The CCAFS Flagship Program 4 Trial on Results-Based Management: Progress Report

Prepared by: Philip Thornton, Tonya Schuetz, Wiebke Förch, Bruce Campbell. Thanks to Laura Cramer for comments on an earlier draft. Version for CCAFS website, 1 December 2014

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1 Introduction

Along with several other CRPs, CCAFS has been piloting a new way of doing business in 2014, revolving around the use of results-based management (RBM). Six projects were selected via a competitive call in 2013 for regional activities under Flagship Program 4, *Policies and institutions for climate resilient food systems*. The RBM process itself involves a shift away from a logframe approach to an impact pathway approach based on theories of change, in which pathways are defined from research and its outputs and results towards outcomes, i.e., changes in practices of the next-users of research outputs such as policy makers, development organisations, and farmers. The six projects are summarised in Annex 1, and consist of the following:

- Influencing and linking policies and institutions from national to local level for development and adoption of climate-resilient food systems (East Africa region, led by IITA);
- Transforming climate adaptation into a bottom-up development opportunity for West African smallholders (West Africa region, led by ICRISAT);
- Scaling up climate smart agriculture through policies and institutions: Linking it with national agenda of food security (South Asia region, led by IFPRI);
- Addressing the impacts of climate change in the Philippine agriculture sector (South-East Asia region, led by IFPRI);
- Policy Information and Response Platform on Climate Change and Rice in ASEAN and its member countries (PIRCCA) (South-East Asia region, led by IRRI);
- Relevant climate change information meets decision-making to influence policy and institutions for climate resilient food systems (Latin America region, led by CIAT).

This document summarises what was achieved during 2014 by the CCAFS RBM trial. This is followed by a discussion of the prerequisites for a CRP to implement successful RBM, what we mean by "successful RBM", what has worked according to expectations, and what was done when things did not work out as expected. We summarise a few key results from an on-line survey of project

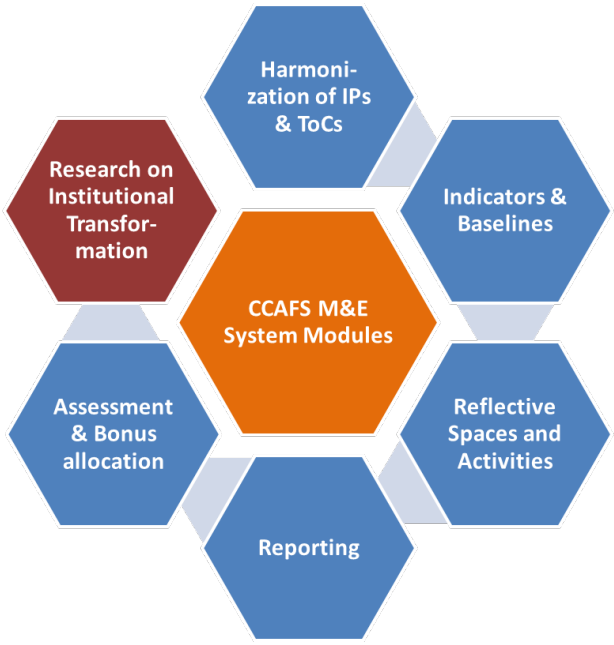
participants conducted in November. We conclude with a summary of our overall learnings about RBM during 2014.

2 What was achieved

Projects were selected for the RBM trial through a competitive process. The competitive process was conducted partly to get a portfolio of inter-linked activities that focussed on impact pathways. In this way RBM could be tested at the larger portfolio level, rather than on relatively independent smaller projects. Following selection of concept notes in September 2013, full proposals for each trial project were developed over the subsequent months. Representatives of each project attended a two-day meeting at IFPRI in Washington DC in late January 2014, to work on project impact pathways and theories of change that fed into the larger Flagship 4 theory of change; and to discuss a monitoring and evaluation process for the RBM trial. Project documents were finalized by early March 2014, with improvements to their impact pathways, and projects then got underway.

Each project has an impact pathway that fits with the overall FP4 impact pathway, and outcome indicators have been developed. A Monitoring and Evaluation (M&E) strategy[1] was developed, and this was approved by CCAFS's Independent Science Panel (ISP) in October 2014. Like CCAFS's data management strategy, the M&E strategy is made up of a short document and a support pack, designed to provide support via an on-line platform containing a wide range of materials to assist users in their own M&E. The strategy has several modules (Figure 1).

