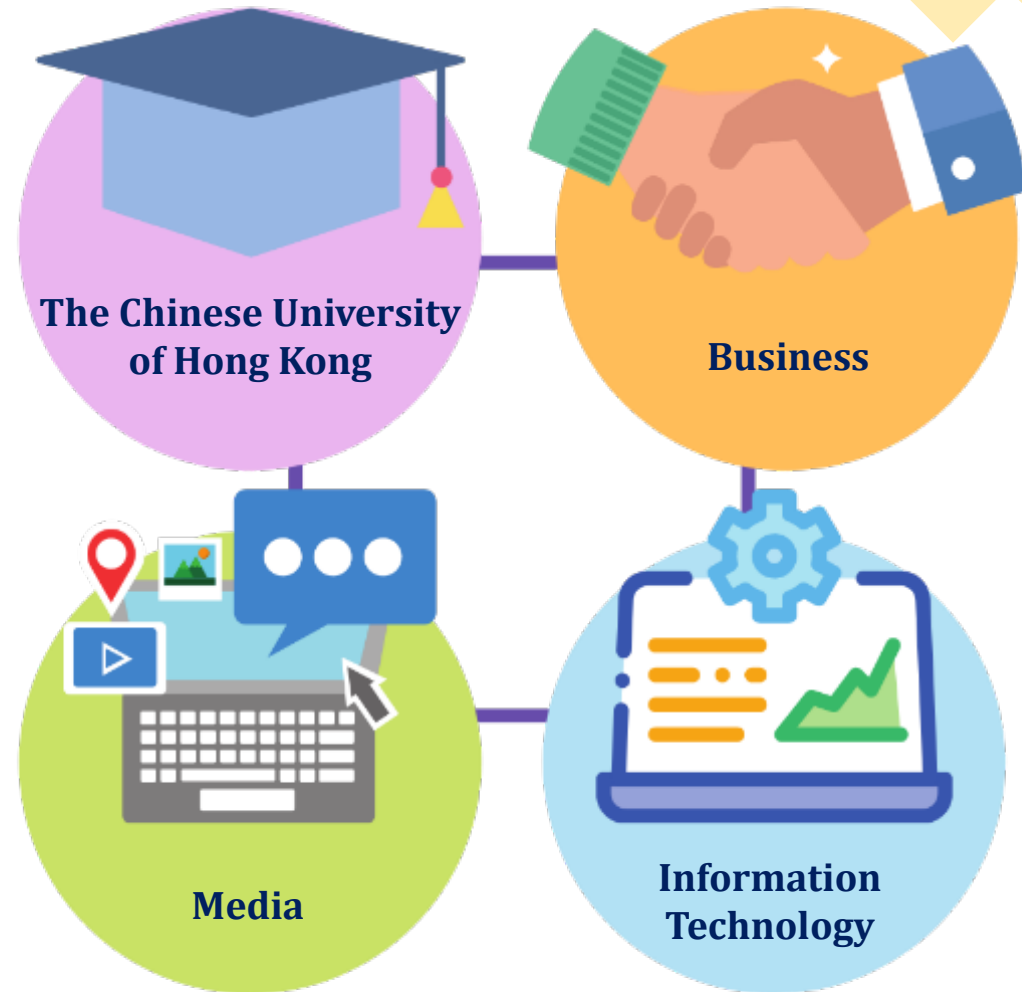


# The Mentored Practicum

**Tailor-made Coaching**



**Interdisciplinary**





## The Mentored Practicum



### Mentored Practicum - Feature Details

Each team will be assigned with **one CUHK mentor** and one mentor from **business, media or information technology fields**

- **Coach participants to conduct a 4-month Mentored Practicum by putting the acquired MEL knowledge & skills into practice within the participants' NGOs**
- **Small team size: around four participants in each team**
- **Achieve change at service and organizational levels**





# The Mentored Practicum



## Mentors



**Prof. Bernard Suen Yiu Sin**

Co-founder

InTechnigence Limited



**Mr. Ralph Kwong Chiu Szeto**

Chairman

Hong Kong Association of Interactive Marketing



**Mr. Stanley Ho**

Co-founder

Society for Innovation and Technology in Social Work (SITSW)



