



## Capacity Development Workshop On Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts

*MARDI Training Centre, Kuala Lumpur, Malaysia  
3-7 August 2015*



## PROCEEDINGS

*Organized by*

**Asia-Pacific Association of Agricultural Research Institutions (APAARI)  
Australian Centre for International Agricultural Research (ACIAR)  
Global Forum on Agricultural Research (GFAR)  
Malaysian Agricultural Research and Development Institute (MARDI)**





# **Capacity Development Workshop On Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts**

*MARDI Training Centre, Kuala Lumpur, Malaysia  
3-7 August 2015*

## **PROCEEDINGS**

**Compiled and Edited by:**

Chanerin Maneechansook and Bhag Mal

**Contributed by:**

David Shearer, Andrew Alford and Ajit Maru

***Organized by***

**Asia-Pacific Association of Agricultural Research Institutions (APAARI)  
Australian Centre for International Agricultural Research (ACIAR)  
Global Forum on Agricultural Research (GFAR)  
Malaysian Agricultural Research and Development Institute (MARDI)**

Citation : Chanerin Maneechansook, Bhag Mal, David Shearer, Andrew Alford, Ajit Maru. 2015. Capacity Development Workshop on Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts: Proceedings. Kuala Lumpur, Malaysia, 3-7 August 2015. 29 p. 24.

## **The Organizers**

### **Asia-Pacific Association of Agricultural Research Institutions**

The Asia-Pacific Association of Agricultural Research Institutions (APAARI), with its headquarters in Bangkok, aims to strengthen the research capabilities of national agricultural research systems in the Asia-Pacific region, and to promote experience sharing among them in order to alleviate poverty, increase agricultural productivity and resource-use efficiency, conserve/protect the environment and improve the overall sustainability. The primary focus of APAARI is to enhance exchange of scientific and technical knowhow and information in agricultural research for development; assist in strengthening research capability of member institutions and promote cross linkages among national, regional and international research organizations. For more details, please visit: [www.apaari.org](http://www.apaari.org)

### **Australian Centre for International Agricultural Research**

Australian Centre for International Agricultural Research (ACIAR) is a statutory authority within the Foreign Affairs and Trade portfolio operating under the ACIAR Act. ACIAR contributes to the objectives of advancing Australia's national interests, promoting economic growth and increasing sustainability through assisting and encouraging Australian scientists and institutions to use their skills to develop solutions to agricultural problems in developing countries. Its mandate is to plan, fund and manage projects across a broad range of agricultural and development areas. Approximately three quarters of the Centre's research budget is allocated to bilateral collaborative development-related research between Australia and developing countries. The remaining quarter of the research budget is allocated to multilateral development-related research through contributions to International Agricultural Research Centres. Besides, ACIAR provides training and development activities, including fellowships and support for training courses, as well as training provided within research projects, to help build capacity in research application and implementation in partner countries. For more details, please visit website: <http://aciarc.gov.au/>

### **Global Forum on Agricultural Research**

Global Forum on Agricultural Research (GFAR) is a multi stakeholder-led initiative that serves as a neutral forum for dialogue and action on strategic issue in agricultural research for development (ARD). It facilitates and promotes cost-effective partnerships and strategic alliances among ARD stakeholders in their efforts to alleviate poverty, increase food security and promote the sustainable use of natural resources. GFAR is comprised of the following group of stakeholders: the National Agricultural Research Systems from the south (Southern NARS) through their regional for a, National Agricultural Research Systems from the North (Northern NARS), the Consultative Group on International Agricultural Research Centers (CGIAR) and Non-CGIAR International Agricultural Research Centers (IARCs), Farmers' Organizations (FOs), Non-Governmental Organizations (NGOs), the Private Sector (PS), Donors and Development Agencies. For more details, please visit the website: [www.egfar.org](http://www.egfar.org)

### **Malaysian Agricultural Research and Development Institute**

The Malaysia Agriculture Research and Development Institute (MARDI), the premier public food and agricultural research and development (R&D) organization in Malaysia, was established in 1969 through the MARDI Act (Act 11) and began operations from, agriculture and agro-based industry sectors through the generation, transfer and commercialization of technology derived from research activities. Currently, MARDI has more than 3,000 staff, of which more than 500 are research scientists, deployed at 32 research stations all over the nation. MARDI research findings have been beneficial to farmers, breeders, entrepreneurs and the private sector leading to increased yield and quality production. MARDI is also responsible to project fund manager made up of ministries, state and federal government agencies, corporate sectors and international agencies. For more details, please visit the website: <http://www.mardi.gov.my/en/home>



# CONTENTS

	<i>Page</i>
<b>Acronyms and Abbreviations</b> .....	vi
<b>Foreword</b> .....	vii
<b>Introduction</b> .....	1
<b>Inaugural Session</b> .....	1
<b>Technical Session</b> .....	3
Workshop Section 1. “Evaluation Training for Agricultural Research Projects: Designing and Implementing Projects to Make a Difference” .....	3
Workshop Section 2. PM&E of Information and Knowledge Management Projects, Products and Services .....	6
<b>Outcomes and Feedback from Participants</b> .....	7
<b>Recommendations</b> .....	9
<b>Concluding Session</b> .....	9
<b>Annexures</b>	
<b>Annexure I. Welcome Address</b> .....	10
<b>Annexure II. Special Remarks</b> .....	12
<b>Annexure III. Inaugural Address</b> .....	14
<b>Annexure IV. Program</b> .....	16
<b>Annexure V. List of Participants</b> .....	20
<b>Annexure VI. Resource Persons</b> .....	24

## Acronyms and Abbreviations

ACIAR	Australian Centre for International Agricultural Research
APAARI	Asia-Pacific Association of Agricultural Research Institutions
AR4D	Agricultural Research for Development
ARI4D	Agricultural Research and Innovations for Development
CTA	Technical Centre for Agricultural and Rural Cooperation
DOA	Department of Agriculture
DREAM	Dynamic Research EvaluAtion for Management
GFAR	Global Forum on Agricultural Research
ICTs	Information and Communication Technologies
KEQs	Key Evaluation Questions
MARDI	Malaysian Agricultural Research and Development Institute
PM&E	Planning, Monitoring and Evaluation



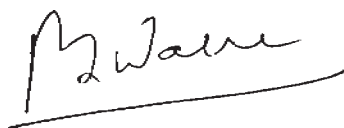
## Foreword

Agricultural research, technologies, innovations as supported by appropriate policies, institutions, and enabling environment are essential and basic elements of agricultural development in most of the developing countries in Asia and the Pacific. Such activities are generally undertaken by public funded research organizations, and various regional and international research programs. However, one of the serious constraints faced by these organizations is their limited ability, capacity and skills to systematically plan, monitor and evaluate these activities, projects, and programs and report these in timely manner. These are necessary tools/methods not only for efficient implementation of the activities but also to follow and deliver on expected outcomes and arising impacts in effective and time bound manner.

