

CGIAR Research Program Collaboration
on NRM Impact Assessment

Workshop Report

14-15 February 2012. Penang, Malaysia

Making a difference in the lives of the poor



Research
Program on
Aquatic
Agricultural
Systems

CGIAR Research Program Collaboration on Natural Resource Management Impact Assessment: Workshop Report

Penang, Malaysia, 14-15 February 2012

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This report is a documentation of the workshop process and outputs. The facilitators would like to acknowledge the workshop participants for the insights and inputs presented in this report.

If you have any questions or need for clarification regarding this report, please email Dr. Boru Douthwaite, b.douthwaite@cgiar.org.

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Introduction

Natural Resource Management (NRM) Research in the CGIAR faces three interlinked impact challenges. First the CGIAR needs to pursue NRM research that achieves reductions in poverty and hunger and does so at scale; second we need to understand how this happens more quickly and efficiently; and third we need to measure our outcomes and impacts so that we can demonstrate these achievements in an appropriately critical manner. In order to review these challenges and consider how the CGIAR might best address them through some of the CGIAR Research Programs (CRPs) a workshop was held in Penang 14 – 15 February, 2012, in conjunction with a parallel meeting of the Independent Science and Partnership Council (ISPC) Stripe Review panel reviewing NRM research in the CGIAR. The rationale for the meeting and the issues addressed are summarized here together with the key conclusions. Annex 1 provides a report of the discussions during the meeting, Annex 2 the agenda, Annex 3 the workshop evaluation, and Annex 4 the list of participants.

Workshop rationale

NRM research in the CGIAR faces an impact challenge that is different to that faced by commodity research. Under the new CGIAR, NRM research takes place primarily in the Systems CRPs (the CRP 1s), CRP on Water, Land and Ecosystems, CRP on Forests, Trees and Agroforestry and CRP on Climate Change, Agriculture and Food Security. These NRM CRPs seek to contribute to poverty reduction through building more resilient and more sustainable agricultural systems. This focus requires NRM research to address environmental, policy, and agricultural issues in the context of where we work. What NRM research attempts to do, and the contexts in which we do it, are more complex than for commodity research. The impact of NRM research is more nuanced, multifaceted and difficult to attribute back to research. Indeed the very attempt to claim impact to oneself over another partner may damage the networks that research requires to put knowledge into action.

With complexity comes uncertainty and the necessity to operate with only partial understanding. To increase the chances of achieving impact, NRM research must actively seek to reduce this uncertainty and respond to what is being learned *within* project cycles. This requires a different type of monitoring and evaluation that places greater emphasis on reducing uncertainty and actively seeking to understand what is working and what is not in real time. Ex-post impact assessment that happens after a program has finished is not enough.

The CGIAR system is relatively good at understanding and assessing the impact of commodity research but less so with NRM research. The NRM CRPs therefore provide an opportunity for the CGIAR to tackle the NRM impact challenge collectively through the conceptualization, planning and implementation of these new programs. This is especially so in places where NRM CRPs are working in the same locations with the same partners, and where the need for shared and coherent approaches is therefore especially important. For example, sharing baseline data will avoid different research teams asking the same farmers the same questions over and over again.