**Mrs. Helina Yuk**

Co-founder

Social Work Mission



**Mr. Timothy Kam Wah Ma, MH, JP**

Council Member

Hong Kong General Chamber of Social Enterprises Limited





# The Mentored Practicum



## Mentors



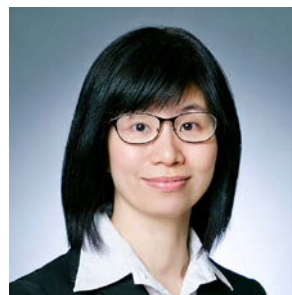
**Prof. Emily Qijin Cheng**  
Assistant Professor  
Department of Social Work, CUHK



**Dr. Joanne Kit Ting Leung**  
Professional Consultant  
Department of Social Work, CUHK



**Prof. Angela Jialiang Cui**  
Assistant Professor  
Department of Social Work, CUHK



**Dr. Hannah Wai Ming Ho**  
Lecturer  
Department of Social Work, CUHK



**Dr. Yuk-yan So**  
Lecturer  
Department of Social Work, CUHK



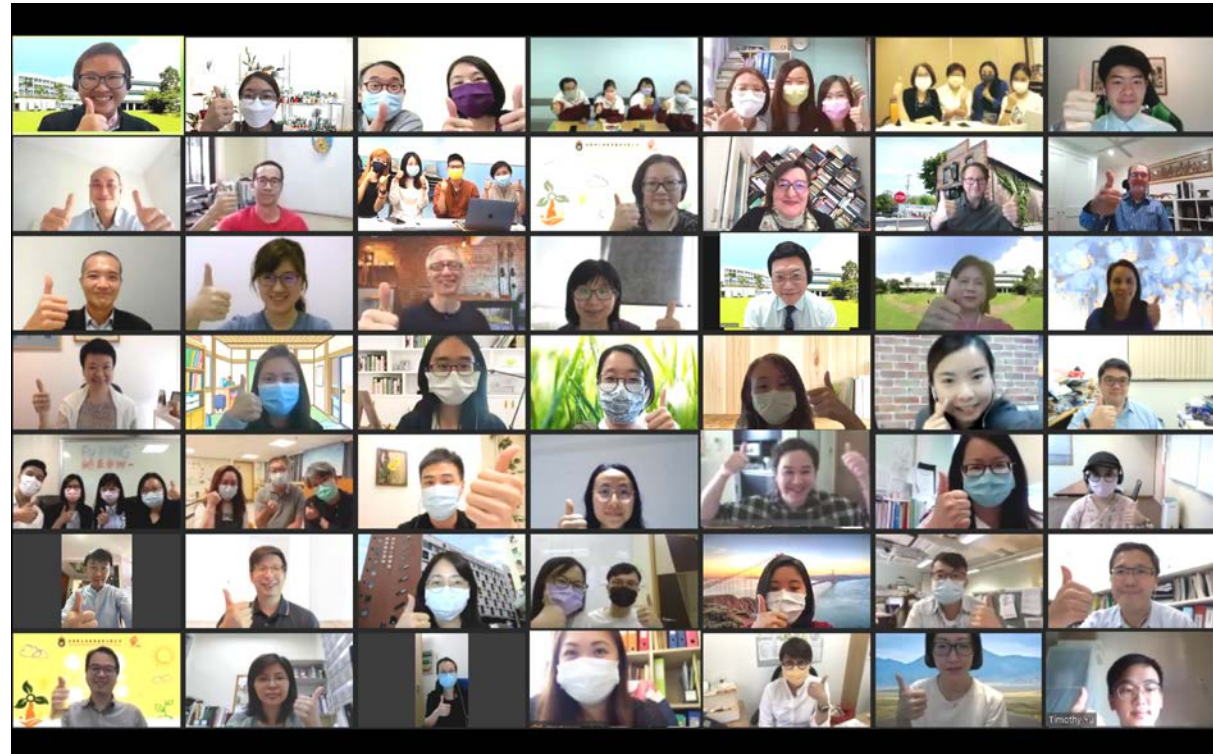




# Pitching Competition



Five teams will receive  
Outstanding Award each year



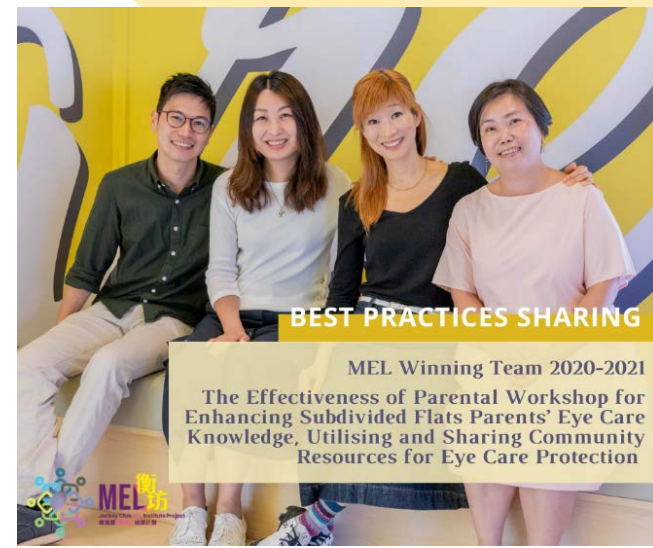