Realizing the need to equip these organizations with knowledge and skills in systematically planning, monitoring and evaluating their R&D activities, APAARI in partnership with ACIAR, GFAR and MARDI jointly organized a five-day capacity development workshop on “Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts” on 3-7 August 2015 in Kuala Lumpur, Malaysia. The workshop was attended by thirty one project team leaders who are involving in orientating, planning and evaluating agricultural R&D projects from 18 countries in Asia and the Pacific. Four resource persons representing ACIAR and GFAR provided valuable inputs in the workshop.

The workshop provided the opportunity to participants to share their experiences in undertaking research projects in their respective countries. Presentations on necessary background information and evaluation concepts were given. Hands-on training helped participants to orient themselves to PM&E framework and tools for better design, implement and evaluation of project. It is expected that the participants of this workshop will be able to apply the skills, tools and methods gained from this workshop, to enhance the performance of their respective AR4D organizations as well as help develop capacities in their parent organizations as well as other organizations in their respective countries.

These proceedings embody the highlights of presentations made by resource persons, discussions and workshop recommendations. Efforts of Chanerin Maneechansook and Bhag Mal and inputs from David Shearer, Andrew Alford and Ajit Maru in preparing these proceedings are highly appreciated. It is our expectation that this publication would be useful to all stakeholders who are engaged in agricultural research for sustainable development.



Raghunath Ghodake  
Executive Secretary  
APAARI



## Introduction

Information is a critical resource for agricultural research and innovation. Agricultural research is one of the primary generators of information and new knowledge needed for development of agriculture. It is also a vital input for research and innovation in agriculture.

In the past two decades, there has been an unimaginable revolution in the management of information with the shift from print to digital media and in its communication through Internet and now cellular telephony. This has significantly impacted upon agricultural research and its management.

There is now ubiquitous use of new Information and Communications Technologies (ICTs) in agricultural research, extension and education institutes. The generation of digital content has increased many folds through use of this technology. While the cost of technology and of storage of media has decreased, the costs and complexity of information management and making effective use of information have increased many times. Agricultural Research and Innovation Systems, especially of developing countries, now struggle how to manage information and knowledge.

It is well known that appropriate planning of information management programs is a key to survival for organizations in the information age. However, very few agricultural research and development organizations implement planning, monitoring and evaluation of information and knowledge management. In fact, most are not aware of the methods for planning, monitoring and evaluating their information and knowledge management activities that include visioning, setting up goals and objectives, strategies to achieve the objectives, planning, monitoring and evaluating projects and programs for information and knowledge management.

A five-day capacity development workshop on “Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts” was jointly organized by Asia-Pacific Association of Agricultural Research Institutions (APAARI), Australian Centre for International Agricultural Research (ACIAR), Global Forum on Agricultural Research (GFAR) and Malaysian Agricultural Research and Development Institute (MARDI) at MARDI Training Centre, Kuala Lumpur, Malaysia on 3-7 August 2015.

The aim of the workshop was to provide participants with a shared understanding of frameworks and processes for developing and implementing project evaluation for agricultural research projects. This evaluation workshop had a strong focus on evaluation within the project life cycle, while some time was also spent on economic impact assessment. The framework and tools presented were designed to assist project teams in project design and implementation.

A total of 31 participants from 18 countries in Asia and the Pacific had undergone the training and they reflected a broad range of experiences from project managers to senior researchers, research managers and executive managers. The workshop was facilitated by four resource persons from the Australian Centre for International Agricultural Research (ACIAR) and the Global Forum on Agricultural Research (GFAR). The list of participants is given in Annexure V.

## Inaugural Session

The inaugural session started with welcome address by Dr. Raghunath Ghodake, Executive Secretary, APAARI which is given in Annexure I. Dr. Raghunath Ghodake expressed his appreciation in organizing the workshop in collaboration with ACIAR and GFAR with support of MARDI, the host

organization. He expected that all participants would be equipped with knowledge and skills on planning, monitoring and evaluation of outcomes and impacts of any program implementation, and be able to share that knowledge to their colleagues and others in their respective countries.

Dr. Alongkorn Kornthong, Deputy Director-General, Department of Agriculture (DOA), Thailand represented Mr. Anan Suwannarat, Director-General, Department of Agriculture Thailand and Chairman, APAARI to give special remarks at the workshop. In his remarks, he highlighted the capacity development as a priority in the development agenda for most of the organizations. He emphasized that the national ownership and use of country systems, monitoring and evaluation efforts should capitalize, be aligned to and build on existing national monitoring and evaluation systems and capacities whenever feasible. He also urged the participants that this workshop was a good opportunity to have a better understanding on the PM&E framework and to improve the skill to oversee their project implementation ensure continuous outcome assessment and enhance progress toward results.

In the inaugural session, Dato' Dr. Azizan Abdul Rashid, Deputy-Director-General, MARDI, extended a warm welcome to the training organizers, resource persons and participants. While delivering the inaugural address, he emphasized that the monitoring and evaluation is a standard management tool for enhancing the effectiveness of programs through increased evidence based decision making which should be applied by all. He emphasized the challenges faced by many organizations in implementing appropriate methods of planning, monitoring and evaluation, and encouraged all participants to actively interact in this workshop to learn techniques and methods for effective monitoring and implementation of the projects. He believed that this workshop would be a good platform for exchange of ideas, expertise and experiences which would ultimately benefit the region as a whole.



**Figure 1: Dr. Raghunath Ghodake, Executive Secretary, APAARI giving opening remarks in the inaugural session**

The inaugural session ended with the vote of thanks by Ms. Nur Aida Mohd Padzil, Corporate Communication, MARDI, and taking group pictures.

The inaugural session was followed by a series of technical sessions as per the program given in Annexure IV.

## Technical Session

The workshop was conducted in two sections. A 4-day training program led by Dr. Deborah Templeton, with Dr. Andrew Alford and Mr. Jack Hetherington both of ACIAR supporting the intensive and interactive workshop sessions, this component was focused on designing implementing and evaluating projects focused on outcomes and impacts titled as “Evaluation Training for Agricultural Research Projects: Designing and Implementing Projects to Make a Difference”.

