



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

November 28 - December 3, 2011, Debre Zeit
Organized Jointly by the
Ministry of Agriculture (MoA)-Agricultural Growth Program (AGP) and
ILRI-IPMS

**Reported By
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Canadian International
Development Agency

Agence canadienne de
développement international



ILRI
International Livestock Research Institute

I. Summary of the RBM&E TOT workshop

A Training of Trainers (TOT) Workshop on Results-Based Monitoring & Evaluation was organized jointly by the Ministry of Agriculture (MoA)-Agricultural Growth Program (AGP) and ILRI-IPMS from November 28-December 03, 2011 at TOMI International Hotel, Debre Zeit. The training workshop was officially opened by **Ato Keberu Belayneh**, Ministry of Agriculture-Agricultural Growth Program Coordinator. In his opening speech, he underlined that these days there is a significant emphasis on results and RBM&E system and on the need to demonstrate performance. That is why MoA-AGP has paid a special attention on this training workshop. He thanked IPMS for coming forward and offering to help in this crucial capacity that the AGP needed.

The workshop was facilitated by resource persons from IPMS; **Berhanu Gebremedhin** (Ph.D) 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 attended by 54 participants drawn from the four AGP regions (Tigray, Amhara, SNNPR, and Oromia). Participants were regional AGP coordinators, M&E focal persons, members of regional AGP steering committee members, and the federal AGP M&E focal person. (See **Annex 2** for list of participants).

The following frequently asked questions with regard to policies, programs or projects were thrown out to the floor 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.

II. Summary of expectation from the participants

The participants were asked in the beginning to list their expectations from the training workshop. Accordingly, 54 participants gave their expectations which are summarized in Table 1 below. About 60% of them revealed that they expect practical application of RBM&E.

Table 1: Participant expectations of the TOT Workshop:

Expectations	Frequency	%
Knowledge and skills for practical application of M&E	79	59.6
Learning how to develop indicators	10	7.4
Learning the difference b/n output, outcome & impact	6	4.4
Learning the difference & similarities b/n M&E	5	3.7
Learning the need of M&E for AGP	4	3.0
Learning how to write technical report on M&E	5	3.7
Learning how to collect data & analyze	1	0.7
Experience sharing from other participants/regions	10	7.4
Learning the time when M&E has to be conducted	1	0.7
Ways of presentation	1	0.7
Know more about AGP	2	1.5
Computer supported data analysis and interpretation	1	0.7
How to differentiate or complement the M&E system from the conventional/governmental ongoing processes	1	0.7
To know whose task is M&E	1	0.7
Conceptual explanation, differences & similarities of AGP with others	5	3.7
To make clear the participation of stakeholders in AGP	1	0.7
Get better knowledge on the use of Excel in planning	1	0.7
Total	135	100.0

The TOT program consisted of 10 different sessions of which 8 of them were with practical group exercises. Groups were formed regional (Oromia, Amhara, SNNP and Tigray). During the group presentations, real and important discussions and experience sharing between participants and regions took place. They have also got critical and supportive comments/suggestions about their presentations both from other groups and especially from the trainer (see **Annex 3** for the general program).

III. 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). Moreover, they gave their written assessment about the strength and weakness of the workshop. The results are presented below.

Table 2: Summary of workshop evaluation.

	Mean	Std. Deviation	Minimum	Maximum
1. Level of understanding gained on RBM & E	4.44	0.58	3	5
2. Level of skills developed on RBM & E	4.32	0.59	3	5
3. Content of the workshop	4.70	0.58	3	5
4. Clarity of power point presentations	4.66	0.52	3	5
5. Balance between presentations and group exercises	4.22	0.71	3	5
6. Practicality of group exercises	4.36	0.72	2	5
7. Trainees' participation	4.50	0.58	3	5
8. Level of experience sharing	4.14	0.73	2	5
9. Responsiveness of facilitators to participants' need	4.66	0.48	4	5
10. The workshop fulfilled its objectives	4.60	0.53	3	5
11. Overall rating of the workshop	4.48	0.58	3	5