**Winning Team 2019-2020**  
**Social Garden Project: The effectiveness of**  
**utilising Horticultural therapy for SEN students**  
 Lai Fong (Hong Kong Character City Movement Ltd)  
 Lai Fong (Hong Kong Society for the Protection of Children)  
 Kwok Wai (Evangel Children's Home)  
 Tang Chi (Heep Hong Society)  
 Yuk Lin (Fung Yuen Butterfly Reserve, Environmental Association)



# Winning Teams 2019-2020



# Winning Teams 2020-2021







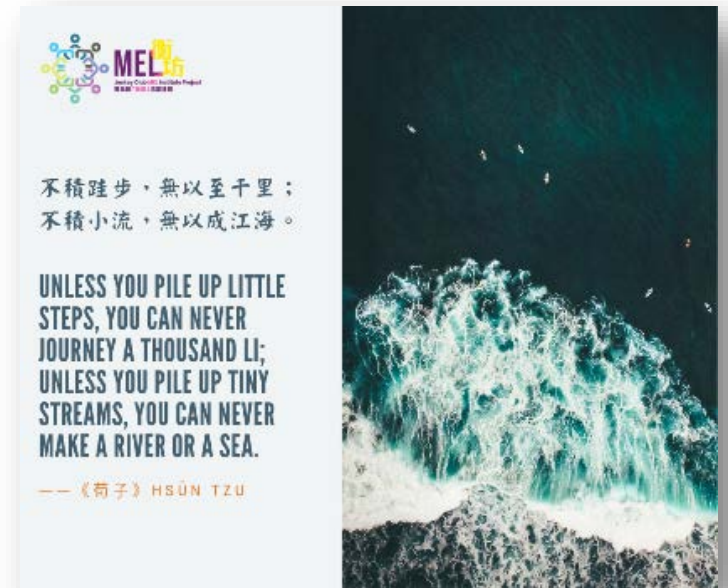
## Online Knowledge Hub



## Aims

Assist all users from the NGO worker community in:

-  **Understanding** the functions and tools of MEL
-  **Identifying** clients' problems and needs
-  **Strengthening** service delivery
-  **Showcasing** good evidence-based practices







# Online Knowledge Hub



MEL Online Knowledge Hub: [jcmel.swk.cuhk.edu.hk](http://jcmel.swk.cuhk.edu.hk)



MOOC E-learning Courseware



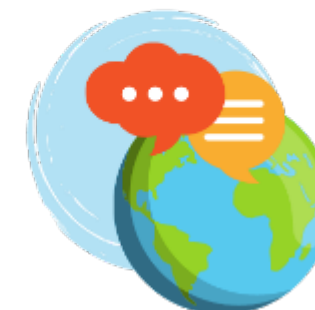
Web-based Audio Visual Learning Materials