A second section conducted on the fifth day of the workshop by Dr. Ajit Maru (GFAR), focused on providing an overview of participatory evaluation of information projects, products and services for organizational learning and impact.

### ***Workshop Section 1 . “Evaluation Training for Agricultural Research Projects: Designing and Implementing Projects to Make a Difference”***

The “Evaluation Training for Agricultural Research Projects” training program developed participants’ knowledge and practical skills to effectively carry out the design and evaluation of a research project that can be targeted to key audiences. Specifically the 4-day program was conducted in a series of steps, providing background theory and consideration to the planning and design of evaluations for projects to achieve impacts. Participants were organised into groups, and each group worked collectively on a group selected research for development project.

The training sequence and key learnings and tasks included are as follows:

#### **1. Background: Impact and Evaluation**

- What is an impact?
- What special challenges to be faced for achieving an impact?
- What is evaluation?
- Why should it be undertaken?
- Why is it important?
- When should a project be evaluated?
- What types of research evaluation to be done?
- Where to start?
- What is an evaluation plan?

#### **2. Steps to Evaluation**

- **Step 1: Project Orientation**
  - Analysing the current situation
  - Define what the success looks like
  - Group presentations
  - Identify key stakeholders and targeted users
  - Practice change
  - Group presentations

- **Step 2: Project Design**
  - Impact pathway - uses and examples
  - Walking the impact pathway
  - Continuing impact pathway development
  - Completing and presenting impact pathways
  - Continuing the impact pathway
- **Step 3: Communication, Dissemination and Adoption**
  - Develop communication and dissemination strategies
  - Understanding enablers and constraints to adoption
  - Group presentations
- **Step 4: Planning the Evaluation**
  - Managing the evaluation
  - Determine the evaluation audience
  - Determine the purpose of the evaluation
  - Determine the KEQs and performance indicators
  - Complete the KEQs and performance indicators
  - Group Presentations
- **Step 5: Conducting the Evaluation**
  - Methods for collecting data
  - Group presentation
- **Step 6: Analyzing the Data**
  - Quantitative analysis
  - Qualitative analysis
- **Step 7: Reporting and Using Findings**
  - Reporting the findings
  - Maximizing the use of the evaluation

Throughout the training, the training groups shared their progress in the development of their projects' evaluation plan applying various tools to undertake planning and evaluation using workbooks and templates and support materials provided. An outdoor group activity was undertaken to establish the workshop groups' planning and evaluation skills (Figures 2, 3) Shared learning was a key element of the practical workshop and a number of evaluation techniques were used by the trainer and participants; for example, focus group discussion, individual discussions, photo-language and dartboard to illustrate various tools and provide opportunities for participants to trial these approaches within the workshop environment.





Figure 2: Outdoor group activity establishing the workshop groups' planning and evaluation skills



Figure 3: Group evaluation planning in practice

### **Economic Impact Assessment of Agricultural Research**

Within the “Evaluation Training for Agricultural Research Projects” program, two sessions on the use of economic impact assessment were undertaken. This provided participants an introduction to some important principles of the economic theory and adoption of technologies by farmers for

evaluating economic benefits from agricultural research. A second session introduced participants to apply some of these principles in economic evaluation to a simple case study using a publically available economic tool used for ex ante evaluation called Dynamic Research EvaluAtion for Management (DREAM).

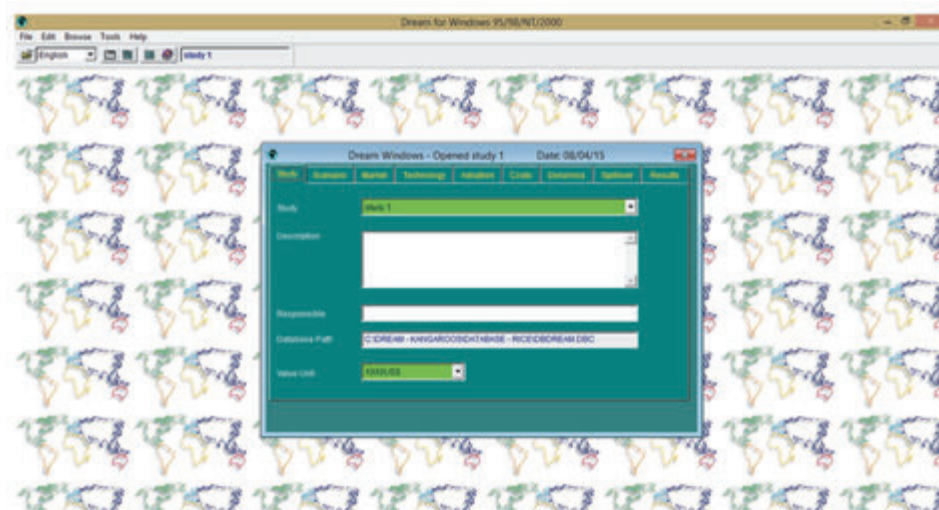


Figure 4: Interactive page of the DREAM software

The DREAM model was used by participants for estimating economic surplus and the relative benefits of economic outcomes between producers and consumers derived from the adoption of a case study agricultural technology for various types of markets. This software was made available to participants.

In addition, Mr. Jack Hetherington, ACIAR Graduate Officer, made a short presentation on a current project being undertaken by ACIAR that utilises smart device applications for field data collection and evaluation in research projects.

## ***Workshop Section 2. PM&E of Information and Knowledge Management Projects, Products and Services***

This session conducted by Dr. Ajit Maru of GFAR focussed on the planning, monitoring and evaluation of information projects and programs, products and services from a learning perspective. It introduced evaluation within the context of the overall project cycle, from project planning and implementation to monitoring, evaluation and impact assessment, and then at evaluation processes, the tools involved and some examples of their application using a set of three case studies undertaken by the participants each on information program, product or service.

The emphasis was on internal, participatory evaluation for learning and impact and its follow-up, especially on the change in projects/programs and organizations hosting them. The learning through facilitation took place through discussions with each of the six groups of five participants each who worked through one of the cases.



This session built on the fundamentals of planning, monitoring and evaluation and the measuring of outcomes and impacts discussed in preceding sessions of the Workshop. The key focus of the presentations was the shift of PME process from “auditing” and “reporting” to “learning” and “participation” in the PME cycle in the context of managing information systems and the projects that they aim to develop these systems.

