

Report on Training of Trainers (TOT) Workshop on Results-Based Monitoring & Evaluation (RBM&E)



**Reported by
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1. Introduction

Upon a request from Jimma University, IPMS conducted four days Training of Trainers (TOT) Workshop on **Results-Based Monitoring & Evaluation (RBM&E)** to the University staff. The training workshop was organized jointly by the University and ILRI-IPMS from January 16-19, 2012 at the College of Agriculture and Veterinary Medicine campus, Jimma.

The training workshop was officially opened by **Dr. Berhanu Belay**, Senior Director for Research, Community Based Education and Postgraduate Studies on behalf of **Dr. Taye Tolemariam**, Vice president for Academic and Research. In his opening speech, he underlined that Jimma University is “always giving priority for capacity building of its staff in different ways; thus, as University we expect from this particular training workshop to add value to our research activities.” He has also thanked IPMS for coming forward and offering RBM&E training to help in this crucial capacity that Jimma University needed.

The workshop was facilitated by resource persons from IPMS; **Berhanu Gebremedhin** (Ph.D) and assisted by **Aklilu Bogale**. A comprehensive set of source materials, including hard and soft copies were made available by IPMS and distributed to participants. (See **Annex 1** for an overview of the source materials). The workshop was expected to be attended by about 40 participants, but due to the final exam in the University only 31 participants drawn from different departments (Animal Science, Economics, Accounting, Information Science, Statistics, Epidemiology, Management, Rural development & Agricultural extension etc.) have attended. Participants were Associate Professors, Assistant professors, Head of departments, Coordinators and Lecturers from different disciplines. (See **Annex 2** for list of participants).

The trainer threw the following frequently asked questions with regard to policies, programs or projects to generate interest in RBM&E.

- Do we know our starting points (baselines) in our interventions?
- Have projects/programs/policies led to the desired results?
- Are development initiatives making a difference in people’s livelihood?
- How will governments know whether they have made progress in bringing changes in people’s livelihood?
- How can we tell success from failure?

These are the kinds of concerns and questions being raised by internal and external stakeholders and governments across the globe are struggling with ways of addressing and answering them. By this and other introductions the training started and went through.

2. Summary of expectation from the participants

In the beginning, participants were asked to list their expectations from the training workshop. Accordingly, 31 participants gave their expectations which are summarized in Table 1 below. About half of them have been expected practical application of RBM&E for their research activities at the University.

Table 1: Participant's expectations from the TOT Workshop:

Expectations	No. of responses	%
Practical application of M&E for research activities at Jimma University	35	48.4
To know why/how we monitor and evaluate any program/projects	13	18.1
Learning differences & similarities of M&E	5	6.9
Learning how to develop research indicators	3	4.2
Learning objectives & steps of M&E	3	4.2
Learning the difference b/n output, outcome & impact	1	1.4
Learning how to write technical report on M&E	1	1.4
Relate M&E with the current research problem which are seen in our country	1	1.4
Learning how to share/transfer M&E tools to others in practice	1	1.4
This is my first time to take an M&E training, hence I can't subjectively write my expectation	1	1.4
Understanding & practicing data analysis and interpretation using user friendly software	1	1.4
Research priority setting methodology	1	1.4
The difference b/n supervision vs M&E	1	1.4
Measurement in M&E	1	1.4
How to identify the important research areas in our respective field	1	1.4
How to collect, analyze and report data	1	1.4
Identify the limitations of the pre-existing M&E techniques in the research scheme of JU	1	1.4
Set SOP for research monitoring	1	1.4
Total	72	100.0

The TOT program consisted of 10 different sessions of which 7 of them were with practical group exercises. Three groups were formed which includes related departments as much as possible. Each group were allowed to select its own project and discusses then come up with consensus to the preliminary session. During the group presentations, real and important discussions and experience sharing between participants has been made. They have also got critical and supportive comments/suggestions about their presentations both from other groups and especially from the trainer according to the program/sessions. (see **Annex 3** for the general program).

