



RESEARCH PROGRAM ON
**Climate Change,
Agriculture and
Food Security**



Summary for the CCAFS Flagship 4 Projects Kick-off Meeting: Result-based Management Trial

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CCAFS is led by



Strategic partner



Background

The CGIAR Research Program on Climate Change Agriculture and Food Security (CCAFS) is one of the 16 Research Programs (CRPs) under CGIAR, starting off as one of the first CRPs in 2011. From 2017 CCAFS will be transitioning into Phase 2. The program is currently structured into four themes, Theme 1: Adaptation to Progressive Climate Change, Theme 2: Adaptation through Managing Climate Risk, Theme 3: Low-Emissions Agriculture, Theme 4: Integration for Decision Making with its three sub-themes: 4.1. Knowledge into Action, 4.2. Data and Tools, and 4.3. Global Policy Analysis. By mid-2015, flagships will be in place replacing the themes. They will be structured differently in such a way that cross-cutting topics, e.g. like gender, innovations, knowledge will be mainstreamed within each flagship, rather than forming a separate theme. This is quite a radical change.

In order to prepare the transition towards Phase 2, Theme 4 has been identified to spearhead the flagship development process. Flagship 4 (FS4) on *Policies and Institutions for Climate-Resilient Food Systems* is being phased in from 2014 onwards. FS4 is tasked with piloting processes for this new way of doing business in CGIAR and more specifically in CCAFS Phase 2. With a first set of six selected regional projects (see box to the right) from a competitive call, FS4 shifted from the current logframe approach to an impact pathway approach based on a Theory of Change (ToC). Through developing Impact Pathways (IPs) for the overall FS4 and the regional projects, the pathways from research and its outputs and results towards outcomes, i.e. changes in behavior, get unpacked and described in more detail. It also shows how the anticipated outcomes will contribute to the CGIAR wide intermediate development outcomes (IDOs) and system level outcomes (SLOs). Figure 1 illustrates the current schematic of the overall CCAFS impact pathway. In addition, CGIAR has tasked five pilots to develop and test a result-based management Monitoring and evaluation approach – with FS4 being one of them.

CCAFS FP4 six selected proposals and pilots for the RBM M&E trial¹

- 1) *Influencing and linking policies and institutions from national to local level for the development and adoption of climate-resilient food systems* - (East Africa, EA) - IITA
- 2) *Transforming climate adaptation into a bottom-up development opportunity for West African smallholders* - (West Africa, WA) - ICRISAT
- 3) *Scaling up climate smart agriculture through policies and institutions: Linking it with national agenda of food security* - (South Asia, SA) - IFPRI
- 4) *Addressing the Impacts of Climate Change in the Philippine Agriculture Sector* - (South East Asia, SEA) - IFPRI
- 5) *Policy Information and Response Platform on Climate Change and Rice in ASEAN and its Member Countries (PIRCCA)* – (SEA) - IRRI
- 6) *Relevant Climate Change Information meets Decision-Making to influence Policy and Institutions for Climate Resilient Food Systems* - (Latin America, LAM) - CIAT

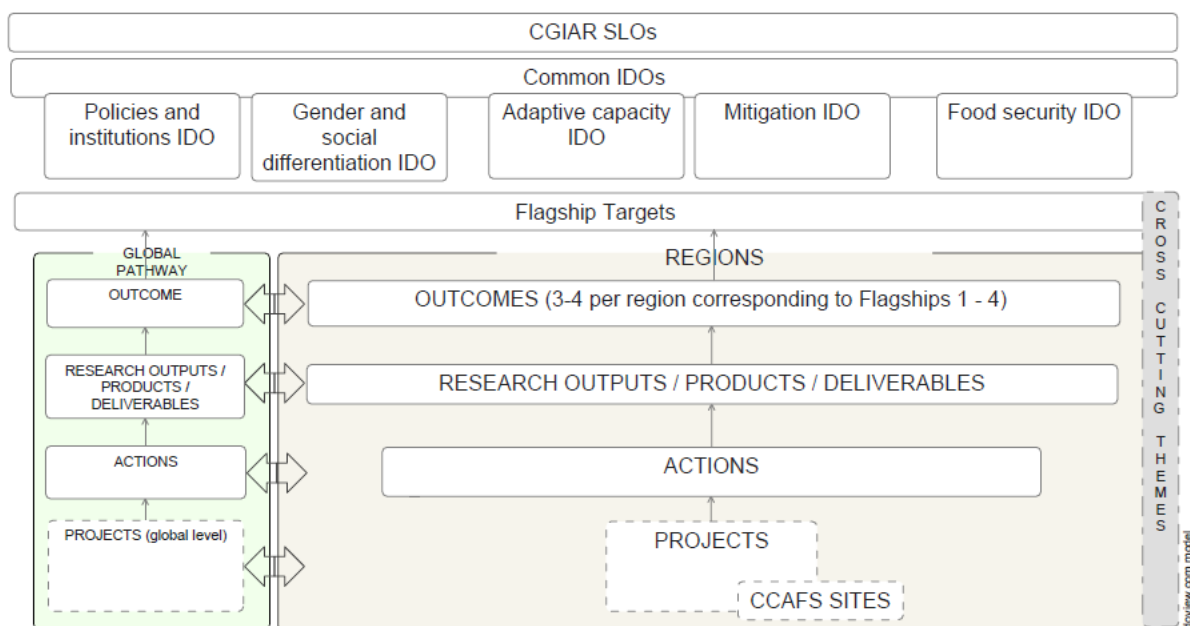


Fig. 1 Conceptual diagram of overall CCAFS impact pathway

After the selection of the six projects (London, August 2013), project representatives were brought together in Washington DC, at the International Food and Policy Research Institute (IFPRI) for a two-day meeting, 23-24 January 2014. A total of 17 workshop participants (project leaders, project representatives, regional program leaders, FP4 team members and resource people) came from different CGIAR Centers to achieve the following objectives:

- Finalize the set of six regional proposals for the CCAFS FP4 trial in results-based management, including their work plans for 2014;
- Derive a monitoring and evaluation process that will be used and tested for these six Result Based Management (RBM) trial projects; and
- Initiate a community of practice among the participating project teams in the trial, who can interact with other project team members, allowing the group to grow over time.

The overall aim was to have an improved set of proposals and work plans to be finalized by the end of February 2014, a draft Monitoring and Evaluation (M&E) process for the RBM trial for 2014, a workshop report, and a first draft of a suite of M&E tools. It was made explicit that outputs from the workshop would be work-in-progress, rather than final products. The meeting and sessions were designed with two main areas: Day 1 was setting the stage and harmonizing impact pathways on the different levels. Day 2 was about the RBM M&E and a roadmap for 2014.

Harmonizing Impact Pathways

CCAFS programmatic structure has three main dimensions (see figure 1, flagship/ themes, regions and projects), which require to be harmonized to ensure they are all working toward the overall CCAFS vision. For the regional RBM projects we need to ensure that the individual project impact pathways are coherent and logic within themselves. We also needed to ensure

that the regional projects fit into the overall FP4 and the regional impact pathways, i.e. to ensure projects are cohesive within the program. It was key that for the meeting they were in draft stage so that there is the flexibility for harmonizing them.

Result-based Management Monitoring and Evaluation

We looked at identified components of a proposed RBM M&E system applied to the six projects and what this required in practice from the projects and the support team. The identified M&E components are: indicators, baselines, reflection mechanisms, reporting, result-based management scoring, bonus allocation, draft suite of M&E tools, and support mechanism. For the RBM the evaluation criteria, their weighing and evaluation modalities were discussed and agreed within the group of participants, including options for an incentive system.