The session followed the following structure:

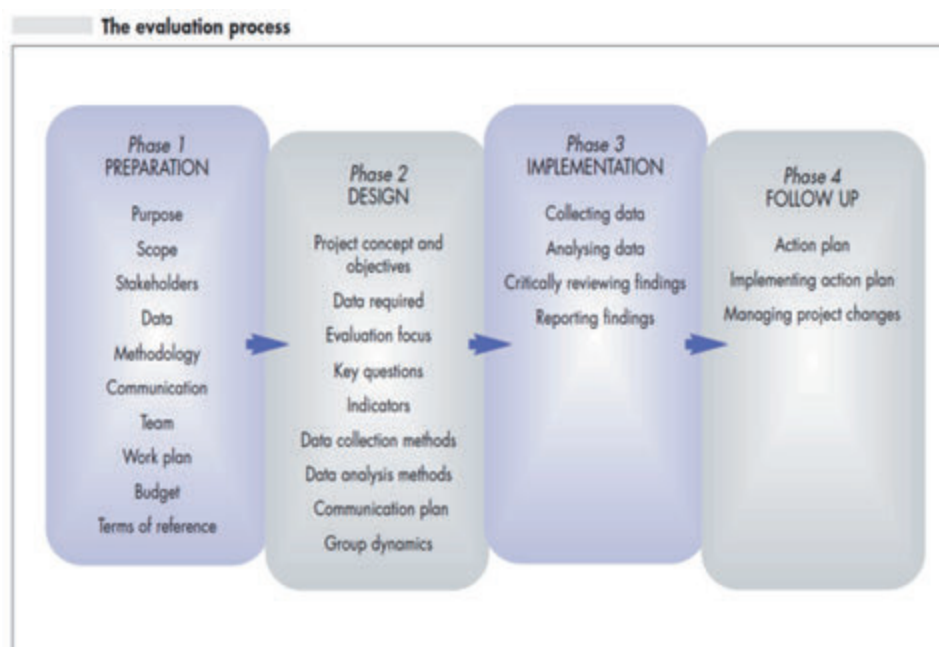


Figure 5: The evaluation processes

Several background documents were referred to in the workshop. These included CTA’s Smart Toolkit for Evaluation of Information Projects, Products and Services and Participatory Evaluation of Information Projects, Products and Services for Organizational Learning and Impact. Figure 6 shows the participants sharing the experiences and opinions on project evaluation.

## Outcomes and Feedback from Participants

An evaluation of the workshop (Figure 7) was completed at the end of the training where it was found that the group thought the workshop was very effective in building practical skills in monitoring, evaluation and impact assessment. Overall, the participants found the workshop to be useful and they appreciated the format and contents of the training. Further, a significant number of participants felt that they would continue to use the training for monitoring and evaluation of research projects in their respective counties. In addition, there was a general agreement that the participants’ knowledge and skills would be shared and used to enhancing the capacity within their respective research institutes to improve project design and undertake effective evaluation.

It was acknowledged that using the impact pathway framework to formulate project design and delivery will be challenging, but the participants showed a strong commitment to use these new skills in the future. The group also had a strong interest in continuing to build skills to improve the impact of effectiveness of their role in agricultural research partnerships.



Figure 6: Participants sharing experiences and opinions on project evaluation

More importantly the workshop provided an excellent opportunity to build supportive networks. This is anticipated to assist in overall knowledge development, throughout the Asia-Pacific that will be used in the future to continue to build the region's capacity to effectively undertake suitable evaluations of agricultural research projects.

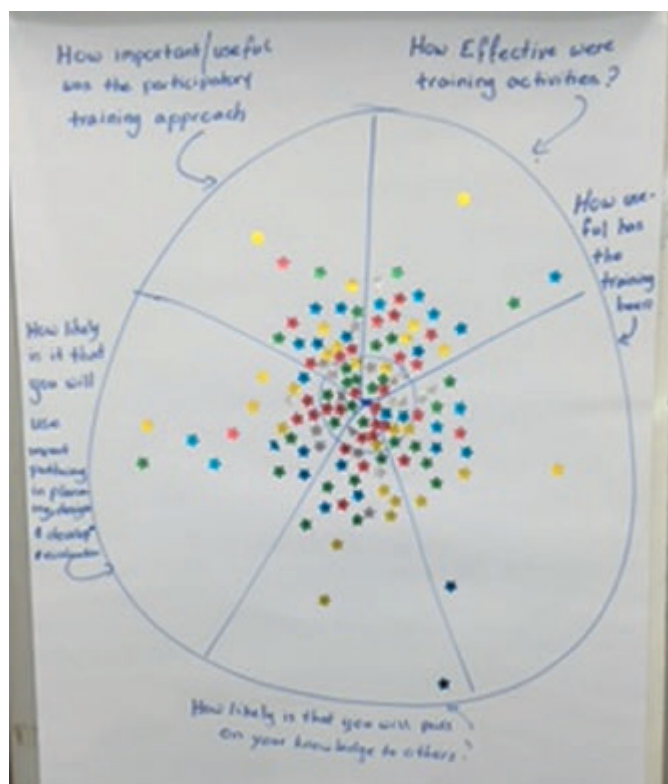


Figure 7: Evaluation of the workshop

## Recommendations

While conducting workshops is an important step in learning, the training on its own rarely delivers change and uptake of new methodologies. The experience in organizing this workshop shows that ongoing encouragement and support is extremely necessary. In addition, people are more likely to take something new on board if it is a requirement, rather than voluntary – even when they recognize that their new knowledge and skills are useful.

To improve the likelihood that the participants will continue to use the knowledge and skills gained from the workshop, the following salient points/recommendations are important:

- It is necessary to consider a follow-up strategy to ensure that the knowledge gained from the workshop is being used, and that this use is valued.
- There is a need for similar workshops to be conducted periodically to new groups at both national and regional levels to enhance their knowledge and skills.
- A series of PM&E workshops should be conducted in order to continue to build the region's capacity to effectively undertake suitable evaluation of agricultural research projects.
- The training session on the use of economic impact assessment is every important. It is suggested to extend time on learning the “DREAM” software package, and there is a need to organize the workshop on this topic itself.
- There is an urgent need to strengthen collaboration in advocacy and capacity building at the national, sub-regional and national level which is very crucial to assist in overall knowledge development throughout the Asia-Pacific.

## Concluding Session

The program ended with concluding remarks by Mr. David Shearer of ACIAR and Dato' Dr. Sharif Haron of MARDI. Dr. Haron was highly supportive of APAARI and expressed interest that APAARI should conduct further such workshops at MARDI. The training group highly valued the warm hospitality extended by the host institution, MARDI, and appreciated APAARI's sincere efforts in bringing them together in the workshop. In the valedictory function, certificates were presented to all participants. The vote of thanks was extended by Dr. Sharif Haron who expressed sincere thanks to ACIAR and APAARI for organizing this workshop in Malaysia and also to the resource persons for their hard work and sincere efforts.