Best Practices Sharing



Outcome/Impact Indicator Bank



Online Community Of Practices (OCOP)



# MOOC E-learning Courseware

	Phase One	Phase Two
Features	Existing 9 MOOC courseware	4 new MOOC courseware will be developed
Areas covered	<ul style="list-style-type: none"><li>❑ Service Development &amp; Monitoring</li><li>❑ Resource &amp; Planning Management</li><li>❑ Media &amp; Communications</li><li>❑ Program Evaluation &amp; Impact Assessment</li></ul>	<ul style="list-style-type: none"><li>❑ Service Development &amp; Monitoring</li><li>❑ Infrastructure &amp; Talent Development for MEL Organizational Practice</li><li>❑ Outcome &amp; Impact Communication</li><li>❑ Program Evaluation &amp; Impact Assessment</li></ul>



# Web-based Audio Visual Learning Materials

## Phase One

## Phase Two

### Features

Existing 10 scenario-based video clips

**5 new sets of scenario-based video clips will be developed**

### Areas covered

- ❑ Service Development & Monitoring
- ❑ Resource & Planning Management
- ❑ Media & Communications
- ❑ Program Evaluation & Impact Assessment

- ❑ **Assessment of Organizational Contexts for MEL**
- ❑ **Infrastructure & Talent Development for MEL Organizational Practice**
- ❑ **Data Interpretation & Report Writing**



# Outcome/Impact Indicator Bank

## Phase One

## Phase Two

Aim	Share <b>assessment tools</b> for conducting program monitoring and evaluation
-----	--

Format	<ul style="list-style-type: none"><li>❑ Traditional and simplified Chinese, and English</li><li>❑ Word file to easily edit and use</li></ul>
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Features	Existing 324 assessment tools and user guides	<b>200 new assessment tools and user guides will be developed</b>
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# Outcome/Impact Indicator Bank

## Areas covered

- Poverty, social disadvantage & social protection
- Family & child welfares services
- Medical social services
- Services for people with disabilities
- Services for elders
- Services for young people
- Services for offenders & drug abusers
- Community Development
- General

## Levels

- **Individual level**  
(e.g., youth career development competency, depression, resilience)
- **Interpersonal level**  
(e.g., intergenerational interaction, family networking, divorce adjustment)
- **Community level**  
(e.g., community social capital, community trustworthiness, norms of reciprocity)

OUTCOME / IMPACT INDICATOR BANK

Home > Outcome / Impact Indicator Bank

Subscribe for updates of the MEL Indicator bank

Your Name  Email Address

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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			



## Samples - Outcome/Impact Indicator Bank

Description of Youth Career Development Competency: Career and Pathway Exploration

Function	Enhancing self-confidence, hopefulness, meaningful employment, career guidance
Relevance	School-to-work transition, exploration
Target	Youth
Respondent	Youth
Feature	5 items in 5-point rating scale
Reliability	.93
References	Ngai, Steven Sek-yum, Wang Lin, Chau-kiu Cheung, Mo Jianhong, Ng Yuen-hang, & Wang Pinqiao. (2021). Development and Validation of the Youth Career Development Competency Scale: A Study Based on Hong Kong Youth. International Journal of Environmental Research and Public Health, 18(23), 12494. <a href="https://doi.org/10.3390/ijerph182312494">https://doi.org/10.3390/ijerph182312494</a>

Scoring of Youth Career Development Competency: Career and Pathway Exploration

Response	Not confident at all	Not confident	Neutral	Confident	Highly confident
Score for Items 1-5	0	25	50	75	100

Scale score: average of item scores	Action
70-100	Appreciation
30-70	Some concern for promotion
0-30	Great concern for promotion