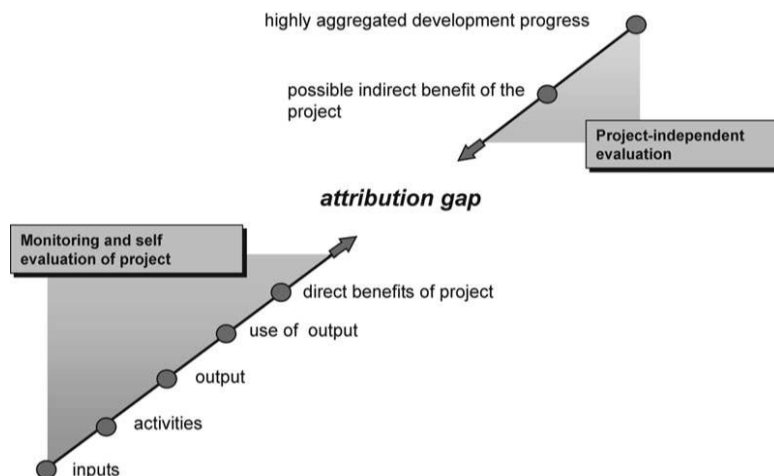
Questions regarding NRM research and impact are being considered by the ISPC Stripe Review of NRM in the CGIAR and we expect the review will provide guidance on impact assessment in the CRPs. This exploratory workshop, held in conjunction with the Stripe Review, was designed to contribute to this discussion and initiate collective action amongst the CRPs to address the NRM impact challenge. Eleven people from four CRPs, ACIAR and CSIRO, met on the 14 and 15 February 2012 in Penang, Malaysia. We discussed the specific issues regarding impact assessment for NRM CRPs and the potential for collaboration on specific actions. The main issues addressed were presented to the Stripe Review panel. The agenda we followed is given in Annex 2.

Discussion

Discussion was wide ranging. The following attempts to capture the main areas covered. Much of what follows was enriched through our interaction with the NRM Stripe Review.

We agreed that Kuby's conceptualization of the attribution gap (see Figure 1) is useful. Projects should self-monitor and evaluate their own progress towards outcomes. Experience shows that self evaluation can be more critical and better at fostering learning than external evaluation. Project M&E should test project theory of change. If it does then project monitoring and evaluation (M&E) will provide a basis for ex-post project independent impact assessment because it will have started to map out outcome and impact pathways which later impact assessment can follow-up on.

Figure 1: Kuby's Attribution Gap Model of how projects contribute to impact¹



Achieving impact and measuring it requires long term investment, which is best done thoughtfully, through partnership. CGIAR reform, with its renewed focus on NRM research, presents an important opportunity to collaborate through a learning alliance that brings together concerned CRPs and interested donors. The learning alliance must think beyond only assessing impact after completion of research projects and engage with the important role to be played by improved monitoring, evaluation and impact assessment in

¹ From Douthwaite, B., T. Kuby, E. van de Fliert and S. Schulz. (2003). Impact Pathway Evaluation: An approach for achieving and attributing impact in complex systems. *Agricultural Systems* 78 pp243-265

achieving more significant impacts in the first place. The NRM Stripe Review Panel members welcomed the proposal for such a learning alliance and commented that it could compliment the work of the Standing Panel on Impact Assessment (SPIA) that has traditionally focused more on measuring the impact of commodity research.

Current NRM impact assessment lacks a conceptual framework that sets boundaries and defines the impacts that NRM research aims to contribute to and how those can be measured. Developing such a framework is a priority to help identify methods and gaps. This process will need to begin with a review of work already done on NRM impact assessment, including the integrated natural resource management (INRM) and farming systems literatures. There are known methodological gaps, for example in the use of randomized control trials in NRM research. We will work to address these gaps after the conceptual framework has prioritized them.

We agreed that more research is needed on how research moves, or does not move, along outcome and impact pathways. This requires that M&E be seen as action research that tests project theory of change. In other words, M&E of NRM research needs to be viewed as a research function that is integral to the success of the research project rather than a management function.

A shift in our view of M&E must also be part of the adoption of an evaluative culture in which people become more self-reflective, open to admitting and learning from mistakes, and where researchers are supported in striving towards achieving outcomes, not just producing research output. Adoption of evaluative practices, such as ACIAR's policy of taking project leaders to visit project sites two years after a project has finished to see what has happened, is part of what is needed.