## Welcome Address

**Dr. Raghunath Ghodake,  
Executive Secretary, Asia-Pacific Association of Agricultural Research  
Institutions (APAARI) Bangkok, Thailand**

Dato' Dr. Azizan Abdul Rashid, DDG MARDI, Dr. Alongkorn Korntong, Deputy Director-General, Department of Agriculture, representing the Chairman, APAARI, Dr. Alongkorn Korntong, DDG, Department of Agriculture (DOA), Representatives of partner organizations - Mr. David Shearer of ACIAR and Dr. Ajit Maru of GFAR, Dr. Simon Hearn, former Chairman, APAARI, Resource persons Dr. Debbie Templeton, Dr. Ajit Maru, Dr. Andrew Alford and Mr. Jack Hetherington, Dr. Umi Kalsom, DDG, Chairperson of the Advisory Committee and its Members, Dr. Rozhan Abu Dardak, Chairman of the Organizing Committee and its Members, Fellow Participants from some 18 countries in the Asia-Pacific region, ladies and gentlemen, I thank you and welcome you all.

Indeed, this has been a great pleasure for APAARI in initiating and taking lead in organizing this crucial capacity development workshop, the workshop being on planning, monitoring and evaluation towards measuring outcomes and impacts, especially emphasizing the assessment of outcomes and impacts, and also both in *ex-ante*/before at planning stage and *ex-post* after implementation scenarios.

We are convinced that this capacity gap is seriously prevalent at all levels of agricultural research undertakings and management - whether it is at the project level, program level or organization level; whether it is in developing countries or developed countries; and even whether it is in national or regional or international organizations. Moreover, this is the capacity that is not only most sought after but rather more demanded by stakeholders, including public and private sector funding and policy bodies, in their determinations of funding and policy support.

Capacity development, especially human resource development, is one of the strategic thrust areas of APAARI, besides five other thrust areas - information and knowledge management/sharing; partnership building; networking; technology transfer; and policy advocacy/creating enabling environment. We believe that major focus on capacity development through partnership and use of available skills and resources; will be our major contribution to delivering on agricultural research for development (AR4D) in the Asia-Pacific region.

APAARI's initiative in organizing this workshop was readily appreciated by both the Australian Centre for International Agricultural Research (ACIAR) and the Global Forum on Agricultural Research (GFAR). Both organizations came forward to co-organize this event in collaboration with APAARI. As you know, ACIAR is very active organization in partnering/funding the development oriented agricultural research and capacity development projects/programs, in the bulk of developing countries of the Asia-Pacific region for more than 40 years now. Moreover, ACIAR have developed and implemented systematic and structured processes and methodologies for assessing benefits, outcomes and implications of agricultural research projects/programs over the years. GFAR - an umbrella platform promoting agricultural research and innovations at the global level, of which APAARI is an important stakeholder and partner, has emphasized the capacity development as a high priority focus in its Medium Term Plan (2014-2017). GFAR will target a typical area of knowledge and information

management for planning, monitoring and outcome impact assessment. So we are grateful to these two organizations in partnering with this event.

When we were looking for a developing country in the Asia-Pacific region for hosting such a workshop, it did not take much time for us, and our first request was to authorities of MARDI, Malaysia (through my APAARI colleague Dr. Vilasini). It was indeed our pleasant surprise that MARDI not only readily agreed to provide venue for the workshop but also offered to look after all local facilitation and services (including lodging and boarding), etc. That is indeed highly cherished and valued by APAARI and our co-organizers ACIAR and GFAR. We are highly grateful to MARDI and authorities of MARDI and the Ministry of Agriculture and Agro-industries for this co-partnership.

We are also very pleased that we received overwhelming response to our invitations for participation in this workshop. We have participation from 18 developing countries of the Asia-Pacific region, stretching from Pakistan in the west to Samoa in the East; and New Caledonia in the South to China in the North. Such 30 participants come from a wide range of experiences and positions, right from field researchers/project leaders to senior managers/administrators at organizational levels; many of them in the areas of planning, evaluations, policy and strategy development. In fact, the participation has been oversubscribed as there is keen interest and need for capacity development in this area. Because of this intense and high demand, we, the organizers, are considering a series of such capacity development events at sub-regional levels and focusing on homogenous groups of participants.

So, we certainly look forward to the participants for their intense and serious participation, especially in view of their own jobs/responsibilities and organizational requirements; to providing such training to their colleagues and others back in their organizations and the their countries; and also receiving their feedbacks/responses that will help not only resource persons but also us- the organizers - in deciding such capacity development efforts in future.

We hope, you all enjoy your stay by doing plenty of work, make yourself comfortable and homely, enjoy the hospitality of our colleagues from MARDI and people in Malaysia and get rewarded through development of your own skills and abilities and that of your organization and countries. This is so because we all collectively contribute through agricultural research and innovations for sustainable development in the Asia-Pacific region; more particularly through our contributions to Sustainable Development Goals (SDGs), being designed by the United Nations and the world communities.

**To conclude** on behalf of APAARI, I profoundly thank authorities of the Ministry of Agriculture and Agro-industries, DG and DDGs of MARDI, our Co-organizers-ACIAR and GFAR, as represented by Mr. David Shearer and Ajit Maru, respectively the Advisory Committee and Organizing Committee and Resource Persons/Trainers and all the participants.

I wish you all the very best. Thank you very much.



## **Special Remarks**

**Dr. Alongkorn Korntong**  
**Deputy Director-General, Department of Agriculture (DOA)**  
**Bangkok, Thailand**

**On behalf of**  
**Mr. Anan Suwannarat**  
**Director-General, Department of Agriculture and Chairman,**  
**Executive Committee, APAARI**  
**Bangkok, Thailand**

Dr. Azizan Abdul Rashid, Deputy Director-General of Malaysian Agricultural Research and Development Institute (MARDI), Dr. Raghunath Ghodake, Executive Secretary, APAARI, distinguished participants and guests, ladies and gentlemen!

First of all, I would like to convey the sincere apology of Mr. Anan Suwannarat, Director-General of the Department of Agriculture, Ministry of Agriculture and Cooperatives, Thailand, for his inability to attend the opening session of this Capacity Development Training Workshop. He delegated to me the task to deliver the statement of the Chairman of the APAARI Executive Committee on his behalf. It is, therefore, an honor to speak in this important training workshop.