Figure 1. CCAFS M&E modular structure



Parallel processes for self-reflection for more adaptive management, and a process to evaluate projects at the end of 2014 and to allocate a bonus pool, were designed and are being implemented. A set of criteria was developed for evaluating projects for allocating bonus resources of 10% of the total cost of the six RBM projects ($370,000) in early 2015. These include:

[1] Schuetz T, Förch W, Thornton P. 2014. CCAFS Monitoring and Evaluation Strategy. Copenhagen, Denmark: CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS). Online at http://hdl.handle.net/10568/41913

- Progress towards outputs (25%): have projects done what they said they would;
- Progress towards outcomes (35%): how are projects doing in moving along their envisaged impact pathway;
- Reflection of CCAFS principles in relation to the quality of partnerships, communications, and gender issues (20%);
- Response of the project team to the unexpected, and ability to adapt and self-reflect (20%).

Projects will be evaluated in early 2015 by the CCAFS management team. Projects will also be self-evaluated by project leaders, as is often done in annual staff performance evaluation. Of the bonus allocation, 75% will be to individual projects directly and 25% to innovative and/or cross-cutting ideas, canvassed for and voted on as simply as possible. We regard this as an opportunity to be innovative and to encourage collaboration and networking across projects. The process will be reviewed thoroughly in 2015 and changes made as necessary.

Considerable effort was spent on adapting the CCAFS planning and reporting platform (P&R) to accommodate the RBM trial projects. This is a real attempt to develop a web-based system that addresses project and CRP planning, reporting, M&E and RBM, all on one platform (several other CRPs are watching its development with interest). All projects have carried out planning for 2015 using the platform, and work continues on the P&R to enable reporting of 2014 activities for the six RBM projects in early 2015. The P&R platform should be completed in mid-2015 so that the entire CCAFS 2015-2016 planning cycle can be carried out using it. P&R development, to enable the planning of projects in relation to impact pathways and target indicators, represents an enormous amount of design, development and testing work by the CCAFS data management team at CIAT.

Several of the elements of the RBM trial have been used as a "starting model" for CCAFS as a whole, particularly the development of targets and target indicators that can be aggregated across the five focus regions and the relatively "light" approach to impact pathway specification.

To harmonise the largely new regional portfolio of projects in each of the five CCAFS target regions (West Africa, East Africa, South Asia, South-East Asia, and Latin America), a series of regional workshops was held over the period September to November 2014. The objectives were:

- to harmonise and integrate the impact pathways, theories of change and target indicators (see Figure 2 for the FP4 target indicators) among the regional portfolio of projects; and
- to maximize synergies among projects by developing a strategy for working together on common sites, baselines, research methodologies, and stakeholder engagement and communication.

These workshops lasted between 3 and 4 days, and brought together an array of participants (partners and next-users) in all projects. Learning from the FP4 trial – in impact pathway development and use of indicators – has been very important in guiding the design of these regional workshops.

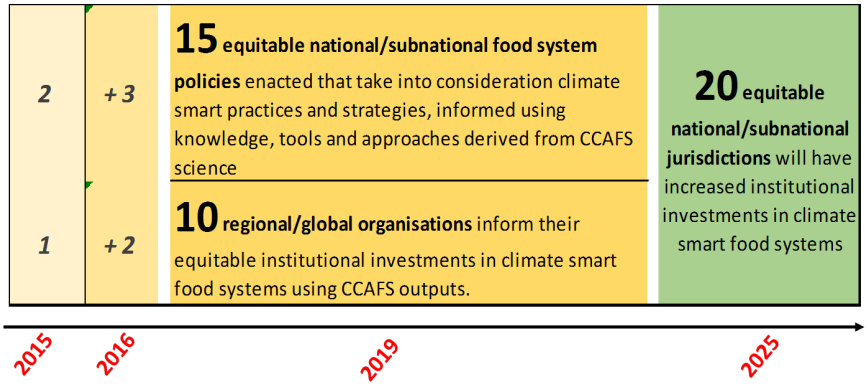
The FP4 RBM trial presents considerable opportunities for learning. A learning and evaluative culture is being fostered in several ways. A communal wiki has been set up for project participants[2]. This is acting as a repository for a variety of learning resources, including a series of learning briefs on theory of change and impact pathways. Various face-to-face and virtual meetings have been organised with project Principal Investigators during the year. Several learning briefs have been developed. Lessons from the trial are being posted on the CCAFS website as well as on the FP4 wiki. A full list of documents produced to date is shown in Annex 2.