青年生涯發展能力：探索多元出路的描述

功能	增強信心，希望，有意義的就業，職業指引
關聯	從學校向職場的過渡，探索
對象	青年
回應者	青年
特色	5項5分評分項目
信度	.93
參考	Ngai, Steven Sek-yum, Wang Lin, Chau-kiu Cheung, Mo Jianhong, Ng Yuen-hang, & Wang Pinqiao. (2021). Development and Validation of the Youth Career Development Competency Scale: A Study Based on Hong Kong Youth. International Journal of Environmental Research and Public Health, 18(23), 12494. <a href="https://doi.org/10.3390/ijerph182312494">https://doi.org/10.3390/ijerph182312494</a>

青年生涯發展能力：探索多元出路的計分

回應	非常沒信心	沒信心	普通	有信心	非常有信心
項目1-5的分數	0	25	50	75	100

量表得分：項目分數的平均	行動
70-100	讚賞
30-70	需要稍作推動
0-30	需要積極推動



## Samples - Outcome/Impact Indicator Bank

(199) Youth Career Development Competency: Career and Pathway Exploration

Please select your situation in the recent month.						
In the recent month, I was able to...		Not confident at all	Not confident	Neutral	Confident	Highly confident
1.	State learning and training approaches that equip me to achieve career and life development	1	2	3	4	5
2.	Compare different career and life development pathways according to personal and environmental factors	1	2	3	4	5
3.	Choose the most suitable career and life development pathway according to personal and environmental factors	1	2	3	4	5
4.	Identify personal limitations and social barriers encountered when pursuing career and life development goals	1	2	3	4	5
5.	Know the necessary steps in making good career and life development decisions and understand the strengths and limitations of my decision-making methods	1	2	3	4	5

(199) 青年生涯發展能力：探索多元出路

請選出你在最近一個月的實際情況。						
在最近一個月，我能夠...		非常沒信心	沒信心	普通	有信心	非常有信心
1.	說出能夠裝備我實踐生涯目標的學習及培訓途徑。	1	2	3	4	5
2.	按個人和環境因素比較不同的生涯路徑。	1	2	3	4	5
3.	按個人和環境因素選擇最適合自己的生涯路徑。	1	2	3	4	5
4.	辨識我在實踐生涯目標時要面對的個人限制及社會障礙。	1	2	3	4	5
5.	掌握作生涯決定應跟隨的步驟，並了解我作抉擇的方式有甚麼好處及限制。	1	2	3	4	5



# Best Practices Sharing

	Phase One	Phase Two
Aim	Share <b>the award-winning MEL projects</b> in final pitching events as well as disseminate the wisdom of MEL winning teams	
Features	Existing 10 videos for winning teams 2019-2020 and winning teams 2020-2021	<b>10 new videos will be produced</b> for winning teams 2022-2023 and winning teams 2023-2024



# Online Community Of Practices (OCOP)

## Aim

Exchange **MEL** ideas and **project** experiences from different perspectives; share **available** resources; build **OCOP** networks and find new collaborators

## Features

Online sharing space, including **9** field specific OCOPs, including:

- ☐ Poverty (poverty, social disadvantage, and social protection)
- ☐ Family (family and child welfare services)
- ☐ Medical (medical social services)
- ☐ Disabilities (services for people with disabilities)
- ☐ Elders (services for elders)
- ☐ Young People (services for young people)
- ☐ Offenders (services for offenders and drug abusers)
- ☐ Community Development
- ☐ General



# MEL Community of Practice (CoP)

## Aim

- Foster **collaboration and connections** between local practitioners
- **Spark inspiration** through sharing good practices
- Cultivate a **MEL culture and mindset** among local NGOs

## Features

- **MEL experts, MEL alumni, and experienced NGO practitioners/leaders** share their best practices, challenges, and experiences related to MEL
- **Quarterly webinars**





