

**Strategic Planning and Participatory Monitoring and
Evaluation Workshop for PROLINNOVA Nigeria**

**September 12-16, 2011
Space 2020 Hotel, Kaduna
Nigeria**

Training Report

Submitted to:

**The Secretariat
PROLINNOVA International**

By:

**Marissa B. Espineli
International Institute of Rural Reconstruction (IIRR)**

Introduction

The International Institute of Rural Reconstruction has been part of PROLINNOVA since its establishment in 1999. It is a member of the International Support Team (IST) responsible for providing capacity building and training support to the PROLINNOVA country programs especially in the area of monitoring and evaluation.

PROLINNOVA Nigeria is one of the newly established country programs. It was established in 2009 and has been coordinated by Development Resource Initiative (DRIVE). The CP has undergone a basic training on Participatory Innovation Development. This training led to the survey on local innovations in some parts of Kaduna State through the Kaduna State Agriculture Development Project (KADP).

As a new country programme, members of PROLINNOVA Nigeria face the challenge of collectively making decisions and monitor its progress. This training workshop on strategic planning and monitoring and evaluation was requested by the country programme to address these challenges.

The workshop was conducted for 5 days. The group discussions led to outputs that would help the participants put together a strategy paper and its monitoring and evaluation guidelines.

Participants

Ten participants completed the workshop and one participant attended only the first day. These are representatives of stakeholder groups in Agricultural Research and Development comprising of farmers' association, agricultural education and research institutions, agricultural extension institutions, NGOs and private sector. The participants have been involved in the activities of Prolinnova-Nigeria at different levels. Their selection for the training programme was informed by their level of commitments to the programme of Prolinnova-Nigeria.

Objectives

The workshop focused on answering the hard questions that PROLINNOVA Nigeria has to answer:

- Where are you now?
- Where do you want to go?
- How do you get there?

At the end of the training workshop, the PROLINNOVA members present will have:

1. developed an agreed framework for the PROLINNOVA country programme strategy;
2. developed a draft monitoring and evaluation plan for the country programme considering the strategies for the next 3 years; and
3. agreed on actions to start the implementation of the plan and CP monitoring and evaluation system.

Expected output

- CP strategy paper
- CP monitoring and evaluation plan
- Action plan for implementing the above

Highlights of the training

Day 1

Yemi formally opened the workshop. He welcomed and thanked the members who were able to come and join. He explained why the workshop is important. He emphasized on the need for members to collectively review and identify their priorities. He thanked them for taking the time to come despite their busy schedules.



I asked participants to work in dyads to know more of each other. I instructed them to tell the other what they know about him/her and ask 3-5 questions to find out what they do not know about the other. The dyad presented information about each other after 15 minutes.

Through a card exercise, participants listed their expectations about the workshop. I walked them through the design (Handout 1) and the daily schedule. I emphasized that the schedule will be flexible and that we shall be focused on meeting the objectives and outputs without compromising the importance of discussing issues that are important to the CP members.

I presented some planning assumptions. These planning assumptions came out of the survey questionnaire that I asked participants to fill up a month before the workshop. The areas that the questionnaire covered included: organizational image, program quality, resource generation strategies, values that it promotes, decision-making and questions that they would like to be raised to other PROLINNOVA members. Handout 2: Summary of Responses to Assessment presented the responses made to the questionnaire. I opened up discussions on the various issues raised in the responses made by the participants.

I presented a “Strategy Development Process” model by Robert Kaplan and David Norton. The model provides a framework on how the workshop would proceed in the next few days. The model presented 4 elements that will be covered. These are:

- Vision, Mission and Values help define what business we are in.
- Strategic goal/s and objectives tell us where we are heading.
- Strategic analysis helps us understand our strategic issues.
- Strategy formulation tells us how can we do efficiently and effectively what we want to do. In business terms, how we can compete.

Crafting the Vision, Mission and Values.

Handout 5: Strategic Planning: Vision, Mission and Values provided definitions and examples of vision, mission and values of select organizations.

I asked participants to review Handout 3 “About PROLINNOVA Nigeria”. The idea is for the participants to revisit their Vision, Mission and the principles that guide them in their daily functioning as a network. They were also tasked to refer to the Vision of PROLINNOVA International, Handout 4: Updated PROLINNOVA International Profile.

The VMV is the soul of the organization, the mystery that holds the organization together. It is what gives inspiration to the members (Handout 5).

One of the participants raised the question of whether they would like to focus on all farmers or there is a particular segment that is important to PROLINNOVA Nigeria. They agreed that they should give priority to small-scale farmers, not farmers that own big tracts of land and use machines to till their lands.

