

**McKnight Foundation  
Collaborative Crop Research Program**

# **Integrated Monitoring, Evaluation, and Planning**

**Design for IMEP 2009**

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## **We welcome your comments . . .**

This document is a draft design for the Integrated Monitoring, Evaluation, and Planning initiative of McKnight Foundation's Collaborative Crop Research Program. This design will continue to develop as individuals and groups review, pilot test, and implement these ideas across the CCRP community. The IMEP Team welcomes your comments. Please email questions, comments, and corrections to Glenda Eoyang at [geoyang@hsdinstitute.org](mailto:geoyang@hsdinstitute.org).

# Executive Summary

The purpose of McKnight Foundation's Collaborative Crop Research Program (CCRP) is to conduct research to improve livelihood and nutrition in communities in key *hunger hotspots* in Africa and the Andes. The program includes projects that are diverse in many ways. They function in geographically distributed locations; focus on different scientific challenges; depend on diverse research disciplines; and support a wide variety of social, economic, cultural, and political communities.

In the past, monitoring and evaluation of CCRP activities has focused either on the unique performance of each project in its own context, or on system-wide needs for leadership, adaptation, management, and resources.

The purpose of the Integrated Monitoring, Evaluation, and Planning (IMEP) process is to establish and support a system-wide method that will allow individuals and groups in all parts of the program to improve performance continually and document impact. It is an integrated process that supports reciprocal responsibility amongst groups as they assess their activities, outcomes, and impacts; consider options for action to improve their work; and perform planning and future action.

IMEP will support the development and performance of a complex network of individuals and organizations who:

- Plan work to support the goals of CCRP
- Execute activities and processes to implement plans that generate impact
- Collaboratively measure impact and reflect on accomplishments, challenges, and opportunities
- Foster effective communication with others in the various CCRP communities
- Apply new learning to future planning, execution, and reflection

Within the extreme diversity across the CCRP community, this Integrated Monitoring, Evaluation, and Planning process will foster coherent, system-wide inquiry by:

- Integrating impact evaluation and planning with everyday work.
- Strengthening coherent networks of shared learning and action.
- Building a foundation for knowledge creation and informed action.

This document presents a draft of the design for the Integrated Monitoring, Evaluation, and Planning process. This draft will be reviewed and revised to meet the emerging needs of the entire community of inquiry that constitutes CCRP.

Based upon findings from formative interviews, the IMEP Team recommends four strategies that will support CCRP as a Community of Inquiry. Each strategy is listed below as goal for CCRP.

1. Monitoring and evaluation should be framed as an opportunity to plan and learn together, as well as a collaborative process of setting criteria for and documenting impacts. "Accountability" shifts from unidirectional performance reporting (grantee to funder) to reciprocal responsibility for community impact.

2. The CCRP theory of change needs to be made explicit, and more consistent. This includes the theory of change across CCRP, as well as individual theories of change for projects and Communities of Practice.
3. Communities of Practice should be strengthened in all of their functions — including convening, assessing, and learning.
4. Social and biophysical scientific research areas and research impacts on communities should be more clearly articulated, and the methods and benefits of each made clear. Over time, the balance of focus in some CCRP projects will shift toward more intentional applications of social science practice and research.

The IMEP design is based upon an adaptive action process that uses Generative Dialogue at all levels of CCRP. This process engages individuals and groups across multiple levels of CCRP as they share observations, consider implications, plan and take action together. This Generative Dialogue forms the core of the IMEP process, both informed by and informing all other IMEP activities.

In Generative Dialogue, the same series of questions will be discussed and answered at every level of the CCRP community by diverse groups of project participants and, ultimately, members of the relevant communities. Findings from one group will be shared with others, so the dialogue of each informs the whole. Through these iterative conversations, CCRP community members will develop increasingly coherent and refined theories of change, leading to increased understandings of the best ways to advance CCRP goals of nutrition and livelihood. This will include clarifying criteria for success at all levels, and assuring tools and systems are in place to document movement towards these successes.

A common stream of information will inform these discussions and will integrate planning with monitoring and evaluation. This design draft proposes that certain existing flows of information through the CCRP network be retained; that others be simplified or eliminated; and that concise new information streams be added.