Conclusions and Next Steps

The Workshop agreed on the following conclusions:

- The NRM-type CRPs have a crucial role to play to deliver on the aspirations of the CGIAR's strategic results framework with its emphasis on delivering impact to the 1 billion poor.
- The NRM impact challenge is clear and pressing.
- More integrated monitoring, evaluation and impact assessment is the key to tackling this challenge. Monitoring and evaluation has the potential to test incipient impact pathways and foster the learning necessary for CRPs to exploit emerging opportunities to put research into use. Impact assessment, both ex ante and ex post, has a crucial role to maintain and build the space for NRM research in the CGIAR.
- The recent mainstreaming of theory of change thinking in the CGIAR is welcome. Theory of change, that makes research to outcome to impact pathways explicit, is the key 'boundary object' around which the integration of monitoring, evaluation, communications, uptake and impact assessment can happen, and through which M&E-for-learning can reframe itself as research.
- There is a need for a learning alliance to link up people working on achieving and assessing NRM impact across the CGIAR. Workshop participants will form the core of the learning alliance in which work groups will pursue specific interests while

reporting and sharing what has been learned with all learning alliance members. The workshop agreed that:

- The CRP on Aquatic Agricultural Systems (1.3) will take the lead in setting up and moderating the NRM Impact Learning Alliance
- One work group will develop a conceptual framework for NRM impact assessment
- A second group will champion an initiative to improve NRM impact assessment methods, supported by ACIAR, and in collaboration with CSIRO but also seeking to forge links to other donors as well.
- A third work group will seek to foster cross-CRP collaboration in common sites, in particular in designing, carrying out and sharing of baselines.
- A fourth group will foster the sharing and peer-review of monitoring, evaluation and impact assessment strategies across NRM-type CRPs.
- The NRM Stripe Review Panel welcomed the outcomes of the workshop including the setting up of the NRM Impact Learning Alliance.

Resources

Resources for the workshop, including presentations, are available on <http://crpcollaboration-nrm-ia.wikispaces.com/>



Photo 1: Debbie Templeton, ACIAR



Photo 2: Interaction with Stripe Review Team

Annex 1: Record of detailed discussion

The participants were asked to introduce themselves to the people in the room they don't know very well, and together discuss their expectations of the workshop. Expectations were discussed as one group.

Participants' Expectations

- Share similar challenges from the CRPs
 - Impact assessment issues
 - M & E issues
 - Methodological issues: Baselines, survey methods, data access
- Foster better communication between CRPs
- Find a common position on program development and monitoring impact
- Successful collaboration with NRM Stripe Review; influence the Stripe Review and CGIAR's impact assessment processes to be more coordinated
- Define 'impact' within the CGIAR as it relates to NRM
- Discuss alternative measures of impact for donors
- Build links with colleagues
- Discuss more innovative measures of impact that incorporate the complexity of NRM research
 - Move beyond experimental design methods
- Move beyond place-based impact assessment, as regional and national scales must be captured in line with a broader development agenda
- ACIAR representative expects to gain an understanding of the CGIAR position on impact assessment
 - Frameworks and procedures must be tractable
- Start a platform to engage with a larger group on these issues
- Incorporate sustainability and longer term programs
- Be pragmatic as this is a complex issue; learn from the mistakes of the past
- From a communications perspective, discuss how to integrate impact assessment into other strategies
- Learn and contribute
- Look at deeper ideas regarding the conceptual framework and definitions specific to IA of NRM, rather than looking only at basic empirical analyses
- Seize the opportunity to provide leadership on IA within the CRPs
- Provide science-based drive for NRM IA throughout the CRPs
- Have fun and build energy
- Build better institutional collaboration
- Develop concrete ideas on next steps