The review of the Vision resulted to the following revised Vision:

Vision

A Nigerian society where small scale farmers influence the agricultural research and development agenda for the improvement of their livelihoods

The participants reviewed the Mission statement in Handout 3. It was revised as follows:

Mission

Promote the participation of small scale farmers and other stakeholders in agricultural research and development for improved and sustainable livelihoods through the use of Participatory Innovation Development approaches

Day 2

I did a quick review of what was accomplished in Day 1 and asked the participants if there are things that needed further clarification. Participants were generally happy with Day 1. We did again a review of the Vision and Mission that was reformulated in Day1.

Through a card exercise, the participants were asked to list one to three important values that PROLINNOVA should observe in performing its roles and responsibilities. They came up with more than 20 cards Apart from the output of the card exercise, they were also asked to review Handout 6: Beyond 2010- PROLINNOVA International Strategy. They reviewed the materials and finalized the list of guiding principles that they thought were important for PROLINNOVA Nigeria. They came up with the following:

Guiding Principles

PROLINNOVA Nigeria believes in the farmers' knowledge and ability to find ways to address productivity issues in their own farm. The following are important principles that guide us in doing our work:

- Excellence – we follow highly professional work ethics
- Empowerment -
- Flexibility – we recognize that contexts change, we adapt and respond to emerging changes in society
- Equity – farmers benefit equally and women and men are encouraged to carry out local innovation and joint experimentation
- Partnership – we work in collaboration with other agriculture and development research stakeholders to address issues affecting the small scale farmers
- Mutual respect – we navigate through different perspectives of partners with respect recognizing that there is a lot we can learn from each other

Given the Vision, Mission and Guiding principles, the participants in 4 groups were asked to formulate a goal for PROLINNOVA Nigeria. A goal is defined as long-range performance target/s that is consistent with the mission usually requiring a substantial commitment of resources and achievement of short-term and mid-term plans (the participants agreed that the time period they are looking at is 3 years). Strategy explains how the goals will be achieved.

The small groups presented the following potential goal for the country programme.

Group 1: To develop strategies that strengthens partnership of policy maker and other stakeholders in the adoption of innovations for improved agricultural productivity

Group 2: To direct the use of local innovations for the development of small-scale farmers

Group 3: To raise awareness of participatory innovation development approaches among farmers and policy making institutions in agricultural research sector

Group 4: To institutionalize multi-stakeholder partnership in agricultural research sector

In the interest of time, a team of two reviewed all the goals above and recommended a goal which was further finalized by the group as follows:

Goal

To strengthen capacity of ARD stakeholders in operationalizing PID approaches for improved livelihoods of small-scale farmers

Once again, I asked the participants to review the vision, mission, guiding principles and goal to ensure that there is alignment of the different levels of objectives.

Day 3

A quick review of Day 2 made the participants realize how much have been achieved so far. They found the small group assignments useful. A group assigned to propose structures that would help in decision-making and project implementation presented the following:

Central Advisory Board

- 9 members
- 5 external and 4 internal
- Five external should be eminent personalities with demonstrated interest in agriculture development
- Four internal: country representative, three floor members (at least one is a team leader)

The Central Advisory Board (CAB) is similar to the POG. It will be the group that will be responsible for the CP governance. They will look at the function of POG and craft something similar for the CP.

Executive

- Country representative
- Secretary
- Finance Secretary
- PRO
- Team leaders (depending on the number of projects)

The Executive is similar to the Secretariat. In Nigeria, the term Secretariat does not carry so much weight so they preferred the term Executive. Each project will be assigned a team leader. The number of team leaders will depend on the projects that the CP will have.

The group was tasked to develop the roles and responsibilities of the CAB and the Executive.

I used the SWOT analysis for the participants to have a collective understanding of their collective abilities and issues affecting them. The participants are all familiar to the SWOT analysis tool. Confusion on the differences between strengths, weaknesses, opportunities and threats is immediately addressed while participants are working on them. Participants were divided into two groups. Each worked on the SWOT for PROLINNOVA Nigeria. The outputs of the two groups were discussed and combined as follows:

Strengths

- Skilled and professional members
- Ability to partner with farmers, fabricators, researchers, government, NGOs

- Access to experiences of other PROLINNOVA CPs
- Multi-disciplinary members
- Diverse knowledge of members
- Strong desire for change
- Major stakeholder groups are represented in Prolinnova Nigeria
- Members with skills to write proposals

They currently have diverse members that complement each other in implementing the work of PROLINNOVA. This they have seen to have worked well when they studied the local innovations that farmers can offer to other farmers in Kaduna.