[2] http://ccafs-fp4-rbm-m-e-trial.wikispaces.com/home

Figure 2. Flagship Program 4: Policies and institutions for climate-resilient food systems. Vision and targets

Vision: National, regional and global policies and institutions enable equitable food systems that are resilient to a variable and changing climate

Targets:



All projects in FP4 are aiming to contribute towards these targets - a key integrating mechanism for the portfolio.

3 The CCAFS experience with RBM

What does a CRP need to have in place for RBM to be successful?

In some respects, it is too early to say, given that we have not been through one entire cycle of planning and reporting. Nevertheless, various things can be identified as likely success factors:

- A CRP needs a good proportion of people working with it who have an open mind and a willingness to do things a bit differently.
- The management team needs to buy into, and be willing to support, the shift towards an outcome-, evaluative-, and learning-focused culture.
- The program needs skills, time and resources to devote to it.
- There needs to be sufficient collaborative spirit across centres and partners while at the same time allowing for mechanisms to evaluate delivery of results – a delicate balancing act.
- A phased approach, in which a trial is run first before the rest of the program, appears to work well, in terms of being participatory and inclusive, with CRP leadership giving directions and making decisions where necessary and being transparent in decision making processes.

What constitutes "successful RBM"?

There is considerable literature on the effectiveness and efficacy of RBM in general. For CRPs and CGIAR, these are still very early days, but "successful RBM" must relate to effective and efficient research leading to outcomes, with the minimum of perverse incentives.

The CCAFS M&E strategy document contains a framework and several principles in relation to RBM. These principles include:

- A need to focus on people and users, on utilizing M&E as a tool to help achieve outcomes, and on accountability;
- Emphasis on learning through M&E activities;
- Encouraging adaptive management; and
- Combining structured and linear thinking in our planning (using linear logic and explicit assumptions about how desired changes can happen and be supported) while allowing complex systems thinking in our implementation (the need for flexibility to react and change according to lessons learned and opportunities that arise).

What worked and what did not?

Having a trial set up with six projects to test processes and changes first and then bring the whole program onto an improved version has worked quite well so far. Virtual development of impact pathways and negotiation to harmonize the different perspectives (from the flagships, the regions, and the projects) worked surprisingly well and got us quite far, but it also requires face-to-face time together to ensure that the different teams are aligning themselves towards the same targets (results). The face-to face regional planning meetings, to finalise plans for portfolios of about $5-15 million per region, were crucial for bringing the 2015 planning process to closure.

The entire process has worked in large part because of the backing by, and buy-in of, the CCAFS management team and regional and flagship science officers. The latter in particular showed a deep understanding and persistence in helping to build the framework, which was often a challenge as the full portfolio of projects was not contracted until relatively late in the process. The practical truthing of the projects thus had to wait until the regional planning workshops in the last third of the year.

In retrospect, it is clear that practically any sequencing of activities will be suboptimal, in some respect: retro-fitting impact pathways to an existing set of projects has its own issues and challenges, while developing impact pathways in the absence of specific projects has other kinds of challenges. Much iteration is needed between projects and global strategies for CRPs.

Practical grounding and iterative processes to ensure the teams from the various perspectives are moving forward together, not making RBM too much of a science itself helped in making progress. Complex, nested impact pathways turned out not to be the way to go; we needed a fair bit of negotiation over time to get to a simpler system that people felt they could buy into.

What did we do when things did not work?

Given time constraints, we modified our original approach and designed a considerable simplification of the process, once it became clear that we would need to compress the timeline to ensure a set of harmonised projects by region by the end of 2014.

One key success factor in getting things to move along at an appropriate speed at critical times was the application of management leadership and authority, particularly from the CRP Director, when this was needed.

4 What did the projects learn from the trial in 2014?

We conducted a short on-line survey of RBM trial project participants in November 2014. Some of the key points from this survey are summarised below.