Opportunities for Practical Collaboration

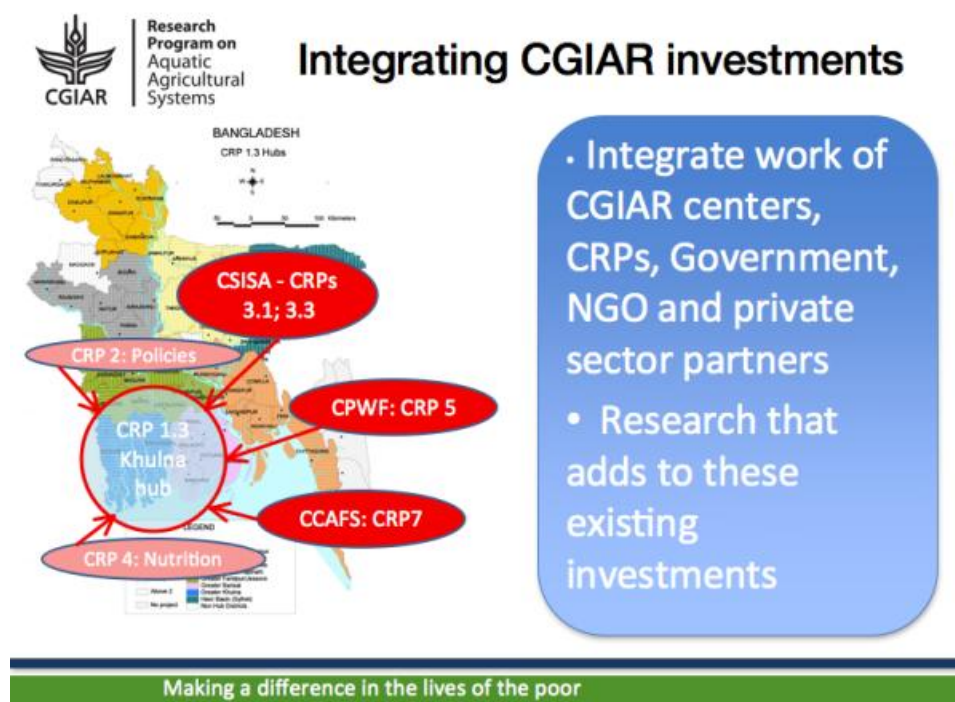
Participants then brainstormed on opportunities for practical collaboration.

- Need for **conceptual framework** with the following characteristics
 - Must be practical
 - Must allow us to be rigorous, plausible, realistic

- Able to deal with the attribution problem inherent in NRM research
- Includes a definition of 'impact' to gain a better understanding of IA and drivers of change in CGIAR system
- Articulates agenda, method gaps for long term CRPs
- Describes impact pathways
- Describes partnerships
- There is a need to **develop a sound understanding of IA in context of NRM** and policy research; this is a fascinating challenge, the solution to which could be big contribution. A practical discussion of NRM IA may be premature without a conceptual framework
 - There is room to do this within the CRPs in a 'healthy' way to clarify thinking while also putting together a methodological analysis
 - Based on this understanding, we can identify key questions guiding IA using effective, key indicators

Group consensus: clarifying conceptual frameworks is very important, but talking about more practical aspects is also important, and there is desire to discuss both in this workshop