Weaknesses

- Lack of formal system for decision-making and organizational functioning
- Lack of clarity on issues to focus on fundraising
- Limited geographic coverage
- Inadequate structure to achieve goals
- Not doing enough to raise awareness
- Lack of understanding on Prolinnova by members

There are no structures within the current system that provides guidance on governance and decision-making. Geographic coverage is mainly Kaduna. PROLINNOVA is only known to few individuals and organizations. Not all members understand participatory innovation development (PID), the main approach of PROLINNOVA

Opportunities

- Government focus on agriculture
- Linkages with PROLINNOVA international
- Existing strong international and national interest in sustainable agriculture and food security issues
- Available funding
- Limited capacity for PID

The government is giving a renewed interest on agriculture. PROLINNOVA Nigeria can tap the experiences of other PROLINNOVA country programs and has the support of PROLINNOVA international.

Threats

- Unfavorable policy environment
- Resistance to change from existing stakeholders in ARD
- Fear of giving away secrets (copyright issue)
- Socio-cultural barriers to adoption

The current policy in Nigeria is not supportive of farmers making their innovations. Not many researchers and extension officers go to the farmers. Farmers may not be open to share these innovations because these may be snatched away from them and be copyrighted. Cultural issues such as using manure for fertilizing soil. People do not buy/consume them.

After discussing the SWOT, the participants were divided into two groups to analyse each of these elements. Group 1 focused on Strength-Opportunities and Strength-Threat Analysis focusing on the questions:

- How do we use our strengths to take advantage of available opportunities?

- How we use our strengths to reduce the country programme vulnerability and threats?

Group 2 focused on Weaknesses-Opportunities and Weaknesses-Threats Analysis. The group focused on the following questions:

- How do we overcome our weaknesses to pursue opportunities?
- What do we do with our weaknesses to reduce the Country Programme's susceptibility to threats?

The following are the outputs:

Strength-Threat Strategies

- Using our capacity to partner or engage with policy makers in participatory policy formulation
- Harnessing the capacity of stakeholders to influence and advocate for favorable policy
- Using partnership development capacity and multidisciplinary platform to empower relevant stakeholders
- Building on relevant experiences of other CPs to overcome resistance to change
- Building the capacity of local innovators on copyright issue
- Raising public awareness of PID as a strategy for reducing socio-cultural barriers to adoption of innovations

Strength-Opportunity strategies

- Exploring opportunities for ARD through linkages with PROLINNOVA International, other CPs and funding agencies
- Tapping into the experiences of POG and other CPs to take advantage of existing, strong international and national interest and funding in sustainable agricultural development and food security
- Harnessing our multidisciplinary platform to take advantage of government interest and support in agricultural development

Weakness-Opportunity strategies

- Put in place an efficient decision-making organ
- Develop strategic plan of action for fundraising
- Increase outreach activities
- Periodic revisiting of PROLINNOVA vision, mission and also developing a CREDO (guiding principles) as basis for building commitment

Weakness-Threat strategies

- Increase coverage to big cities especially where decision makers or policy makers and institutions are based
- Building capacity of Prolinnova members to increase awareness among institutions and stakeholders
- Increase awareness among stakeholders

All these strategies that the two groups came up with were reviewed in the plenary. I took the remaining time in the afternoon to discuss resource mobilization issues. I took off from the summary responses Handout 2 that refer to fundraising. From the discussion, it was clear that

proposal writing has been the main approach that the CP was using. They, however, identified other ways such as providing consultancy services and giving a portion to the CP. The idea of buying from farmers their produce and selling these when price gets better also was raised but the group did not agree to the idea because that makes them like the middlemen taking advantage of the farmers' situation.

Fundraising related tasks

1. Study registration requirements and explore options for completion of registration
2. Explore opportunity for sending proposal to Kanu state
3. Visit ADP, FADAMA to introduce Prolinnova and assess opportunities
4. Study priorities and requirement of donors that are potentially interested in Prolinnova: Ford Foundation, Rockefeller, IFAD, AGRA, CIDA, EU, CordAid
5. Visit donor offices in Abuja

Day 4

I facilitated a quick review of Day 3. In summary, the participants found the inputs very useful and the small workshops very productive. I asked the participants to review the various strategies that the two groups identified and the objectives they have identified in Handout 3. Given these and the goal that was formulated in Day 2, they were divided into two groups and were tasked to develop the objectives for the next 3 years. Each of the group presented proposed objectives. These objectives were combined and reviewed. The review led to 4 objectives. The participants were back again in their small groups to identify key activities that will help them achieve these objectives. The participants had the following outputs:

Objectives

1. To enhance awareness of PID among stakeholders in ARD
 - Activities:
 - 1.1 Produce IEC materials on PID among ARD stakeholders
 - 1.2 Document lessons learned from the implementation of PID
 - 1.3 Document local innovation processes and innovations from farmers
 - 1.4 Organize fora for sharing experiences on PID
2. To develop the capacity of partners and stakeholders to use and apply PID to improve small-scale farmers' livelihoods
 - Activities
 - 2.1 Training workshops
 - 2.2 Undertake PID-based research activities
 - 2.3 Develop PID platforms
3. To build multi-stakeholder partnership towards strengthening commitment to support small-scale farmer activities
 - Activities:
 - 3.1 Expand membership of partners
 - 3.2 Expand coverage areas of Prolinnova Nigeria
4. To develop the capacity of partners and stakeholders to advocate for favorable agricultural policies
 - Activities:
 - 4.1 Training