Projects are adjusting their plans. About 50 percent of the fourteen people who responded to the survey said they had made some adjustments to the initial plans for their projects during the year. For example, the original plan of one project team was to generate research products that would feed into a learning alliance. Research results take time to generate, and a learning alliance can only function if it has something to do. The project thus spent time pooling the available research evidence and developed learning alliance actions around this. As a result, an active platform now exists, and research evidence created by this and other projects can be fed in to it as it becomes available. In another project, there were no radical changes to plans in 2014, but activities are being aligned with another project under one of the other CCAFS Flagship Programs in the same region; this should substantially increase the likelihood of achieving more outcomes in the next 3-4 years.

Projects are working differently from the way in which they would have operated with more of an output focus. Several projects have made strategic recruitments at a senior level, to build capacity over the medium term. Others have brought in expertise in networking and engagement, rather than in scientific capacity, and some have hired joint positions with the partner organizations judged crucial to achieve outcomes. Several projects are thinking much harder about processes as opposed to "only" research outputs, and are engaging with non-traditional research partners such as government actors and community leaders.

Projects are communicating and engaging, and several are developing communication strategies to link project team members and partners. Some projects are learning to operate in highly political environments ("*this is not always nice work*"). All projects are putting effort into developing communication tools that can speak to various partners and strategies that can engage different target groups.

Projects are facing challenges. It is not always clear how to get partners effectively involved in project activities and processes. There can be problems in targeting and influencing boundary partners and interest groups: such partners are often operating in highly dynamic (and sometimes disenabling) environments. Almost all projects mention time constraints: operating with partners with very short time horizons on the one hand, and slow progress and high transactions costs due to changes in key partner institutions such as ministries and communities, on the other. And Flagship 4 management itself could do better in making sure that projects have the concise, timely and consistent information they need on planning, budgets and reporting.

Overall, project participants indicated a largely positive response to the experience so far. Despite the challenges, the RBM trial projects seem to be on track to produce outcomes and, in time, impact. As one respondent put it, "*it has been a ride*."

5 Overall learning about RBM

Several lessons can be articulated about the RBM trial in 2014.

- Impact pathways are living documents that require a flexible design process that includes learning and harmonization between all flagships and target regions in CCAFS.

- Capacity to develop and communicate theories of change, impact pathways and monitoring and evaluation needs to be mainstreamed throughout CCAFS and the CG centres implementing the research. Development of impact pathways takes quite a lot of skill, time and resources.

- As scientists, we tend to look for a perfect system, which invariably becomes complex and difficult to implement. Making the system as simple as possible, with low transactions costs, is a key challenge.

- Well-articulated impact pathways help everyone understand how projects contribute to higher level outcomes, and help to clarify responsibilities for monitoring and reporting. Having simple indicators that everyone understands – and can contribute to – promotes joint understanding of the overall research program and its impact pathways.

- Within CCAFS a key product is a harmonized monitoring and evaluation system, so that everyone is geared towards producing evidence that aggregates at higher levels and across geographies. The M&E system should help to provide a clear picture for all our partners of what results are occurring, what results are expected, and how they will be produced.

- The move from a log-frame approach to an outcome-orientated approach constitutes radical change. We have found no off-the-peg solutions to some of the challenges of implementation, highlighting the importance of collective learning. During the year, capacity development needs have been identified within and outside CCAFS, which we are attempting to address.

- Although it is time consuming to develop impact pathways at the project level and to ensure consistency with Flagship and regional impact pathways, we judge the effort to be worthwhile, because it can help provide clarity to work plans, cohesion to a portfolio of projects, and alignment in outcome indicators that can be aggregated across projects and regions.

- Given the change in thinking required for implementing an outcome-orientated approach to research for development, overall CCAFS can be satisfied with what has been achieved. Regional and flagship project portfolios have become more coherent, and projects are generally aligned along appropriate impact pathways. While moving to a new, perfectly-implemented system in one year is unrealistic, the changes that have been overseen are substantial and will be improved on in 2015 and subsequent years.

- We are observing considerable role shifts within CCAFS: individual Project Leaders have increased responsibility and accountability for implementing projects in the regions; Regional Program Leaders have a wider-ranging role in overseeing regional projects and in maximising synergies and minimising overlaps; Flagship Program Leaders have increasing roles in strategic backstopping regional programs; and Centre Contact Points now have a different role to play in aligning activities in their Centres and in strategic engagement.