IMEP is flexible, iterative, and layered across the CCRP system. Over time, through dialogue across the network, prevailing CCRP “rules of engagement” (See Appendix A) will be transformed into “Simple Agreements,” which are mutual agreements to work together in ways that produce system-wide coherence and improve outcomes.

Following an outline of the IMEP design, a series of Appendices present (a) background to the current design process; (b) technical material that helps show the methods used by the IMEP Team to pursue its research and reach its conclusions; (c) detailed findings of our formative research, with specific timetables for future activities; (d) proposed new reporting forms, (e) a list of implementation issues and proposed approaches to mitigate barriers and take advantage of opportunities, and (f) description of proposed CCRP support networks.

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# The Design for Integrated Monitoring, Evaluation, and Planning in CCRP

The McKnight Foundation supports a wide range of research and development activities through its Collaborative Crop Research Program (CCRP). This program, like all others at McKnight, strives to attend, unite, and empower through grant making, convening, and advocacy. CCRP is entering its third phase of development as it expands its work geographically into new regions and conceptually into social as well as its traditional biophysical sciences. The goal of CCRP is to improve livelihood and nutrition in the regions served by the program.

The CCRP Integrated Monitoring, Evaluation, and Planning (IMEP) process will support individuals and groups across the global program to work as a Community of Inquiry—developing understanding and actions that adapt to local needs and variations, as well as contributing to a coherent system-wide view across CCRP. The design includes:

- Community of Inquiry
- IMEP System
- Adaptive Action
- Looking Forward
- Appendices

## Community of Inquiry

Based upon findings from formative interviews, the IMEP Team recommends four strategies that will support CCRP as a Community of Inquiry. Each strategy is listed below as goal for CCRP, along with two key activities proposed in this IMEP design to help achieve each goal.

2. Monitoring and evaluation should be framed as an opportunity to plan and learn together, as well as a collaborative process of setting criteria for and documenting impacts. “Accountability” shifts from unidirectional performance reporting (grantee to funder) to reciprocal responsibility for community impact.
  - a. The Generative Dialogue process will move the locus of control for meaning-making and action to each of the action groups — projects, Regional Communities of Practice (CoPs), Advisory Committee (AC), and McKnight Foundation.
  - b. Leadership across McKnight Foundation and the program will reinforce the learning, continuous improvement, planning, and reciprocal responsibility facets of the IMEP.

3. The CCRP theory of change should be made explicit, and more consistent. This includes the theory of change across CCRP, as well as individual theories of change for projects and CoPs.
  - a. The Generative Dialogue process will surface differences locally, share information, expectations, and impacts across levels and groups, and engage all in consideration of the current theory of change.
  - b. Diversity of perspectives will be increased as farmers, other community members, and social scientists are included in these conversations.
4. Coordination and collaboration across all of CCRP, including the Regional Communities of Practice, should be strengthened in all of their functions — including convening, assessing, and learning.
  - a. Active participation by diverse partners in the IMEP Generative Dialogue will help illuminate and address key concerns that emerge in each part of the program.
  - b. Generative inquiry regarding the uniqueness of CCRP, and how it relates to its environment, will help articulate the key characteristics of individual projects and will support clustering into more productive shared meaning and action.
5. Social and biophysical scientific research areas, and research impacts on communities, should be more clearly articulated, and the methods and benefits of each made clear. Over time, the balance of focus in some CCRP projects will shift toward more intentional applications of social science practice and research.
  - a. The IMEP process will incorporate a variety of models and methods from multiple traditions to help individuals and groups more clearly see the prevailing diversity of perspectives and integrate them into a richer patterned perspective of the whole.
  - b. The questions addressed in the Generative Dialogue will focus on community impacts as well as social and biophysical sciences.

# IMEP System

The Integrated Monitoring, Evaluation, and Planning Process (IMEP) will support learning, planning, and impact across all of McKnight's International Programs; however, its application will begin with a more concentrated focus in the CCRP. This section outlines the principles that guide IMEP, and then lays out the specific activities that are recommended to enact this design for shared meaning making.