3. Summary of end of workshop evaluation

At the end of the training workshop participants evaluated the workshop on a scale of five points (1= very poor, 2= poor, 3= fair , 4= good, 5=Very good). The results are presented below.

Table 2: Summary of workshop evaluation.

	Mean	Std. Deviation	Minimum	Maximum
1. Level of understanding gained on RBM & E	4.60	0.56	3	5
2. Level of skills developed on RBM & E	4.30	0.60	3	5
3. Content of the workshop	4.83	0.38	4	5
4. Clarity of power point presentations	4.53	0.63	3	5
5. Balance between presentations and group exercises	4.40	0.68	3	5
6. Practicality of group exercises	4.77	0.43	4	5
7. Trainees' participation	4.70	0.47	4	5
8. Level of experience sharing	4.53	0.51	4	5
9. Responsiveness of facilitators to participants' need	4.43	1.01	1	5
10. The workshop fulfilled its objectives	4.83	0.38	4	5
11. Overall rating of the workshop	4.77	0.43	4	5

Moreover, the participants gave their written assessment about the **strength** and **weakness** of the workshop.

Table 3: Summary of written assessment.

Strength of the Training Workshop	Number of responses	weakness of the Training Workshop	Number of responses
It was participatory, open and transparent	10	Total time given to the training is very short specially for group exercise	22
Excellent clarification and dedicated to share knowledge	9	The training schedule lacks organization with the university, majority of its staff are busy with examination	4
Training materials was adequate and clear	4	Focused only agricultural scenario, hardly contextualized to other discipline	2
It is practically oriented	4	Poor time management	1
Wise use of time	3	Less number of participants	1
System used for practical training was good	3	The trainer is strict but adult education should be flexible	1
Well experience and competent trainer	3	The trainer does not respect time	1
Topic selection was very relevant	2	Formation of groups with disciplines mix	1
The training met almost all expectations of the trainees	2	Time for tea break and lunch was not punctual	1
Planned very well	2	Some slides are so tiny to see from far	1
Used local experience	2	Inability to meet the schedule set for each day	1
A critical issue to be addressed	2		
Timely and applicable	1		
Experience sharing from different disciplines	1		
Very strict in terms of attendance and punctuality	1		
Transparent and critical as well as constructive comments given	1		
Problem oriented	1		
It is conceptually strong presentation	1		
Has live examples	1		
Two way training method	1		
A missing link to be filled at JU	1		
Exhaustive examples given	1		
Emphasis was given to concepts by the trainer	1		
The workshop was equipped with country's data	1		

4. Handed over certificates and closing remarks

Certificate of attendance were issued to the participants at the end of the workshop. Attendance was twice a day (in the morning and in the afternoon) to make sure that all participants have attended all sessions. The certificate were designed in-house by IPMS, signed by Drs. Taye Tolemariam and Berhanu Gebremedhin, sealed by Jimma University and handed over by the two signatories.

Finally Dr. Taye Tolemariam, Vice president for Academic and Research, gave a closing remark by thanking Dr. Berhanu for sharing his valuable time and knowledge without reservation. He has also appreciated IPMS for its partnership which Jimma University should definitely be strengthened in the future. Dr. Taye also added that the University could understand how much it is expensive and difficult to easily get such kind of wide and real practical training by experienced scientists especially in our country. He has also passed a message to the trainees that since this is a TOT training, the participants should internalize and take it to their respective departments to train their teams.

One of the trainees and also organizer of this training from the University's side has expressed his feelings about the training verbally. "I have no words to express my satisfaction about both the training contents and the rich experience of the trainer, I know he is an agricultural economist by profession but his general knowledge in other disciplines really appreciated!" said Dr. Berhanu Belay, Senior Director for Research, Community Based Education and Postgraduate Studies. He has also said that we have not only trained with M&E this week, also learnt serious work discipline from Dr. Berhanu Gebremedhin whose dedication and strictness to teach the concepts of RBM&E was very impressive.