- There is some work to do on incentives and incentive structures for projects and project partners, particularly in relation to moving towards an evaluative culture, effective learning, and promoting “desirable” behaviour.

- There is a fine balance to achieve between carrying out high-quality science and the search for outcomes and impact.

- The outcomes of several projects are quite ambitious; there is growing realisation within many project teams that different partners and kinds of partnerships are needed to help achieve these. As a CRP, CCAFS management may need to develop appropriate mechanisms to modify regional and flagship portfolios so that outcome targets can indeed be achieved; this may require gap filling, shifts in activities, and projects having access to different or modified skill sets, for example.

Annex 1

Flagship Program 4 Results-Based Management Trial Projects

East Africa led by IITA

Influencing and linking policies and institutions from national to local level for the development and adoption of climate-resilient food systems

The project seeks to influence and link policies and institutions from national to local level for the development and adoption of climate resilient food systems in Uganda and Tanzania through the integration of the scientific community with policy actors. Major project activities will include analysing policy processes, actors and their linkages, trade-off analysis, scenario development, creating evidence-based gender awareness, applied information economics and implementation of policy engagement actions. Key project outcomes include: (1) There is increased seeking behaviour from policy makers, implementers and researchers; (2) Policy makers and implementers recognize policy gaps and conflicts and seek to address them; (3) Policy makers and implementers have identified policy actions for improved climate change adaptation; (4) Better-informed decisions for climate change adaptation by policy makers/implementers; (5) There is increased appreciation, among policy actors, to include gender in climate change related policies. The project aims to use inter-disciplinary science-based recommendations to influence policy implementation that encourages climate-smart agricultural practices across multiple scales.

West Africa led by ICRISAT

Capacitating science-policy exchange platforms to mainstream climate change into national agricultural and food security policy plans

Through its regional scenario process and the set-up of national science-policy exchange platforms, CCAFS-WA has engaged with regional and national structures in charge of planning agricultural development and food security. The CCAFS national science-policy exchange platforms will form the backbone for a top-down and bottom-up mainstreaming of climate change into national development frameworks by (1) catalysing multi-scale, participatory identification of priorities and knowledge gaps using appropriate tools and inclusive approaches to define priority investments; and (2), learning from multi and transdisciplinary action research in selected districts of three pilot countries. The existing national platforms will be involved in the capacity building process by providing technical, scientific and political supports to local communities. This systemic framework for integrated climate impact assessments and adaptation planning will produce site-specific contextual insights and scalable evidences to guide national and sub-national policy designs and decision-making processes.

South Asia led by IFPRI

Scaling up climate smart agriculture through policies and institutions: Linking it with national agenda of food security

The proposal intends to up-scale the concept of 'climate smart villages' through improved policies and innovative institutions leading to mega-programs at national and sub-national levels. It will first develop decision support tools to prioritize climate smart investment options, and then evaluate alternative policies and institutions, assess their trade-offs to meet the multiple goals, and evolve

policies, programs and institutions for their implementation and up-scaling. The project will also develop capacity of key stakeholders for effectively implementing the outputs of the proposed research. Initially it will work in three South Asian countries, namely Bangladesh, India and Nepal at national and sub-national levels, with national research systems, government departments, development organizations and CGIAR centres by engaging key stakeholders, including poor and women farmers. The outputs of the project are expected to increase investment by 50% in 2017 of the base year of 2013. The outputs of the program are expected to cover more than 10 million farmers in South Asian countries and enhance the income of poor and women farmers by 20% by 2017.

Southeast Asia led by IFPRI

Addressing the Impacts of Climate Change in the Philippine Agriculture Sector

The project works with the National Economic and Development Authority (NEDA) of the Philippines to establish a decision-support mechanism on agricultural, climate change and food security policies that uses newly generated data, modelling output and innovative scenario assessment. At the end of the project, NEDA will have increased its capacity to analyse the strengths and weaknesses of policies and explore the resilience and the provisioning capacity of the agricultural sector given future climate scenarios.