# Training Schedule & Enrollment



## Schedule 1<sup>st</sup> Year



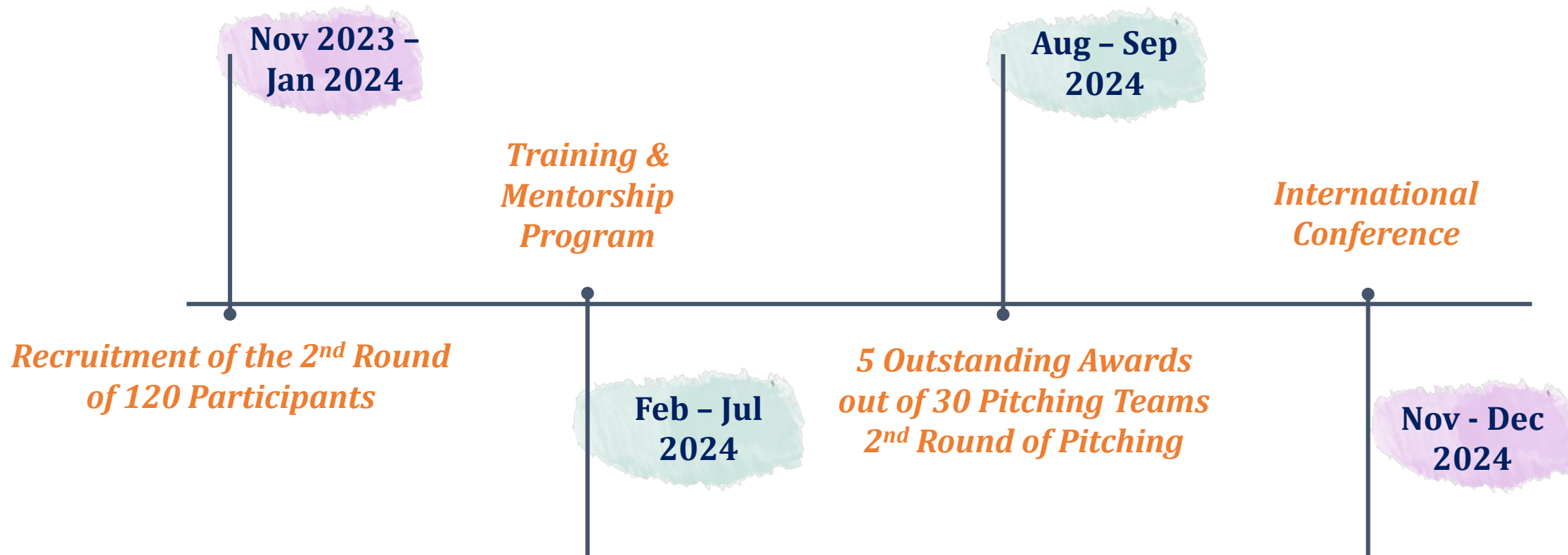




## Training Schedule & Enrollment



### Schedule 2<sup>nd</sup> & 3<sup>rd</sup> Year





## Target Participants & Enrollment Criteria

### NGOs and related organizations:



Team Leaders

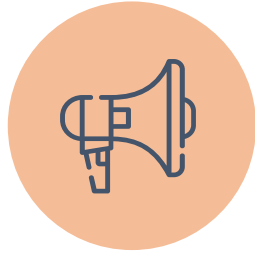


Frontline Workers



Supervising Officers

- Academic background: A bachelor's degree in social work or related disciplines is accepted
- Working experience: At least 3-year working experience in NGOs or related sectors is preferred
- The participant should be nominated and supported by his/her supervisor to attend the MEL Project



# Open for Application!

- **Contact person: Ms. Emily Ng**
- **Email: [wailamng@cuhk.edu.hk](mailto:wailamng@cuhk.edu.hk)**
- **Tel. no.: 3943 7497**

**Online Application Form**

*scan me*  
→



**Or** click the link below:

[https://docs.google.com/forms/d/e/1FAIpQLScC5\\_MScQ30\\_ZgoZJkpd\\_SWDQA4\\_vRMiT\\_Yu3cWXORQGacIMptQ/viewform](https://docs.google.com/forms/d/e/1FAIpQLScC5_MScQ30_ZgoZJkpd_SWDQA4_vRMiT_Yu3cWXORQGacIMptQ/viewform)



# Thank You!

## Q & A