4.2 Sensitization and awareness on issues affecting them through print and electronic media

I walked the participants through key concepts in monitoring and evaluation. We touched on the differences between monitoring and evaluation, the phases in developing a monitoring and evaluation system, the project cycle and its information needs, the results chain: we need inputs to carry out activities and activities lead to first level results: output, different outputs lead to second level results: outcomes and various outcomes lead to the 3rd level results called impact. It was also explained that the hierarchy of objectives correspond to a hierarchy of results and these should be able to guide them in developing the indicators. I also emphasized that different organizations/groups use the hierarchy in different ways what is important is that they agree which objective label is bigger compared to the others and the hierarchy behind these labels.



I walked them through the importance of indicators, simple and appropriate, just enough to measure the results. The participants gave examples of indicators and differentiated these in terms of the level of results. These are all in Handouts 8-10. Each of the tables in the PROLINNOVA Tool (Handout 11) was explained to them including other PRA tools (Handout 12) that they may wish to use in the future. I explained how Handout 13 can help them do a self-assessment on institutionalization of their work at the country level. I also walked them through the E-evaluation format for the country platform (Handout 14).

I introduced the participants to a Monitoring and Evaluation framework that has various elements which include the indicators, the data that has to be collected for each of the indicator, the source of these data, how these data will be collected, who is responsible and how often the data needs to be collected (Handout 15).

Given the goal, objectives, activities and outputs, the participants were divided into two groups. Group 1 worked on their monitoring framework and Group 2 worked on their evaluation framework.

Day 5

Before we reviewed the work of each group, I walked the participants through the PROLINNOVA International Strategy 2011-2015 paper (Handout 6). The idea is for them to see whether the vision, mission, guiding principles, goal and objectives that they formulated in the last four days are in alignment with the PROLINNOVA International strategy.

I touched on data analysis (Handout 16) and explained why it is important to limit the number of indicators. We discussed data analysis which is not different from the data analysis that they do in any of their researches. Specifically, I explained the following steps:

- Go back to the original objectives of the monitoring and evaluation. Is it to find out the relevance of the project, its effectiveness (achievement of goals and objectives)? Its efficiency (resources vs. outputs)?
- Think of facts and their interpretation. Separate them. Take note of interpretation of various groups on the facts that were collected.
- Organize the data, prepare description and generate interpretation.
- Discuss the findings and emerging analysis
- Consider any limitations to believability: geographical limitations, respondents, timing as limitation, biases, etc.
- Make specific recommendations, actions that can be taken to improve the situation if it is a monitoring report or what improvements can be made on future similar projects for evaluation.

I also walked them through Handouts 17 and 18. I thought these are very helpful in reviewing the gender dimension of the country platform. Participants asked about the meaning of productive, reproductive and community domains. I gave examples for each of these domains and what potential innovations can be developed along these different domains. I also explained the access and control over resources matrix for agriculture and NRM. It is unfortunate that in many parts of the world women do not have access and control over these resources. In places where they do have access, often times, they do not have control of these resources. Women can plant in the farms that their husbands own but they do not decide what crops they can plant.

I also reminded them that one of the criteria in selecting the CP coordinator is the person's awareness and understanding of gender issues.

The participants presented and critiqued their monitoring and evaluation frameworks and came up with the following:

Monitoring framework matrix

What activities have been planned (Planned activities)	What information would tell us that the activities have happened (Indicators)	What data needs to be collected? (Data)	Who /what would be the sources of information? (Sources)	How do we gather those information? (Methods)	How many times do we gather the information? (Frequency) When do we gather the info? (Schedule)	Who will collect and record information? (People in-charge)	When and how do we share our learning and decide corrective actions? (Sharing and utilization)
1.1 Produce IEC materials on PID among ARD stakeholders	<ul style="list-style-type: none"> Number of publications produced and shared. 	<ul style="list-style-type: none"> Date, title, Qty produced and shared. 	<ul style="list-style-type: none"> Country Rep. 	<ul style="list-style-type: none"> Report Excerpts 	<ul style="list-style-type: none"> Annually. 	<ul style="list-style-type: none"> M&E focal person 	<ul style="list-style-type: none"> Quarterly meeting & Annual Review Meetings.
1.2 Document local innovation processes and innovations from farmers using PID	<ul style="list-style-type: none"> Number of PID related case studies written. Number of local innovations documented. 	<ul style="list-style-type: none"> Description of innovations that work, process applied, name of the innovator, lessons learned 	<ul style="list-style-type: none"> Farmers, farmers Associations, Communities, Prolinnova members -do- 	<ul style="list-style-type: none"> Interviews, report Excerpts Interview and Report Excerpts. 	<ul style="list-style-type: none"> Quarterly. Quarterly 	<ul style="list-style-type: none"> Same as above. Same as above. 	<ul style="list-style-type: none"> Same as above. Same as above.
1.3 Organize fora for sharing experiences on PID	<ul style="list-style-type: none"> Number of case studies presented Number of participants/attendees 	<ul style="list-style-type: none"> Date, community, innovator and type of innovation. Title, Description of case studies, the event, the date Date, Venue and list of participants. 	<ul style="list-style-type: none"> Host of the event, presenter Workshop Reports 	<ul style="list-style-type: none"> Interviews/Reports Excerpts Report Excerpts 	<ul style="list-style-type: none"> Quarterly Quarterly 	<ul style="list-style-type: none"> Same as above. Same as above 	<ul style="list-style-type: none"> Same above.

2.1	Identify local innovations as entry points for PID	<ul style="list-style-type: none"> Increased number of partners. Number of communities covered 	<ul style="list-style-type: none"> Number of farmer associations, names, list of members, name of innovators 	<ul style="list-style-type: none"> Farmers 	<ul style="list-style-type: none"> Interview 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> M & E focal person 	<ul style="list-style-type: none"> Same as above.
2.2	Pro-actively invite members that would add value to the network	<ul style="list-style-type: none"> Number of new strategic members: ARCN, ALFAN, AFAAS 	<ul style="list-style-type: none"> Name and location of communities Name, function, location of new members, contact persons and addresses 	<ul style="list-style-type: none"> Farmers NGO directory, website, annual reports, brochures 	<ul style="list-style-type: none"> Interview Excerpts 	<ul style="list-style-type: none"> Quarterly Quarterly 	<ul style="list-style-type: none"> M&E focal person M&E focal person 	<ul style="list-style-type: none"> Same as above Same as above
3.1	Training workshops	<ul style="list-style-type: none"> Number of training workshops, number of participants Number of farmer-initiated researches 	<ul style="list-style-type: none"> Date, title of workshop, gender disaggregated list of participants, Date, Community, Stakeholders, Description, Number of new farmer- initiated research 	<ul style="list-style-type: none"> Workshop Reports. Farmers, Reports 	<ul style="list-style-type: none"> Reports Excerpts Interview/Report Excerpts 	<ul style="list-style-type: none"> Quarterly. Quarterly 	<ul style="list-style-type: none"> M & E focal person M & E focal person 	<ul style="list-style-type: none"> Same as above. Same as above
3.2	Undertake PID-based research activities							

Evaluation framework matrix¹

What results do we want to achieve? (Results)	What information would tell us that we have achieved the results? (Indicators)	What data do we have to collect? (Data)	Who /what would be the sources of information? (Sources)	How do we gather those information? (Methods)	How many times do we gather the information? (Frequency) When do we check the results? (Schedule)	Who will collect and record information? Who will be responsible for the evaluation? (People in-charge)	When and how do we share our learning and decide corrective actions? (Sharing and utilization)
Goal: To enhance the contribution of ARD to improved livelihoods of SSF	<ul style="list-style-type: none"> Increased farmers' demand for PID interventions Increase in income of SSF farmers 	<ul style="list-style-type: none"> Assets acquired by the farmers Levels of farm production 	<ul style="list-style-type: none"> Farmers Community 	<ul style="list-style-type: none"> Interview 			
Objective 1 To enhance awareness of PID among ARD stakeholders	<ul style="list-style-type: none"> Number of people aware of PID Change in the level of awareness 	<ul style="list-style-type: none"> Awareness training conducted and list of participants Awareness level before and after the training 	<ul style="list-style-type: none"> Farmers Researchers/ Academe Govt. extensionist 	<ul style="list-style-type: none"> Event report Survey 			
Objective 2 To build multi-stakeholder partnership towards strengthening commitments to support SSF activities	<ul style="list-style-type: none"> Number of MSP platforms established Number of SSF issues 	<ul style="list-style-type: none"> Participants in the platforms established Organizations represented in the platform Types and kinds 	<ul style="list-style-type: none"> Platform facilitators 	<ul style="list-style-type: none"> Minutes of meetings 			

¹ Columns 3, 4 and 5 were reconstructed. Actual workshop output is missing.