Capacity development has been the priority in the development agenda for most of the organizations. Training workshops continue to be held around the world. However, limitations in human and financial resources have restricted the capability of every organization in organizing more trainings or workshops for a wider range of stakeholders.

In the APAARI context, there is still a need to develop the concepts and options used to evaluate regional development projects towards measuring outcomes and impacts. The national or regional program partners should have joint responsibility for carrying out certain planned monitoring and evaluation activities. The national ownership and use of country systems, monitoring and evaluation efforts should capitalize, be aligned to and build on existing national monitoring and evaluation systems and capacities whenever feasible. At higher levels of results, key stakeholders should typically form sector-wide or inter-agency groups around each major outcome or sector. There should be an existing national structure such as sector-wide coordination mechanisms that could engage all the stakeholders and participate in an existing national structure.

At this point, I would like to urge all the distinguished participants to have a better understanding of the PM&E framework for the outcomes and oversee their implementation, and ensure continuous outcome assessment and enhance progress towards results. Fostering partnership, networking and coordination is also important for this exercise. Moreover, the effective use and dissemination of monitoring and evaluation information for future planning and decision-making would also be a valuable skill to be improved.

As I look through the program and with the list of resource speakers to this training workshop, I am confident that this training workshop could be instrumental in developing the institutional capacity of APAARI members putting APAARI in a better position towards measuring outcomes and impacts of agricultural research and benefiting APAARI member countries in the Asia-Pacific region.

Finally, I should commend this effort of APAARI in cooperation with the Australian Centre for International Agricultural Research (ACIAR) and the Global Forum on Agricultural Research (GFAR) along with the Malaysian Agricultural Research and Development Institute (MARDI) for their concerted efforts in developing the PM&E capacity of the APAARI Members, and this initiative could be added as one of APAARI's milestones.

At this point, I would like to conclude by my good wishes to all the participants, may your participation in this training workshop be productive and worthwhile, and hopefully the skill and knowledge gained from this training workshop will be of use to your respective organizations.

Thank you very much for your attention.

## Inaugural Address

**Dato' Dr. Azizan Abdul Rashid**  
**Deputy Director-General, Malaysian Agricultural Research and**  
**Development Institute (MARDI)**  
**Kuala Lumpur, Malaysia**

His Excellency Dr. Alongkorn Korntong, Deputy Director-General, Department of Agriculture, Thailand, and officiating Chairman, Asia-Pacific Association of Agricultural Research Institutions (APPARI), His Excellency Dr. Raghunath Ghodake, Executive Secretary, APAARI, Yang Berusaha Dr. Umi Kalsom Abu Bakar, Deputy Director-General, MARDI, MARDI's Directors and representatives, honorable speakers, distinguished participants and guests, ladies and gentlemen,

Salam '1 Malaysia' and Good Morning,

First of all, I would like to give a very warm welcome to all the distinguished participants, trainers and guests of this capacity development workshop entitled "Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts". It is an honour for Malaysia, particularly the Ministry of Agriculture and Agro-based Industries and the Malaysian Agricultural Research and Development Institute (MARDI) to host this workshop involving approximately 30 participants and 5 trainers coming from 18 countries in the Asia-Pacific region.

Organization of this workshop has been possible only with the cooperation of many partners. Hence, I would like to acknowledge and extend my gratitude to all the organizers of this workshop, the Asia-Pacific Association of Agricultural Research Institutions (APAARI), the Australian Centre for International Agricultural Research (ACIAR), and the Global Forum on Agricultural Research (GFAR), who collaborated with MARDI to organize this capacity development workshop. Congratulations to all for this commendable cooperative effort and thank you for offering Malaysia and MARDI to organize and be the host to this event.

Distinguished participants, ladies and gentlemen,

The Ministry of Agriculture and Agro-based Industry is aware of the importance of capacity building as a prerequisite for development. This workshop is an initiative that is in line with our commitment to always improve our performance in achieving impactful results when performing any projects. Monitoring and evaluation (M&E) which is a process that helps improve performance and achieve results has now been recognized as a standard management tool for enhancing the effectiveness of programs through increased evidence based decision making and should be applied by all of us.

One recurring challenge that many organizations face when implementing projects is the limited ability, capacity and skills to systematically plan, develop, monitor and evaluate their activities, projects and programs in a timely manner. Hence, the key expected output of this workshop is to increase understanding and skills in applying and implementing appropriate methods of planning, monitoring and evaluation, covering outcomes and impact so that the knowledge acquired in respective organizations and countries.



It has been brought to my attention that this training workshop aims to introduce or reintroduce participants to the key aspects and processes of Planning, Monitoring and Evaluation, as well as to foster an active understanding and collective reflection on the importance of these tools for attaining key results and expected outcomes when implementing a project. Hopefully, the shared knowledge and skills gained at this workshop can be applied to projects implemented in the respective countries of all participants.

The significance of planning, monitoring and evaluation is often disregarded, but it is a key to a successful project or program. Having a well-designed plan, where objectives and scope are clearly defined, and a good strategy to monitor and evaluate projects greatly improves the chances of achieving success in a project. A good project plan followed with close monitoring allows room for capturing unexpected outcomes and analyzing complexities. This helps in drawing results and further designing new follow up projects. Moreover, monitoring and evaluation reporting helps to avoid repetition in projects and programs and will increase the effective use of country's resources when implementing these projects.

So, building a strong planning, monitoring and evaluation system is essential for promoting transparency and accountability in projects especially in today's world where resources are limiting. It helps projects stay on course and provides valuable data to improve programme and project implementation. In addition to being a way to share knowledge and experiences among researchers, monitoring and evaluation reports are important for advocacy, as they provide a consolidated source of information showcasing a project's progress.

Distinguished participants, ladies and gentlemen,

I am happy to learn that there is such a good response to this workshop. From Sri Lanka to Bhutan to New Caledonia, the diversity of the participants in this workshop is an added benefit to everyone as it allows sharing of knowledge and experience from not only the trainers and resource persons, but from each other as well. As such, I encourage all of you to actively interact and develop partnerships to help strengthen each other's capabilities. It is, therefore, my hope that this is the beginning of an ongoing discussion between countries and organizations about how we are able to make planning, monitoring and evaluation a way to ensure continuous improvement in our public service's performances and impacts, and not an administrative burden. I am certain that this workshop will be good platform for the exchange of ideas, expertise and experiences and will ultimately benefit the region as a whole.