Figure 2: Example of overlapping geographies between CRPs

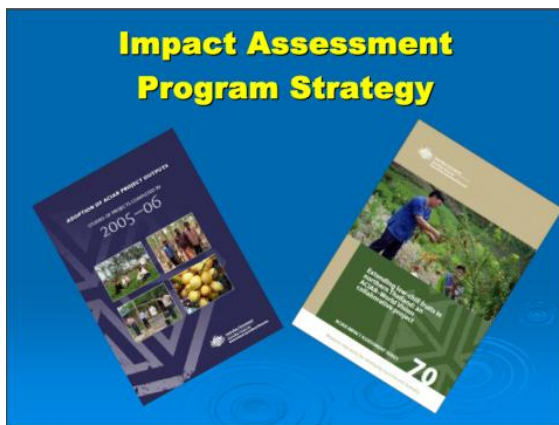


- **Methodological overlaps**
 - Review of **overlapping geographies**, i.e., where the CRPs work in the same place
 - What potential does that offer us to work together?
 - Simple review of **methods for data collection**
 - Do we have the right tools?
 - Developing cohesive toolbox of research methods
 - Baseline surveys
 - Sharing indicators (biophysical, socioeconomic, assets vs. incomes) and baseline work; surveys are expensive!
 - Everyone has thought about this, so there should be collaboration
 - Cross platform learning, paired with overlapping geographies
 - Share **terminology**; define terms in the same way to ensure collaborative success
- Consider the case of 'Gender in sentinel sites'
 - All centres are working on gender, and it's a tough issue
 - Room to collaborate on methods
 - Linking disciplines (biophysical and socioeconomic) between centres, across scales
- **Overlapping partnerships** can be strengthened
 - NGOs (Care, OXFAM are working in similar places – particularly important in Africa)
 - Government
- What about **existing initiatives** on impact assessment? Will there be overlaps, or competition? How can we best ensure complementarities?
 - What is SPIA doing?
 - Funding for work to address complexity of NRM IA
 - What about the history of INRM?
- Presentation on the case of Southwestern Bangladesh as an example of a common site among CRPs, followed by facilitated plenary discussion
 - There is an opportunity to define boundaries (bounded by geography, or methods) and be careful to choose the right indicators. This is complicated by the fact that many CRPs have already defined programs (and centers act independently) without collaboration and there is no independent, external review of CRPs
 - Different elements should be aligned; what are the other ways CRPs may align? What are the most appropriate ways of alignment for each CRP in discussion?
 - The evaluation questions are key – then, we can use approaches most appropriate to these questions. Focus on questions, and choose indicators accordingly
 - There is a methodological issue here: any indicators are at risk of measurement problems; are we using the best indicators to begin with, and what are the statistical design issues? Can we make defensible inferences based on these indicators?

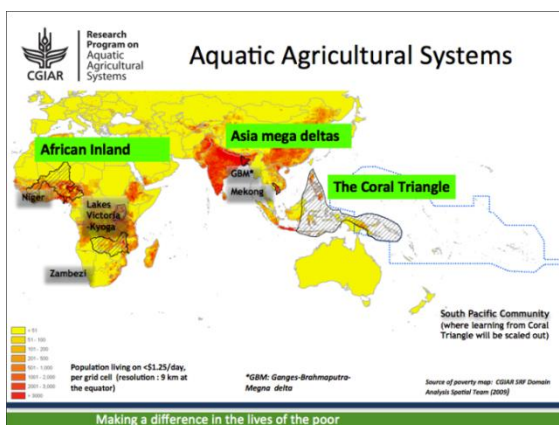
Short Presentations: IA Challenges across CRPs

Presentations can be found on the Wiki <http://crpcollaboration-nrm-ia.wikispaces.com/>

1. Debbie Templeton, ACIAR: Impact Assessment Program Strategy



2. Charlie Crissman: CRP 1.3 Aquatic Agricultural Systems



3. Joanna Kane-Potaka and Dennis Wichelns, IWMI: CRP Land, Water and Ecosystems

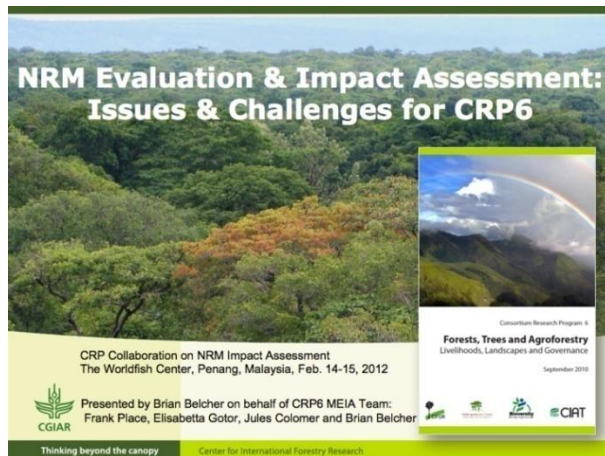


IWMI's TRIPLE APPROACH TO UPTAKE

- 1. Project uptake strategies:**
These are targeted strategies built into projects at the beginning. They are focused on the project results and the potential users of the results.
- 2. Regional uptake strategies:**
These are particularly important to keep the momentum going when projects are completed, and to build linkages across projects to provide synthesized messages.
- 3. Macro strategies:**
This involves making all information and knowledge available as broadly as possible, making it easily accessible and promoted widely.