Strength of the Training Workshop (number of responses)

- Excellent clarification and dedication to share knowledge (22)
- It was participatory, open and transparent (18)
- Methodology (system used) for practical training is very good (16)
- Presentation materials was adequate and good (12)
- It creates great knowledge and skill and meets the target (11)
- Very interesting and applicable (7)
- Topic selection was very relevant (6)
- Excellent time management and utilization (6)
- Others (13)

Weakness of the Training Workshop (number of responses)

- Total time given to the training is short since M&E is a very wide subject (31)
- Too much exercise/group discussion (11)
- Training hall was not convenient (9)
- No practical field visit (5)
- Only one trainer for all topics, better to share with other M&E experts (4)
- Very challenging to afford the current cost of living with this allowance (3)

- Time utilization (3)
- Others (8)

IV. Handed over certificates and closing remarks

Certificates 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 certificates were designed in-house by IPMS, signed by Dr. Berhanu Gebremedhin and Ato Keberu Belayneh, sealed by MoA, and handed over by Ato Keberu Belayneh and Dr. Berhanu Gebremedhin.

Finally Ato Keberu Belayneh, the AGP Coordinator, gave a closing remark by thanking Dr. Berhanu and his team in particular and IPMS in general. He said that it is very expensive and difficult to easily get such kind of wide and real practical training especially in our country, so we “MoA-AGP” are lucky to get such a professional training just from next door. He also said that AGP will keep consulting ILRI-IPMS in the future for further collaboration and support. He has also passed a message to the participants that since this is a TOT training, the participants should internalize and take it to their respective regions to train other actors. He also added that such kind of capacity building for AGP focal persons will continue in different ways as much as possible.

The participants have also expressed their feelings about the training verbally. “I have no words to express my satisfaction about both the training content and the resource persons; I love all” said one female participant from Amhara region. **Ato Tirfu Hedeto**, Oromia-AGP coordinator, trainee and also IPMS RALC chair, said that he had many trainings before, but this was very different and much more practical. He said that the training was the one, from the right source, to the right target. He noted that Dr. Berhanu’s dedication and willingness to practically transfer the concept of M&E was very impressive.

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.
- MoA-AGP Monitoring and Evaluation draft manual.
- The first IPMS working paper.
- Concepts and practices in agricultural extension in developing countries: A source book (one for each region)

Soft copy (CD):

- The IPMS manual on '*Results-Based Monitoring and Evaluation for organizations working in agricultural development: A guide for development practitioners*'
- MoA-AGP Monitoring and Evaluation draft manual.
- All RBM&E training presentations made by Dr. Berhanu Gebremedhin
- All exercises developed for group works
- All Group presentation made by regions
- Sample Excel worksheet training format made by Aklilu Bogale
- All IPMS synthesis report
- All IPMS working papers
- All IPMS training materials

Annex 2.

List of participants

No.	Name	Sex	Region	Position	Educational Level	Address	
						Telephone	E-mail address
1	Wondwosen Worku	M	South	M&E Specialist	B.Sc in Agro. Eco.	0922-65-86-14	wondeworku@gmail.com
2	Tsehaye Kidanu	M	Tigray	Detp. Head	B.A - in Economics M.Sc - in coop-marketing	0914- 70-13-20	tkidanu@yahoo.com
3	Kasahun Admasu	M	South	Expert	M.Sc -in Agronomy	0912-19-11-84	kasahunadmasu@yahoo.com
4	Ayana Yehuala	M	Amhara	Expert	M.Sc	0918-77-93-23	ayux2004@yahoo.com
5	Simegn Berihun	M	Amhara	Expert	B.Sc - in Agri.Ext.	0918-70-76-64	simesnb@gmail.com
6	Ejerso Shuma	M	Oromia	Expert	B.Sc - Animal Science	0912-22-44-90	ejersashuma@yahoo.com
7	Alemayehu Denboba	M	Oromia	Expert	B.A- in Economics	0913-72-03-68	alemayehu.denboba@yahoo.com
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10	Eshetu Demissie	M	Oromia	M&E Specialist	Student of M.Sc (Agro. Eco.)	0913-12-58-36	eshetu.demissie@yahoo.com
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14	Asnake Wolde	M	SNNPR	Officer	B.Sc- Agri. Economics	0911-31-89-37	asnakewolde28@yahoo.com
15	Tirfu Hedeto	M	Oromia	Coordinator	M.Sc	0911-34-95-29	hedetotirfu@yahoo.com