	addressed by MSP platforms	of issues addressed by the platforms					
Objective 3 To develop the capacity of partners and stakeholders to apply PID and to advocate for favourable policies to improve SSF livelihoods	<ul style="list-style-type: none"> Relative number of partners/stakeholders making use of PID Number of advocacy activities presented in the direction of policy 	<ul style="list-style-type: none"> Name of partners/stakeholders using PID Description of innovation being used Description of advocacy activities Policy description 	<ul style="list-style-type: none"> Partners/stakeholders Govt institutions Advocacy forum reports Stakeholder reports 				

I presented a suggested format for the Country Strategy Paper which is as follows:

1. Background – history, key achievements, link to Prolinnova Intl, members of the network
2. General concepts and principles – PID, Multi-stakeholder partnership, local innovation, ARD stakeholders, small-scale farmers, Prolinnova members, Prolinnova partners
3. Vision, mission and guiding principles – say something about belief in farmers’ knowledge
4. Strategic goal and objectives and key activities for the next three years – review alignment
5. Organizational structure – describe composition and roles and responsibilities
6. Resource mobilization –focus, key approaches, milestones



They may add something about Gender in the strategy paper.

Below is a suggested format for their Monitoring and Evaluation Guidelines:

1. Introduction – explain the need for M&E, how the M&E guidelines was developed
2. Linking PME to planning – VMG and objectives
3. Main actors – who will be responsible, role of the structures , CP role
4. PME tools – suggested tools for international reporting, national reporting, formats for data collection
5. PME plan matrix – monitoring and evaluation matrices
6. Reporting – reports to be made, formats

Handout 21, the PROLINNOVA Participatory Monitoring and Evaluation Implementing Guidelines was presented for the participants to be guided on how a similar document can be prepared for the country programme.

Next Steps

We reviewed the various tasks that need to be done after the workshop. We agreed on the following next steps:

Activities	Responsible	When
1. Complete the strategy paper	Yemi with inputs from Kris, Kayode,	October 30 (last week)
2. Complete the PME implementing guidelines	Kayode with inputs Tukura, Agaji, Obaru	October 30 (last week)
3. Prepare the workshop report	Marise	September 30
Fundraising		
6. Study registration requirements and explore options for completion of registration	Kayode	End of October
7. Explore opportunity for sending proposal to Kanu state	Obaru	End of September

8. Visit ADP, FADAMA to introduce Prolinnova and assess opportunities	Yemi, Obaru, Kayode, Ronke, Tukura	First week of November
9. Study priorities and requirement of donors that are potentially interested in Prolinnova: Ford Foundation, Rockefeller, IFAD, AGRA, CIDA, EU, CordAid	Yemi	Mid of October
10. Visit donor offices in Abuja	Yemi, Obaru, and others	Within 6 months
Follow-up		
1. Visit the community	Sadiq, Obaru, Tukura/Agaji	Second week of October
2. Explore new communities:	Thomas, Sadiq, Wole, Ronke	From now to End of December
3. Next meeting	Kayode	Mid of November

Course evaluation

There were 7 out of 10 participants who filled up the evaluation forms. Two promised to send their filled up forms later.

A. Workshop objectives

The workshop had three objectives. These are:

- Develop an agreed framework for the PROLINNOVA country programme strategy
- Develop a draft monitoring and evaluation plan for the country programme considering the strategies for the next 3 years; and
- Agree on actions to start the implementation of the plan and CP monitoring and evaluation system.

The participants rated these objectives completely and successfully achieved. Three factors were identified that contributed to this success. These are the positive contribution of the participants, the facilitator's skill in facilitating these contributions and the cordial relationship that came out of that process between the facilitator and the participants.

B. Content Areas

The participants appreciated the following sessions and important lessons learned:

- The need for openness and patience in following the discussions and the process
- The importance of planning to guide the direction of the country programme
- Whatever we do needs to be monitored
- The process of collectively developing the vision, mission, goals
- The skill of the facilitator
- The importance of strategic planning and monitoring and evaluation

These are important lessons because it made participants appreciate the contribution of others. The process that everybody went through leaves no doubt that the partners are all on the same page. The participants believed that the things that were learned will improve the quality of their work. The indicators will help ascertain if there are improvements in the livelihoods of the farmers.

The participants thought that a field trip to the community where PROLINNOVA Nigeria works would have been helpful. Other topics that were mentioned that could have been helpful include "Tools for participatory development" and "Proposal writing".

Other topics the participants would be interested to learn in the future and would help advance the PROLINNOVA Nigeria programme were as follows:

- Project management
- Techniques in handling participatory approaches
- Workable funding opportunities
- Building relations with the farmers (i.e., extension services)

C. Course facilitation and materials

The course logistics were handled well despite the limitation in resources. The participants considered the following as strong points: good relationship with staff, communication with facilitator, good materials, venue and food. The environment could have been better according to one participant.