The Philippines is an archipelagic country where agriculture plays a vital role in providing over 30 percent of employment and more than 10 percent of the country's total GDP in 2012. Recent natural disasters that significantly affected crops and livestock resulted in severe loss of agricultural production including human lives. Climate change worsens the economic situation and food security among others of the Philippine people. Hence, there is a critical and urgent need to make climate-smart technologies available and accessible to the farmers through the creation of an enabling institutional environment.

NEDA is responsible for advising the Philippine President on national development planning, including recommending the level of the annual government expenditure as stipulated in the 2011-2016 Philippine Development Plan (PDP) and Public Investment Program (PIP). In NEDA, the Agriculture, Natural Resources and Environment Staff (ANRES) provides technical support in coordinating the formulation of national plans and policies for agriculture, natural resources and agrarian reform sectors. NEDA-ANRES has expressed strong interest to develop and apply new methods to evaluate current policies and formulate future policies, particularly for the agriculture sector.

This collaborative partnership between IFPRI and NEDA-ANRES aims to establish a decision-support mechanism on agricultural, climate change and food security policies that uses newly generated data, modelling output and innovative scenario assessment. It is designed to integrate an innovative set of data, models and scenarios in the areas of climate change, agriculture and food security in NEDA's development process (e.g., planning, project evaluation, and investment programming). In the completion of this research project, it is expected that NEDA technical staffs are capacitated to analyse the strengths and weaknesses of policies and explore the resilience and the provisioning capacity of the agricultural sector given future climate scenarios.

Southeast Asia led by IRRI

Policy Information and Response Platform on Climate Change and Rice in ASEAN and its Member Countries (PIRCCA)

The project aims to bridge the gap between science and policy and to establish informal and operational linkages with relevant stakeholders. It has the overarching goal of enabling policymakers in ASEAN member states, namely in the two target countries, Vietnam and Myanmar, using a multidisciplinary approach, to make informed decisions on: 1) food security policies that focuses on the supply and availability of rice through improved capacity to forecast rice shortages and, thus, more effective response to climate-induced food shocks; 2) climate change adaptation policies that provide institutions, decision-makers, and scientists access to data that will facilitate identification and mapping of vulnerable geographic areas and population groups, as well as suitable climate-smart technologies; and 3), gender action plans that evaluate the potential of policies, practices, and technologies in overcoming gender disparities and social differentiation.

Products of the project shall include data, models and scenarios that illustrate and aid understanding of the impact of climate change on agriculture; decision-support tools for policy development and making investment choices for climate-resilient agriculture at the national and global levels; analysis of current and emerging policies, along with pilot policy interventions case studies conducted with national partners, with special focus on social differentiation and gender issues; and analysis and experimentation concerning novel decision-making processes.

Latin America led by CIAT

Relevant Climate Change Information meets Decision-Making to influence Policy and Institutions for Climate Resilient Food Systems

Latin America is at a critical point in time where many governments and well-organized sectors are developing their mitigation and adaptation strategies. CCAFS supports these processes through the excellent partnerships and on-going climate change research across Latin America, specifically in Guatemala, Nicaragua, Costa Rica, Colombia, Peru and the Central America region through the Central American Agricultural Council (CAC). The project works together closely with ministries and research centres to make sure that the latest climate science is being used for NAMAs and NAPs. Furthermore the project is supporting and training COP country negotiators to ensure that an agreement on climate and forestry is being reached, that gender is being considered in NAMAs and NAPs, and that negotiators are well prepared to represent their countries.

Annex 2

Documentation of the RBM Trial in 2014

On-line platforms, wikispaces

1. CCAFS Planning and Reporting platform, https://activities.ccafs.cgiar.org/ip/ (development team led by David Abreu).

2. Wikispace for the RBM trial project teams and community at http://ccafs-fp4-rbm-m-e-trial.wikispaces.com [3]

3. Wikispace for the working group on impact pathways at http://ccafs-ip-toc-cd.wikispaces.com/ [4]

Strategy documents, learning briefs (in reverse chronological order)

1. Schuetz T, Förch W, Thornton P, Wollenberg L, Hansen J, Jarvis A, Coffey K, Bonilla-Findji O, Loboguerrero Rodriguez A-M, Aggarwal P, Sebastian L, Zougmoré R, Kinyangi J, Jost C, Jay A. 2014. Lessons in theory of change from a series of regional planning workshops. CCAFS, Copenhagen, Denmark. (To be published in December 2014.)