www.iwmi.org/research_impacts/uptake

4. Brian Belcher and Robert Nasi, CIFOR: CRP Forests, Trees and Agroforestry



5. Patti Kristjanson, ICRAF: Baseline challenges for CCAFS

Main challenges

- IA is a serious, long term investment
 - Must be done thoughtfully, with partners
 - Opportunity: how to come up with a **community of practice** to help with ALL CRPs? We must think beyond IA and methods to having MORE impact with research, through helping build a performance appraisal system that rewards research in development
 - What are the best methods to use, and when?
 - Need for further method development (ie linking biophysical/socioeconomic factors)
 - Also, how do we take issues into the future (ie climate change/ Global Futures initiative, encouraging model with serious efforts and funding)
- All groups may not agree on one overarching framework, but we can link and share experiences. What is required is a decentralized experimentation with centralized learning function to link CRP efforts on impact research
- There is a need to foster an 'impact culture' within the organization; to not only do IA for donors, but to do better research. Impact and evaluation are legitimate areas of research on their own, so are the links between knowledge and action. Currently, M&E is not seen as a research function, but as a management function. The key to turning this around is the use of **Theory of Change** and using monitoring to test the theory, exploring how knowledge triggers action -- a legitimate research activity.
- What are the **incentives for collaboration** in a CRP world with limited funding and time?
 - Efficiency!
 - Developing better methodologies
 - Doing better science
- How do we develop IA to incorporate the complexities of NRM and policy research?
 - How can we strive to close the attribution gap?

Ways Forward

Participants split into two groups and discussed the main issues arising in the plenary discussions.

1. Conceptual Framework

What is a conceptual framework and why is it needed? Impact assessment for NRM has specific, complex problems and deserves own conceptual framework. The audience is us, and our colleagues, as well as the CGIAR more generally. There is a need for some common concepts for CRP strategies. This is an opportunity to develop legitimacy for NRM research in general.

We propose to develop a white paper for discussion (eventually to be published) including:

- Definitions of concepts
- Illustration of differences between NRM and technology development
- Inappropriateness of linear model of NRM impact pathways
- Available methods and method gaps, justifying further research
- What we think is for NRM, and what can be done
- Review of work that has been done on IA NRM
- Additional information for discussion
- Engage with framework of Sustainability Science (what is this?) and INRM movement

This could be moved forward with a Working Group, maybe a workshop, and some staff time and resources from each CRP.

Geographical Overlap/Data Sharing

Geography

The group would like to bring together 2 or more CRPs in places where we can work together on an integrated approach to our work and IA. There was a suggestion to find priority sites for the Drylands, Humid Tropics and AAS CRPs as an initial organizing framework and seek overlaps with the other CRPs . Examples were the Khulna Hub (AAS, CCAFS, CRP Agriculture for Improved Nutrition and Health, GRiSP, Maize), Congo Basin (Humid Tropics, Agriculture for Improved Nutrition and Health, Forests, Trees and Agroforestry), Mali-Burkina (Drylands, Forests, Trees and Agroforestry and eventually AAS), Northern Uganda (CCAFS)), bringing together elements of all planning processes and see where they come together.

Data sharing

Data management is key to any data sharing process. DataVerse is considered an emerging standard among CRPs, and was suggested to other centres. Baseline surveys and instruments from CCAFS may be useful to share, as they have a good baseline survey where modules can easily be added on; this could become a base application model like the World Bank's LSMS. The CCAFS baseline information is posted on the web and can be easily viewed or downloaded.

2. Method development

It may be premature to discuss method development without clarifying method gaps. Given the premature nature of method development, is there value in looking at the science of IA, in general?

Is there a general gap in methods to guide the development of projects (ie projects designed to change something, rather than do empirical assessments). Here, a next step is to broaden the working group.

3. Community of practice

The group discussed forming a 'contending coalition': a group advocating for change. We do not want to create a new, formal group, but rather build organically by working on specific tasks. As we do this, we can take stock at the end of 2012 and see how things can be taken forward into the future. As we work together on geographical foci/conceptual frameworks, we need some sort of 'virtual home' that may take the form of a Wiki, or Google Group in order to acknowledge ourselves as a group. It is key to keep responsibilities manageable, which they seem to be at this point, as these tasks are already so central to CRP responsibilities.