By this, the training workshop came to the end and followed by dinner reception. On the occasion, the University's Vice president for Academic and Research has again thanked and presented Jimma's beautiful and memorable gift to Dr. Berhanu and his team.

Annex 1.

Source of training materials provided during the workshop

Hard copy:

- The IPMS manual on '*Results-Based Monitoring and Evaluation for organizations working in agricultural development: A guide for development practitioners*' by Berhanu Gebremedhin, Abraham Getachew and Rebeka Amha.
- The first IPMS working paper.
- EAP leaflet and calendar

Soft copy (CD):

- The IPMS manual on '*Results-Based Monitoring and Evaluation for organizations working in agricultural development: A guide for development practitioners*'
- All RBM&E training presentations made by Dr. Berhanu Gebremedhin
- All exercises developed for group works
- All Group presentation made by groups
- All IPMS synthesis report
- All IPMS working papers

Annex 2.

List of participants

No.	Name	Sex	Responsibility	Educational Level	E-mail address
1	Taye Amogne	M	Research and postgraduate coordinator	MBA	ta12an@yahoo.com
2	Aliyou Wudu	M	Acting head of department	MA	aliyouwudu@gmail.com
3	Badassa Wolteji	M	Head of department, Economics	MA	badhoo2006@yahoo.com
4	Daniel Tolesa	M	Member of BECO research committee	MSc	dtolesa@yahoo.com
5	Workineh Bayisa	M	Lecturer	MBA	wbayisa@yahoo.com
6	Asres Abitie	M	Head of department, Management	MBA	asresabitie@yahoo.com
7	Megbaru Misikir	M	Lecturer	MSc	megbarut@gmail.com
8	Chemedaa Abedeta	M	Lecturer	MSc	chemedaa@yahoo.com
9	Deresse Mersha	M	Head of department, Accounting	MBA	deressmersha@yahoo.com
10	Shiferaw Mulugeta	M	Assistant Prof. (Animal Science)	MSc	shifata2005@yahoo.com
11	Solomon Tulu	M	Research and postgraduate coordinator, JUCAVM	MSc	solomon_tulu@yahoo.com
12	Aziz Shikur	M	Lecturer	MSc	zizaw2009@gmail.com
13	Meseret Molla	F	Head of department, Animal science	MSc	meseretmo@yahoo.com
14	Getachew Bayissa	M	Head of department, Information science	MA	getachew.bayissa@ju.edu.et
15	Zenebe Fikrie	M	Head of department, Statistics	MSc	zenebe.fikrie@ju.edu.et

No.	Name	Sex	Responsibility	Educational Level	E-mail address
16	Chernet Hailu	M	Head of department, Epidemiology	MPH	chemet_mengesha@yahoo.com
17	Bekalu Ferede	M	IEPDS, Research review committee	MA	tbekaluferede@yahoo.com
18	Tsion Assefa	F	Lecturer	MPH	tsionassefa21@yahoo.com
19	Tsegaye Sewunet	M	Lecturer	MSc	tsegaye.sewunet@ju.edu.et
20	Bitiya Admassu	F	Lecture	MPH/RH	bitiyaa@yahoo.com
21	Serkadis Debalke	F	Lecturer	MSc	serkadis2000@yahoo.com
22	Nega Jibat	M	Lecturer	MA	nega.jibat@yagoo.com
23	Dr. Mitiku Bekele	M	Research, CBE & PG coordinator	PhD	mitikumas@yahoo.com
24	Dr. Mihreteab Bekele	M	Associate professor	DVH/MSc	mihreteab124@yahoo.com
25	Dr. Berhanu Belay	M	Associate professor	PhD	berhanubelay@yahoo.com
26	Dr. Waktole Sori	M	Assistant professor	PhD	waktolesg@yahoo.com
27	Dereje Bekele	M	Lecturer	MSc	drj_bekele06@yahoo.com
28	Worku Fentie	M	Lecturer	MA	wfentie@yahoo.com
29	Tibebu Shitie	M	Lecturer	MA	tibebushitie@yahoo.com
30	Ashenafi Belay	M	Lecturer	MA	belay.ashenafi@yahoo.com
31	Buruk Wolde-Michael	M	CSSL OSA coordinator	MA	burukmichael@gmail.com