2. Schubert C, Schuetz T, Förch W, Thornton P. 2014. Lessons from the results-based management trial, Part 2. CCAFS Copenhagen, Denmark. (To be published in December 2014.)

3. Jost C, Kristjanson P, Vervoort J, Alvarez S, Ferdous N, Förch W. 2014. Lessons in theory of change: monitoring, learning and evaluating Knowledge to Action. CCSL Learning Brief No. 9. CCAFS, Copenhagen, Denmark. http://hdl.handle.net/10568/42446 (September 2014).

4. Jost C, Sebastian L, Kristjanson P, Förch W. 2014. Lessons in theory of change: CCAFS Southeast Asia Research for Development Workshop. CCSL Learning Brief No. 8. CCAFS, Copenhagen, Denmark. http://hdl.handle.net/10568/42447 (July 2014).

5. Schuetz T, Förch W, Thornton P. 2014. CCAFS Monitoring and Evaluation Strategy. Copenhagen, Denmark: CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS). http://hdl.handle.net/10568/41913 (July 2014).

6. Jost C, Kristjanson P, Alvarez S, Schuetz T, Foerch W, Cramer L, Thornton P. 2014. Lessons in theory of change: experiences from CCAFS. Copenhagen, Denmark. http://hdl.handle.net/10568/35184 (March 2014).

7. Jost C, Sebastian L. 2014. Workshop on Mapping out a CCAFS R4D Agenda and Strategy for Southeast Asia. CCAFS, Copenhagen, Denmark. http://hdl.handle.net/10568/35586 (March 2014).

[3] These are internal sharing and documentation spaces. Please contact t.schuetz@cgiar.org or c.schubert@cgiar.org to be added to the members list, for access to these wikispaces.

8. Schuetz T, Cramer L, Foerch W, Jost C, Alvarez S, Thornton P, Kristjanson P. 2014. Summary for the CCAFS Flagship 4 Projects Kick-off Meeting 28-29 January 2014: Result-based Management Trial. http://hdl.handle.net/10568/35407 (February 2014).

9. Thornton P, Förch W, Cramer L, Vasileiou, Jost C, Kristjanson P. 2014. Lessons learned from the Flagship 4 results-based management trial. CCAFS, Copenhagen, Denmark. http://hdl.handle.net/10568/35188 (February 2014).

Guides

1. Schuetz T, Förch W, Thornton P. 2014 CCAFS Theory of Change – "Light" Impact Pathways Building Facilitation Guide. CCAFS, Copenhagen, Denmark. (To be published in December 2014.)

2. Jost C, Alvarez S, Schuetz T. 2014. CCAFS Theory of Change Facilitation Guide. CCAFS, Copenhagen, Denmark. http://hdl.handle.net/10568/41674. (June 2014).

Workshop documentation

Materials online at http://ccafs-fp4-rbm-m-e-trial.wikispaces.com/Reference+Documents and http://ccafs-ip-toc-cd.wikispaces.com/Reference+Documents (see footnote 4).

1. Global Planning Workshop, London, 27-30 August 2013, Minutes and Evaluation.

2. Inception workshop, Washington, 28-29 January 2014, Summary and Detailed Notes.

3. Workshop on Mapping out a CCAFS R4D Agenda and Strategy for Southeast Asia, Hanoi, Vietnam, 12-14 March 2014 (see Jost & Sebastian (2014) above).

4. Introductory Training on Impact Pathways, Segovia, Spain, 1-5 April 2014, background documents.

For each of the regional workshops the following documentation is available: content summary, standardized simplified impact pathways, links to content documentation such as presentations and photos, outcome target tables (by Flagship), baseline discussions, project portfolio listing, portfolio overview, concept note, workshop logistics, participants listing, and detailed facilitation notes.

5. LAM region impact pathway workshop, Cali, Colombia, 16-19 September 2014. Workshop materials.

6. SA region impact pathway workshop, Bangkok, 15-17 October 2014. Workshop materials.

7. SEA region impact pathway workshop, Bangkok, 20-22 October 2014. Workshop materials.

8. WA region impact pathway workshop, Nairobi, 12-14 November 2014. Workshop materials.

9. EA region impact pathway workshop, Nairobi, 17-19 November 2014. Workshop materials.