Interaction with NRM Stripe Review

The participants were given the opportunity to interact with the Stripe Review team. Commissioned by the ISPC, the description of the Stripe Review's task is found in <http://www.sciencecouncil.cgiar.org/sections/strategy-trends/en/>

Our approach was to present:

- What is our general take on IA NRM? What is most important?
- Lay out a way forward for IA NRM in the CRPs based on our plans

The workshop participants posed ten points for discussion with the Stripe Review

1. Welcome opportunity to interact with the Stripe Review team
2. Recognize emphasis on NRM integrated systems in the SRF – relevance to the 1 billion poor
3. Paradox of commitment to NRM-R in CGIAR vs criticism. Stripe papers lament this but we need a path forward
 - a. Not helpful to talk about NRM v commodities
4. Monitoring and Evaluation and Impact Assessment as core of a learning culture, and to improve the capacity of programs moving to scale – not (just) a reporting requirement
 - a. Use of impact pathways thinking is pervasive
5. Importance of taking an integrated approach to M&E and IA
6. CRPs provide opportunity to address the above issues. Strong commitment from our CRPs to get this right as we move ahead with implementation
7. Efforts to enhance the science of Impact Evaluation
 - a. Conceptual framework
 - b. Method selection and development

- c. Use of lessons from impact evaluation
- 8. Collaboration around geographic synergies: Bangladesh, Mali-Burkina, Congo Basin, NW Uganda
- 9. Community of practice – an emerging opportunity due to setting up of CRPs
- 10. Integration of this initiative into the CGIAR system, e.g., SPIA

Discussion

- It was agreed that there was much common ground between the two groups
- SR saw a need for a group that can compliment SPIA in thinking about IA for NRM. SPIA has IA of commodity research covered
- SR urged our group to think about how to set up NRM research as experiments. The ethics and practicalities of RCT-type approaches was discussed
- Agreement on the need for a conceptual framework for NRM-IA
- Agreement on need for research to understand how impact happens
- Agreement on the importance of good MEIA as part of a learning system
- Both groups noted that NRM research is a long-term and uncertain process; needs long-term funding and trust in a way of working.
 - But donors expect 'heroic' ex-ante impact assessment
- Evaluative and impact culture important
- Noted that the widespread adoption of 'theory of change' thinking in the CRPs is a positive development
 - Plausible impact pathways are a pre-requisite for ex-ante impact assessment
- The Boundary object concept (Clark paper) a good way of communicating IPG nature of NRM research
- Overall, the SR meeting was a strong endorsement of our discussions

Next Steps

1. Workshop report – complete by Feb. 24 (Beth and Boru)
 - Include draft appropriate TOR/scope of intent
 - Develop and propose a timeline for the three components we have agreed upon – complete by Feb. 24 (see below)
2. Develop a virtual home (Beth, Boru)
 - Wiki for documents and resources
 - Google discussion group
3. Geographical Overlap/Data Sharing (Patti)
4. **COMPLETE CONCEPTUAL FRAMEWORK** (Boru to coordinate)
 - complete draft within 6 month time frame
5. Methods – depend upon completion of Step 2

6. Determine potential interest of other partners to join a collaborative effort
 - Other Centers and initiatives (CATIE, CIRAD, ACIAR)
 - CRP Roots, Tubers and Bananas

6. Speak to your gender team to liaise with Patti – ASAP
 - Patti will meet with Gender group on methods and Sentinel Sites and report back to us – mid March

Timeline

NRM-IA Workshop	14-15	February,	2012
Workshop report sent out	24	February,	2012
NRM-Impact discussion group set up	8	March,	2012
First draft of Conceptual Framework	15	August,	2012
Workshop to develop NRM-IA proposal	4-7	September,	2012
Final draft of Conceptual Framework	31	October,	2012

Terms of reference of NRM Impact Learning Alliance

NRM CRPs are facing the three inter-linked challenges of 1) generating scaled impact, 2) understanding how it happens and 3) measuring it. This group aims to link together researchers involved in 2) and 3) to explore how to:

- Improve linkages between monitoring, evaluation and impact assessment
- Improve the methods, practice and perception of NRM-IA
- Ensure that lessons learned are used to generate impact

The group will begin informally. M&E and IA point people will be invited to join a Google Discussion Group. Members will be encouraged to share their M&E and IA strategies with others for peer assist. Members will also be invited to participate in developing the conceptual framework for NRM-IA.