No.	Name	Sex	Region	Position	Educational Level	Address	
						Telephone	E-mail address
16	Mulu Moges	F	Amhara	Expert	M.Sc	0918-77-66-50	mulumgs@yahoo.com
17	Solomon Hailu	M	Tigray	Expert	M.Sc	0917-72-37-36	solomonhailu19@yahoo.com
18	Tekle Abraha	M	Tigray	Expert	B.A	0914-02-38-78	-
19	Solomon Tadesse	M	Tigray	Expert	B.A	0914-03-35-47	solway01@yahoo.com
20	Desta Dangura	M	South	M/L/Expert	B.A. -Agri. business mag't	0912-12-44-85	-
21	Mesfin Moges	M	South	Planning	B.A - in Economics	0911-82-25-08	mesfinmoges3m@yahoo.com
22	Fetene Abebe	M	SNNP	Expert	M.Sc -Agri-1 Machinery	0916-17-77-05	abebefetena@yahoo.com
23	Tafesse Andargie	M	Oromia	Expert	M.Sc- Agr. Economics	0911-71-86-71	andargietafesse@yahoo.com
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28	Duressa Chibsa	M	SNNP	Expert			-
29	Tedila Tadesse	M	Oromia	M&E Expert	Business Administration & Ifa system (B.A)	0920-92-78-36	tadilaa.tajeelaa@gmail.com
30	Hirut Belay	F	Amhara	Expert	Business Management B.A)	0918-76-90-14	hiere.bb@yahoo.com
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33	Fikirte Assefa	F	SNNPR	Expert	M.Sc- in PGR	0913-72-74-44	fikirte557@yahoo.com
34	Michael Amere	M	Tigray	Head Planing	M.A. (RLDS)	0924-85-65-36	michealayberhie@gmail.com

No.	Name	Sex	Region	Position	Educational Level	Address	
						Telephone	E-mail address
35	Lemma Dergasso	M	SNNPR	Expert			-
36	Zelalem Gebeyehu	M	ANRS	Expert	B.A	0918-01-55-57	zgebeyehu@yahoo.com
37	Habtemicael Mezgebe	M	Tigray	Expert	M.Sc	0914-72-65-82	omegakab@yahoo.com
38	Abadi H/Selassie	M	Tigray	Expert	M.Sc	0914-73-54-66	abahaime@yahoo.com
39	Alemayehu Tulu	M	Oromia	Expert	Student of M.Sc (Agro. Eco.)	0911-36-23-31	alemayehu.tulu@yahoo.com
40	Nigatu Alemayehu	M	IPMS	R8DO	M..Sc	0911-89-77-91	n.alemayehu@cgiar.org
41	Assefa Haile	M	SNNPR	M&E Officar	B.Sc in Agro. Eco.	0912-71-29-15	haile20008@yahoo.com
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50	Bekalu Dagneu	M	Amhara	Focal Person	B.A	0918-74-63-70	-
51	Adamu Abebe	M	Oromia	M&E Specialist	Degree	0911-76-73-94	jiruada@gmail.com
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53	Tesfaye Borsamo	M	SNNP	Planning M&E Road	B.A. in Business Mgt.	0916-86-39-86	borsamot@yahoo.com
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Annex 3.**Program**