For Malaysia, this workshop is very timely. As we are at the beginning of Rmke 11, I am sure the techniques and methods learned in this workshop can be utilized to ensure the efficient monitoring and implementation of the projects in this Malaysian plan so that all projects can be done successfully and have huge positive impacts to Malaysia.

Once again, I would like to thank all the organizers and participants for attending this workshop. We are honored to have to the opportunity to host this event here in Malaysia. It is my hope that we will continue to have many future collaborations with one another. I wish all the participants a good workshop as well as an enjoyable stay in our beautiful country. With that, I hereby declare open the Planning, Monitoring and Evaluation towards Measuring Outcomes and Impacts - Capacity Development Training Workshop.

Thank you and terima kasih.

## Annexure IV

## Program

<b>August 2, 2015 (Sunday)</b>	
<b>Arrival of Overseas Participants</b> Accommodation at MARDI Training Centre Persiaran MARDI-UPM, 43400 Serdang, Selangor, Malaysia Tel: +60 38943 7888 / 7238 / 7221	
<b>August 3, 2015 (Monday)</b>	
8.30-9.15 a.m.	<b>Registration</b> (MARDI, Serdang)
<b>Opening Ceremony</b>	
9.00-9.45 a.m.	Welcome Address: Dr. Raghunath Ghodake, Executive Secretary, APAARI Special Remarks: Dr. Alongkorn Korntong, Deputy Director-General of Department of Agriculture, Thailand and Officiating Chairman of APAARI Inaugural Address: Dato' Dr. Azizan Abdul Rashid, Deputy Director-General, MARDI Vote of Thanks: Ms. Nur Aida Mohd Padzil, Corporate Communication, MARDI
9.45 a.m.	Group Photograph
9.45-10.15 a.m.	Tea/Coffee Break
<b>Workshop Session</b>	
10.30-12.30 a.m.	<b>Background: Impact and Evaluation</b> <ul style="list-style-type: none"> <li>• What is an impact?</li> <li>• What special challenges to be faced for achieving an impact?</li> <li>• What is evaluation?</li> <li>• Why should it be undertaken?</li> <li>• Why is it important?</li> <li>• When should a project be evaluated?</li> <li>• what types of research evaluation to be done?</li> <li>• When to start?</li> <li>• What is an evaluation plan?</li> </ul>
12.30 a.m.-2.00 p.m.	Lunch

2.00-4.00 p.m.	<b>Steps to Evaluation</b> <b>Step 1: Project Orientation</b> <ul style="list-style-type: none"> <li>Analysing the current situation</li> <li>Define what the success looks like</li> <li>Group presentations</li> </ul>
4.00-4.30 p.m.	Tea Break
4.30-6.00 p.m.	<b>Step 1: Project Orientation (continued)</b> <ul style="list-style-type: none"> <li>Identify key stakeholders and targeted users</li> <li>Practice change</li> <li>Group presentations</li> </ul>
6.00-8.00 p.m.	Dinner
8.00-9.30 p.m.	<b>Evening session: Economic impact Assessment: Theory</b>
<b>August 4, 2015 (Tuesday)</b>	
8.30-10.30 a.m	<b>Step 2: Project Design</b> <ul style="list-style-type: none"> <li>Impact pathway- uses and examples</li> <li>Walking the impact pathway</li> </ul>
10.30-11.00 a.m.	Tea Break
11.00-12.45 a.m.	<b>Step 2: Project Design (continued)</b> Continuing impact pathway development
12.45 a.m.-2.10 p.m.	Lunch
2.30-4.00 p.m.	<b>Step 2: Project Design (continued)</b> Completing and presenting impact pathways
4.00-4.30 p.m.	Tea Break
4.30-6.00 p.m	<b>Step 2: Project Design (continued)</b> Continuing the impact pathway
6.00-8.00 p.m.	Dinner
8.00-9.30 p.m.	<b>Economic Impact Assessment: Practical (DREAM Model)</b>
<b>August 5, 2015 (Wednesday)</b>	
8.30-10.30 a.m.	<b>Step 3: Communication, dissemination and adoption</b> <ul style="list-style-type: none"> <li>Developing communication and dissemination strategies</li> <li>Understanding enablers and constraints to adoption</li> <li>Group presentations</li> </ul>
10.30-11.00 a.m.	Tea Break

11.00-12.45 a.m.	<b>Step 4: Planning the evaluation</b> <ul style="list-style-type: none"> <li>• Determine the evaluation audience</li> <li>• Determine the purpose of the evaluation</li> <li>• Determine the KEQs and performance indicators</li> </ul>
12.45 a.m.-2.30 p.m.	Lunch
2.30-4.00 p.m.	<b>Step 4: Planning the evaluation (continued)</b> <ul style="list-style-type: none"> <li>• Complete the KEQs and performance indicators</li> <li>• Group Presentations</li> </ul>
4.00-4.30 p.m.	Tea Break
4.30-6.00 p.m.	<b>Step 5: Conducting the evaluation</b> <ul style="list-style-type: none"> <li>• Managing the evaluation</li> <li>• Methods for collecting data</li> <li>• Group Presentation</li> </ul>
8.00 p.m.-10.30 p.m.	Dinner hosted by APAARI
<b>August 6, 2015 (Thursday)</b>	
8.30-10.30 a.m.	<b>Step 6: Analyzing the data</b> <ul style="list-style-type: none"> <li>• Quantitative analysis</li> <li>• Qualitative analysis</li> </ul>
10.30-11.00 a.m.	Tea Break
11.00-12.45 p.m.	<b>Step 7: Reporting and using findings</b> <ul style="list-style-type: none"> <li>• Reporting the findings</li> <li>• Maximizing the use of the evaluation</li> </ul>
12.45 a.m.-2.30 p.m.	Lunch
2.30-4.00 p.m.	Group presentations of completed impact pathways and evaluation plan
4.00-4.30 p.m.	Tea Break
4.30-6.00 p.m.	Workshop evaluation and wrap-up
<b>August 7, 2015 (Friday)</b>	
8.30-10.00 a.m.	Introduction to Evaluating Information Projects, Products and Services
10.00-10.30 a.m.	Tea Break
10.30-12.00 a.m.	Walking through the evaluation process
12.00-02.30 p.m.	Lunch
2.30-3.30 p.m.	Interpreting and following up evaluations

3.30-4.30 p.m.	Conclusion of workshop and presentation of certificates
4.30 p.m.	Tea Break
<b>August 8, 2015 (Saturday)</b>	
<b>Departure of Overseas Participants</b>	