The following principles inform IMEP design and implementation:

- IMEP will explicitly support the McKnight goals of “attend, unite, and empower” through grant making, convening, and policy reform.
- The IMEP process is deeply influenced by the assumptions, principles and practices of human systems dynamics:
  - Effective human systems are flexible in their dynamics.
  - Change in human systems is self-organizing — that is to say, through the wills and actions of those inside the system. Agents (both individuals and institutions) are free to act in unpredictable ways, and their interactions generate system-wide patterns. Over time, those patterns influence the subsequent actions and interactions of agents across the system.
  - The role of the change agent—and the function of the IMEP—is to set the conditions in which individual, project, program, and system-wide changes can emerge.
  - Networks are effective structures for change in highly diverse, unpredictable, and complex systems.
  - Organized, stable and predictable dynamics are appropriate for known and replicable processes, such as traditional scientific research or legal and financial constraints. Unorganized, random, and surprising dynamics are unavoidable in real communities where economic, political, social, and environmental forces and their effects are unpredictable. Self-organizing, patterned, and emergent dynamics are common when conditions are set to give sufficient clarity along with sufficient freedom for local interpretation and action.

IMEP is a process that engages individuals and groups across multiple levels of CCRP as they share observations, consider implications, plan, and take action together. The findings from one group are shared with others, so that the dialogue of each informs the whole.

- The IMEP process is:
  - Flexible. The program adapts to local conditions and to changes over time; “success” criteria will be determined collaboratively, and will adapt as the program adapts.
  - Focused. Face-to-face interaction informs decision making whenever possible.
  - Consistent across levels. The same process will be repeated at different levels and places: project, region (CoP and Regional Team), program (Advisory Committee), and Foundation. Each level will focus on its interests, concerns, and options for action.
  - Informed. Decisions are based on “local” data collection, interpretation and meaning making. Meaning making at all program levels will inform decision making across the program.
  - Simple. The core of the IMEP process, the Generative Dialogue, is simple enough to be managed locally. Inclusion of more technical data collection and analysis processes will happen as the need is determined from within the program, informed through the Generative Dialogue.
  - Supported. Technical assistance and training will be available to build IMEP capacity in each group. Training and technical assistance will be responsive to the emergent needs of the program.
  - Shared across the system. The goal of the whole system is improved nutrition and livelihood. Indicators and measures of changes in those impacts will be determined locally. During Generative Dialogues within each group, indicators (and findings based on indicators) will be considered. Using the information repository, groups will share their indicators and findings with each other, so that each group will be informed by and will inform the Generative Dialogues of other groups.

IMEP is iterative:

- Planning anticipates monitoring and evaluation and draws upon the same information systems. Evaluation and monitoring, in turn, feed into planning; and planning feeds into the next cycle of monitoring and evaluation.
  - Every group in CCRP will repeat the IMEP Generative Dialogue process twice each year. Each iteration will build on the learning and action generated by the previous one.
- IMEP is layered across the whole system:
    - Individuals and groups at all levels of organization follow the same Generative Dialogue process, including individuals, projects, CCRP, and McKnight.
    - Products of one group become input for others as reports of IMEP activities are shared across the whole system.
    - Over time, the insights and expectations of one level become apparent to those above and below it. Individuals and groups have opportunities to learn from each other and inform each other in an active Community of Inquiry.

## **Adaptive Action**

Adaptive Action is a process that works effectively in contexts with very diverse, loosely connected networks. It is an iterative process that supports the work of all kinds of Communities of Inquiry. IMEP applies this approach to support an ongoing process of inquiry at all levels of CCRP.