Annex 3.

Program

	Time	Responsible
Day One: Monday, January 16, 2012		
Participant registration	8:30 - 8:50	Jimma University/IPMS
Welcoming speech	8:50 – 9:00	Dr. Taye Tolemariam, Vice president for Academic and Research
Participant introduction	9:00 - 9:15	Participants
Jimma University expectations	9:15-9:20	Berhanu Belay
Participant expectations	9:20 - 9:30	Aklilu Bogale
Session 1: Results-based Monitoring and Evaluation (RBM&E), Performance Framework (PF) and Performance Measurement Framework (PMF)	9:30 -10:30	Berhanu Gebremedhin
<i>Coffee Break</i>	10:30 - 10:50	Jimma University
Group Work (<i>3 groups</i>)	10:50 – 12:00	Groups
<i>Lunch Break</i>	12:00 – 1:00	Jimma University
<i>Group Presentations (3 groups)</i>	1:00 – 2:00	Groups
Session2: Monitoring and Evaluation: Differences, Similarities and Complementarities	2:00- 2:45	Berhanu Gebremedhin
<i>Coffee Break</i>	2:45 - 3:00	Jimma University
Group work	3:00 – 4:00	Groups
<i>Group presentations</i>	4:00 – 5:00	Groups
Day Two: Tuesday, January 17, 2012		
Session 3: Participatory Monitoring and Evaluation (PM&E)	8:30 – 9:15	Berhanu Gebremedhin
Group work	9:15 – 10:15	Groups
Coffee Break	10:15 - 10:35	Jimma University
Group presentations	10:35 – 11:35	Groups
Session 4: Selecting Outputs, Outcomes and Impacts for RBM & E	11:35 – 12:20	Berhanu Gebremedhin
Lunch Break	12:20 – 1:30	Jimma University
Group work	1:30 – 2:30	Groups
<i>Group presentations</i>	2:30 – 3:30	Groups
Coffee Break	3:30 - 3:50	Jimma University

	Time	Responsible
Session 5: Selecting Key Performance Indicators and Setting Baselines and Targets	3:50 – 4:35	Berhanu Gebremedhin
Group work	4:35 – 5:35	Groups
Day Three: Wednesday, January 18, 2012		
<i>Group presentations</i>	8:30 – 9:30	Groups
Session 6: Data Collection and Analysis	9:30 – 10:15	Berhanu Gebremedhin
Tea Break	10:15 - 10:35	Jimma University
Group work	10:35 – 11:35	Groups
<i>Group presentations</i>	11:35 – 12:35	Groups
Lunch Break	12:35 - 1:35	Jimma University
Session 7: Reporting and Using Monitoring and Evaluation Information	1:35- 2:20	Berhanu Gebremedhin
Group work	2:20 – 3:20	Groups
Coffee Break	3:20 – 3:40	Jimma University
Group presentations	3:40 – 5:00	Groups
Day Four: Thursday, January 19, 2012		
Session 8: Institutionalizing and Sustaining the M&E System	9:00 – 10:00	Berhanu Gebremedhin
Coffee Break	10:00 – 10:20	Jimma University
Workshop Evaluation	10:20 – 10:40	Aklilu Bogale
Closing and issuance of certificates	10:40 – 11:40	Dr. Fikre Lemessa, President of Jimma University/IPMS