The vision of success is that the group evolves into a 'learning alliance' in which sub-groups pursue special interests (e.g., improving NRM-IA methods; learning how to use 'theory of change') while sharing important insights and developments with each other.

Annex 2: Agenda

Day 1	Purpose
Welcome and workshop overview, introductions and expectations	Participants meet each other, express expectations and receive feedback on whether they are likely to be met from workshop organizers
Presentation and discussion on the opportunity for inter-CRP collaboration on improved impact assessment	To make the case for the opportunity, and discuss and agree on the potential and scope of the opportunity
<i>Coffee</i>	
Short presentations and discussion on challenges for IA in participating CRPs	To understand specific challenges and opportunities across CRPs regarding impact assessment for NRM
<i>Lunch</i>	
Discussion and agreement on main challenges	Understand main common challenges in order to discuss appropriate actions and concrete next steps
<i>Coffee</i>	
Agree on feedback to provide to NRM Stripe Review group	Articulate presentation of ideas and next steps to Stripe Review
Review of the day	Reflect on Day 1 and suggest for adjustments for Day 2
Day 2	Purpose
Design collaborative effort to improve impact assessment of natural resource management	Brainstorm and agree on structure and shape of collaborative effort, methodological opportunities, and planned initiatives
<i>Coffee</i>	
Agree on concrete next steps	Temperature taken on commitment to collaborative action; next steps are prioritized
<i>Lunch</i>	
Meeting with Stripe Review	Present workshop feedback on Stripe Review comments on impact assessment and collaborative IA idea, gather feedback
<i>Coffee</i>	
Reflection on interaction with Stripe Review	React to previous discussion and augment next steps, if necessary
Workshop evaluation and closure	Gain feedback on <i>Bright Ideas, Aha! Moments, Parking Area and To Be Improved</i>

Annex 3: Workshop Evaluation



- Lack of conceptual framework
- Reinforcement of the need to clearly articulate the IA research question
- Need to change linear impact pathways to circular or interactive ones
- What do we need to do to have greater impact?
- Need for attention to policy-oriented 'top down' impact pathways
- Suggestion to emphasize the importance of effort and resources to establish impact assessment by project teams
- Importance of monitoring-evaluation-impact continuum
- Conceptual framework to link TOC with IA to assist in defining relevant questions



- Defining the conceptual framework
- Relationship between conceptual framework and methods
- Research questions
- Timeline
- How big to make the working group?
- Terminology needs to be clear and used consistently
- State of contribution of CRP Water, Land and Ecosystems
- Gender
- Inequality between support/capacity and the actual research
- Technical discussions on indicators and measurement



- Participants' general enthusiasm and spirit
- Frankness of views and discussions
- Understanding of the differences between the need for evaluation to achieve impact and evaluation to measure
- Focus on geographical synergies
- Agreement to focus on the conceptual framework and methods
- Link to Stripe Review and prospect for SPIA link
- Learning about issues, challenges and approaches of other CRPs
- Document sharing in advance
- Good discussions
- Excellent ideas, helpful interactions
- Old friends & new friends
- Collegial group
- Positive energy



- Clarify an objective for the group
- Meet closer to Victoria
- Still need to be careful to be clear we have two distinct objectives: developing better methods for NRM IA and how to improve impact
- Look for links but also have a distinct working group and strategies
- Needed more time to plan for involvement
- Could have benefitted from broader perspective (CRP Policies, Institutions and Markets policy, CRP 3 commodity) among CRPs

Annex 4: Participants

	Name	Institution	Email Address
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Food Security

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Note taking: Beth Timmers

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