Program	Time	Responsible
Day One: Monday, November 28, 2011		
Participant registration	8:30 - 9:00	MoA/IPMS
Welcoming speech	9:00 – 9:05	Ato Keberu, MoA
Opening	9:05 – 9:15	Ato Sitotaw, MoA
Participant introduction	9:15 - 9:35	Participants
Participant expectations	9:35 - 9:50	Berhanu/Aklilu
Session 1: Introduction	9:50– 10:15	Berhanu/Aklilu
Coffee Break	10:15 -10:45	MoA
Session 2: Results-based Monitoring and Evaluation	10:45 -11:30	Berhanu/Aklilu
Group Work (4 groups)	11:30 – 1:00	Groups
Lunch Break	1:00 – 2:00	MoA
Group Work (continued)	2:00 – 3:00	Groups
Coffee Break	3:00 - 3:15	MoA
<i>Group Presentations (4 groups)</i>	3:15 – 5:15	Groups
Day Two: Tuesday, November 29, 2011		
Session 3: Monitoring and Evaluation: Differences,	8:30- 9:15	Berhanu/Aklilu
Group work	9:15 – 10:15	Groups
Coffee Break	10:15 - 10:45	MoA
<i>Group presentations</i>	10:45 – 12:15	Groups
Session 4: Participatory Monitoring and Evaluation	12:15 – 1:00	Berhanu/Aklilu
Lunch Break	1:00 – 2:00	MoA
Group work	2:00 – 3:00	Groups
Tea Break	3:00 - 3:30	MoA
Group presentations	3:30 – 4:50	Groups
Session 5: Selecting Outputs, Outcomes and Impacts for	4:50 – 5:40	Berhanu/Aklilu
Day Three: Wednesday, November 30, 2011		
<i>Group Work</i>	8:30 – 10:00	Groups
Coffee Break	10:00 – 10:30	MoA
<i>Group presentations</i>	10:30 – 12:00	Groups
	Time	Responsible
Session 6: Selecting Key Performance Indicators	12:00 – 12:40	Berhanu/Aklilu
Lunch Break	12:40 - 2:00	MoA
Group work	2:00 – 3:30	Groups

Coffee break	3:30 – 4:00	MoA
Group presentations	4:00 – 5:20	Groups
Day Four: Thursday, December 1, 2011		
Session 7: Setting Baselines and Targets	8:30 – 9:15	Berhanu/Aklilu
Group work	9:15 – 10:15	Groups
Coffee Break	10:15 – 10:45	MoA
Group work (continued)	10:45 - 11:15	Groups
Group Presentations	11:15 – 12:35	Groups
Lunch Break	12:35 – 2:00	MoA
Session 8: Data Collection and Analysis	2:00 – 2:45	Berhanu/Aklilu
Group work	2:45 - 3:30	Groups
Coffee Break	3:30 - 4:00	MoA
Group work (continued)	4:00 – 4:45	Groups
Group presentation	4:45 – 5:30	Groups
Day Five: Friday, December 2, 2011		
<i>Group presentation (continued)</i>	8:30 – 9:10	Groups
Session 9: Reporting and Using Monitoring and Evaluation	9:10- 10:00	Berhanu/Aklilu
Coffee Break	10:00-10:30	MoA
Group work	10:30 - 12:30	Groups
Lunch Break	12:30 – 1:30	MoA
Introduction of Ethiopian Agriculture Portal (EAP)	1:30-2:10	Fanos
Group presentations	2:10 – 3:10	Groups
Coffee Break	3:20 – 3:50	MoA
Session 10: Institutionalizing and Sustaining the M&E	3:50 – 4: 30	Berhanu/Aklilu
Group work	4:30 – 5:30	Groups
Day 6: Saturday, December 3, 2011		
Group presentations	8:30 – 10:00	Groups
Coffee Break	10:00 – 10:30	MoA
Using Excel for RBM&E	10:30 – 11:30	Aklilu/Berhanu
Workshop Evaluation	11:30 – 12:00	MoA/IPMS
Closing and issuance of certificates	12:00 – 12:30	MoA Official/IPMS