The facilitator is practical, seasoned and use various participatory approaches to facilitation. She is concise and comes up with thought provoking questions to help direct the discussion focus and the programme priorities. She is friendly and puts a personal touch to the facilitation. The workshop duration needs to be extended.

The handouts were good, detailed, properly arranged, concise, self-explanatory and addressed the need to understand PROLINNOVA. However, they were poorly copied.

D. Facilities and services

The participants did not assess this aspect of the workshop. I think this is out of understanding of the limitation in terms of the resources available to conduct such a workshop. I was initially booked in a different hotel because they seem to be embarrassed on the quality of the hotel that their fund is able to pay for. I insisted that I stay in the same hotel to reduce other logistic arrangements.

I asked the participants to say what they thought of the workshop. I took note of the following comments:

- “The workshop was good because it allowed us to dialogue and to understand our own ideas about PROLINNOVA. We have better appreciation of each other.”
- “I thought it was good to bring everybody to discuss the vision, mission, goals and all other issues that affect the functioning of PROLINNOVA Nigeria.”
- “I felt we had better relationship. It was nice to hear people ready to listen and learn from the thoughts of other partners.”
- “It was a lot of work and very productive. Maybe combining Strategic Planning and Monitoring and Evaluation is too much to cover in one week.”
- “We understand that we are here for the ordinary farmer and that we are able to support them through PROLINNOVA.”
- “I have attended other training and workshops, this one is so different. The facilitator is very skilled to handle people like us.”

E. Conclusion

The workshop was successful because the participants were able to collectively develop materials and discuss issues affecting the country programme. There are enough materials that the participants can put together to develop their 3-year Strategy and Monitoring and Evaluation.

F. Recommendation

1. One facilitator is okay for a group of 10 participants but if the number of participants get bigger, a team of two facilitators would be helpful.
2. The participants can do better in managing time. We have to wait for 15 minutes to start every morning until we have enough to begin the day.
3. The copying of the materials needs to be improved. They have to be more readable next time.
4. A workshop like this need to have a documenter of outputs so that there are others whom the facilitator can consult with on the final workshop outputs.

Attachment 1

Participatory Monitoring and Evaluation Training Participants' List

Date: September 12-16, 2011

Venue: Space 2020 Hotel Barnawa Kaduna, Nigeria

Name	Organisation	Mobile Phone no/email
1. Yemi Adeleye	DRIVE	08058892356
2. Hassan Hamidu	College of Agric Mando	08022345564
3. Aminu Sharifai	Dept of Agronomy, IAR ABU Zaria	08023790983
4. Thomas Bulus	Belphin Nig Ltd	08036432856
5. Wole Ajumobi	CREDO	08033501353
6. Christogonous Dauda	NAERLS ABU Zaria	Chrisdaudu@yahoo.com
7. M.B. Tukura	Kaduna ADP	08062513404
8. A. N. Agbo (Mrs)	Federal Dept of Fisheries Mando	08028191262
9. Afiemo Obaro Godson	Dept of Agric Ext ,ABU	08023212672
10. Alli-Balogun, JK	College of Agric Mando	08058072434
11. Agaji Maruku Apollos	Kaduna ADP	08032849115
12. Sadiq Bako	Hope Village for Children	08037615789

Attachment 2

Course Evaluation: Participants' Reactions

A. Course Objectives

- The training achieved 90% of its objectives

1) To what extent did the Training Workshop achieve its objectives?					2) What factors contributed or hindered the achievement of the objective?
Course Objectives	Completely Successful	Generally Successful	Limited Success	Not Successful	
At the end of this course, participants will have:					
Developed an agreed framework for the PROLINNOVA country programme strategy;	2	5			<ul style="list-style-type: none"> The contribution of participants and the expertise of Marise. Achieve
Developed a draft monitoring and evaluation plan for the country programme considering the strategies for the next 3 years; and	1	5			<ul style="list-style-type: none"> The contribution of participants and the expertise of Marise NA - 1
Agreed on actions to start the implementation of the plan and CP monitoring and evaluation system.	2	4			<ul style="list-style-type: none"> General cordial relationship NA – 1