## Annexure V

## List of Participants

No.	Participant	Institution/Agency	Country
1.	Prof. AR Ariyaratne	Director/Secretary Sri Lanka Council for Agricultural Research Policy (CARP) Email: arariya@hotmail.com	Sri Lanka
2.	Dr. Ahmad Bakhsh Ilahi Bakhsh	Director-General Planning and Development Vision Pakistan Agricultural Research Council (PARC) Email: maharbr97@yahoo.co.uk	Pakistan
3.	Dr. Amit Kumar Vasisht	Assistant Director General Plan Implementation & Monitoring Indian Council of Agricultural Research Email: amitvasisht@rediffmail.com	India
4.	Dr. Macquin KilagiMaino	Pro-Vice Chancellor (administration) Agriculture Department PNG University of Technology Email: mmaino@ag.unitech.ac.pg, mmaino2017@gmail.com	Papua New Guinea
5.	Dr. Md. Abdul Awal	Chief Scientific Officer, Planning and Evaluation Division Bangladesh Agricultural Research Council (BARC) Email: dri.darsono@gmail.com	Bangladesh
6.	Dr. Min Nath Paudel	Director, Planning and Coordination Nepal Agricultural Research Council (NARC) Email: mnpuadel@gmail.com	Nepal
7.	Dr. Nguyen Cong Thanh	Head, Department of Industrial Crops (DIC) Institute of Agricultural Science for Southern Vietnam (IAS) Email: nguyenconghanhct@gmail.com	Vietnam
8.	Dr. Toyonath Acharya	Head of Technology Screening and Monitoring Division Ministry of Agriculture and Forest (MoAF) Email: acharyatn51@gmail.com	Bhutan

9.	Dr. Laurent L' Huillier	Director General Institut Agronomique Neo-Caledonien Email: lhuillier@iac.nc	New Caledonia
10.	Dr. Peter Gendua	Project Leader, Rice and Grain National Agricultural Research Institute (NARI) Email: peter.gendua@nari.org.pg	Papua New Guinea
11.	Dr. Shen Yuying	Professor College of Pastoral Agriculture Science and Technology (CPAST) Lanzhou University Email: yy.shen@lzu.edu.cn	China
12.	Mr. John Keyonce Tauli Lee Hang	Planning Officer Policy Planning and Communication Division Ministry of Agriculture and Fisheries Email: keyonce.leehang@gmail.com	Samoa
13.	Mr. Paula Tuione	Principal Agriculture Officer Project and Budget Ministry of Primary Industries Email: p.tuione11@gmail.com	Fiji
14.	Mrs. Lim Sophorn Thida	Socioeconomist Cambodian Agricultural Research and Development Institute (CARDI) Email: ls.thida@gmail.com	Cambodia
15.	Mr. Ruey-long Chen	Senior Specialist and Chief of Technology Service Section Department of Science and Technology, Council of Agriculture (COA) Email: rlc570661@gmail.com	Taiwan
16.	Dr. Abdur Razzaque	Senior Programme Officer Krishi Gobeshona Foundation (KGF) Email: nilumar@gmail.com,	Bangladesh
17.	Mr. Pham Vu Bao	Director Agri Science Institute for Southern Coastal Central of VN (ASSIOV) Email: vubaokhktnn@yahoo.com, vubaoqn@gmail.com	Vietnam
18.	Dr. Luu Ngoc Quyen	Vice Director General Northern Mountainous Agriculture and Forestry Science Institute (NOFMASI) Email: quyengret@yahoo.com	Vietnam

19.	Dr. Wilfredo Uy	Professor Institute of Fisheries Research and Development, Mindanao State University at Naawan Email: wilfredo.uy@gmail.com	Philippines
20.	Ms. Evy Elago-Carusos	Project Manager ACIAR-Mindanao Agricultural Extension Project Email: evy_lfpi@yahoo.com	Philippines
21.	Mr. Komin Wirojwattanakul	Director, Postharvest and Processing Research and Development Division, Department of Agriculture Email: inter@doa.in.th	Thailand
22.	Mr. Zulkefli Malik	Deputy Director, Strategic Planning and Policy Management Centre, MARDI Email: zulmalik@mardi.gov.my	Malaysia
23.	Mr. Syahrin Suhaimee	Deputy Director, Economic and Social Science Research Centre, MARDI Email: Syahrin@mardi.gov.my	Malaysia
24.	Mr. Hairazi Bin Rahim @ Abdul Rahim	Research Officer, Economic and Social Science Research Centre, MARDI Email: amanah@mardi.gov.my	Malaysia
25.	Ms. Shanti Hafsanita	Head of Research Coordination Division Agency for Marine & Fisheries Research & Development, Ministry of Marine Affairs & Fisheries Email: shanti.amfrd@gmail.com	Indonesia
26.	Dr. Teguh Wikan	Monitoring and Evaluation Officer for SMARTD Project, Ministry of Agriculture, Indonesian agency for Agriculture Research and Development Email: teguh_wikan_widodo@yahoo.com	Indonesia
27.	Dr. Lilian Bondoc	Assistant Director/Supervising Scientist, Policy Coordination and Monitoring Division (PCMD) Email: lilianbondoc@yahoo.com	Philippines
28.	Dr. Kailash Pradhan	Specialist Council for RNR Research of Bhutan (CoRRB) Email: pradhankailash@gmail.com	Bhutan



29.	Prof. Datin Paduka Dr. Khatijah Yusof	Dean, Faculty of Biotechnology, Universiti Putra Malaysia Email: kyusoff@gmail.com	Malaysia
30.	Ms. Chanerin Maneechansook	Program Assistant Asia-Pacific Association of Agricultural Research Institutions (APAARI) Email: chanerin@apaari.org	Thailand
31.	Ms. Hasthari E. Pamintasih	Accountant, Project Staff Indonesian Peasant Alliance (API) Email: ari.darsono@gmail.com	Indonesia

**Annexure VI****Resource Persons**

<b>No.</b>	<b>Trainers/Resource Persons</b>	<b>Institution/Agency</b>	<b>Country</b>
1.	Dr. Deborah Templeton	Research Program Manager, Impact Assessment Program (ACIAR)	Australia
2.	Dr. Andrew Alford	Manager Impact Assessment Program Australian Centre for International Agricultural Research (ACIAR)	Australia
3.	Mr. Jack Hetherington	Impact Assessment Program Australian Centre for International Agricultural Research (ACIAR)	Australia
4.	Dr. Ajit Maru	Senior Knowledge officer Global Forum on Agricultural Research (GFAR)	Italy