1) Please identify at least 3 of the most important lessons that you learned about Strategic Planning and PM&E from this workshop.	2) This lesson is important to me because
<ul style="list-style-type: none"> Keep your mind open to get enough information It gives assurance of the knowledge the objectives by everyone Patience 	<ul style="list-style-type: none"> It made me appreciate of contributions from others It lives me in no doubt that we all left on the same page I need to learn more on participatory aspects Time
<ul style="list-style-type: none"> I have learnt that when we plan ahead goals will be achieved Whatever we are doing should be monitored I have learnt it is quite tasking to plan strategically 	<ul style="list-style-type: none"> It will help me to have plant for my work and research It is not just to write goals but I should have indicators to monitor it Time
<ul style="list-style-type: none"> Evaluation monitoring formation of the goal 	<ul style="list-style-type: none"> This is the 1st of its kind
<ul style="list-style-type: none"> Identify goal Vision Mission 	<ul style="list-style-type: none"> Enable me to know where to go Visio use my soul On how to set the ere
<ul style="list-style-type: none"> The participatory approach used to develop they 	<ul style="list-style-type: none"> I will carry it away and use it in my field of work

strategies <ul style="list-style-type: none"> • The manner in which the facilitator carry the participants • Meeting other stakeholders from different fields 	<ul style="list-style-type: none"> • It will also improve the quality of my work •
<ul style="list-style-type: none"> • Importance of strategic planning • Importance of M&E • Ability to understand M&E 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Effective M&E plan • Annual and base line survey • Quarterly Monitoring of PID 	<ul style="list-style-type: none"> • To certain change in livelihood of farms • To measure the services of PID

- General debate by the participants
- Participant where able to contribute positively in M&E and institutional strategic plan

B. Course Content

- Strategic planning participatory M&E
-

3) What other topics should have been included in this training workshop?

- Virtually almost all have seen exhausted
- Field trips to community where the Prolinnova Nigeria identify
- Tools of participatory development
- Proposal writing

4) What would you be interested to learn in the future that would advance the PROLINNOVA work in Nigeria?

- Techniques in handling participatory approaches
- More of relationship with farmers (i.e. extension services)
- More training in the future
- Funding opportunities that are workable
- Project management

C. Course facilitation, administration and materials

- Good

1) Based on your observation, please identify	
3 strong points on administration of course logistics	3 Areas for improvement on administration of course logistics
<ul style="list-style-type: none"> • Good staff relationship • Communication with facilitator • Good programme 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Participatory 	<ul style="list-style-type: none"> • The environment the course was organized could be better
<ul style="list-style-type: none"> • Okay to some extend 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Training materials • Venue • Good food 	<ul style="list-style-type: none"> • Cleared materials
<ul style="list-style-type: none"> • Adequate 	<ul style="list-style-type: none"> • Timing
<ul style="list-style-type: none"> • Demonstration of PID 	<ul style="list-style-type: none"> • -

2) Based on your observation, please identify	
3 strong points on course facilitation	3 areas for improvement on course facilitation
<ul style="list-style-type: none"> • Practically • Good understanding of issues • Excellent personal facilitation skills 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • It was more participatory 	<ul style="list-style-type: none"> • The duration of the course should be extended
<ul style="list-style-type: none"> • Excellent, easy for adaptation • Interaction session 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Presentation was clear and to the point • Friendliness • Aid material okay 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Great facilitator • Use different approach to the result 	<ul style="list-style-type: none"> • -
<ul style="list-style-type: none"> • Participatory approach • Concise • Thought provoking/insure questions to initial direction on other areas 	<ul style="list-style-type: none"> • -

3) Based on your observation, please identify	
3 strong points of the handouts/ reading materials	3 weak points of the handouts/ reading materials
<ul style="list-style-type: none"> • Detailed specific • Properly arranged 	<ul style="list-style-type: none"> • Poor photocopy – not clear
<ul style="list-style-type: none"> • Quite gave us ideas and more understanding on Prolinnova 	<ul style="list-style-type: none"> • Some
<ul style="list-style-type: none"> • Self explanation keep for further information 	<ul style="list-style-type: none"> • Not visible • Not arranged smoothly
<ul style="list-style-type: none"> • Addressed the understanding of Prolinnova • Concise • Understanding 	<ul style="list-style-type: none"> • Not legible in some cases
<ul style="list-style-type: none"> • Not too good • The quality is not good 	<ul style="list-style-type: none"> • Use good photocopier
<ul style="list-style-type: none"> • Rich in explaining PID procedure 	<ul style="list-style-type: none"> • Some copies where not too clear

Overall comments on course administration, facilitation and materials:

- Excellent
- It was quite good but can still be improved upon
- The course is quite recommended
- Good
- Can serve as raw material for further training

D. FACILITIES AND SERVICES

1. Please rate the following services and facilities; include some suggestions for improvement, if any:

- 1- Poor**
- 2- Fair**
- 3- Good**

SERVICES	Rating			Suggestions/comments
Internet Service	1 1	2	3 2	• NA - 4
Transportation Services	1 1	2	3 2	• NA - 4
Secretarial/Administrative Assistance	1	2 1	3 3	• NA - 3
Hostel /Accommodation	1	2 4	3 1	• NA - 2
FACILITIES				•
Training Hall and Equipment	1	2 5	3	• NA - 2
OTHERS				
Food	1	2 3	3 2	• More varieties

2. Other comments

- Everything went well
- Good work, keep it up