### ***Process: What? So what? Now what?***

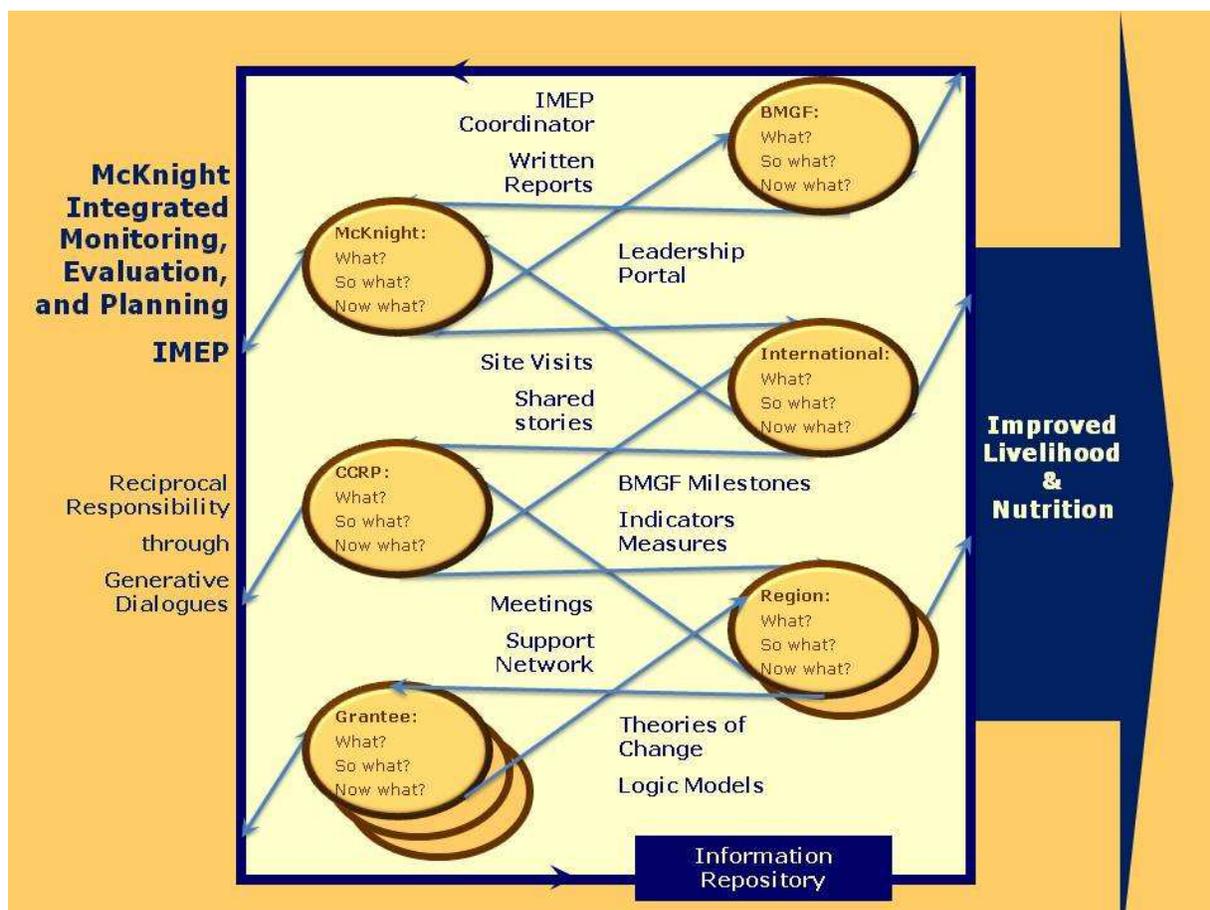
Three simple questions establish the cyclical process of learning and action. The first question, "What?" supports monitoring, as it asks individuals and groups to be explicit about observations of project work as well as community and environmental changes. The second question, "So what?" leads to evaluative inquiry as groups consider the impact of their work within the community and environmental context. The final question, "Now what?" moves the group into planning and future action. The resulting action, of course, generates new effects and necessitates a new inquiry cycle beginning again with, "What?"

### ***Generative Dialogue***

The same series of questions will be discussed and answered at every level of the CCRP community by diverse groups of project participants and ultimately members of the relevant communities. This inquiry will take place among the following groups:

- McKnight Foundation team
- CCRP Advisory Committee
- Each regional CCRP Community of Practice
- Each CCRP project

The following diagram depicts the groups engaged in Generative Dialogue across CCRP and the transfers of information that connect the groups together in reciprocal responsibility.



The first Generative Dialogue cycle will be completed by each group without input from the other groups. Each of the circles will consider the questions based on their histories and current understanding of their purposes, resources, communities, and impacts. This cycle of inquiry will provide baseline data, build local shared understanding, identify specific areas in need of more focused data collection and analysis, and develop capacity within the group to engage in effective, focused dialogue. Subsequent cycles, however, will incorporate findings from all other groups as well as additional information or expectations as needed.

This process will be facilitated for the first data collection cycle, with the IMEP Team supporting the dialogue, either directly or through technical assistance provided to the regional team. The Regional Team will facilitate the dialogue at the project level, and will utilize this process to inform regional planning. The expectation is that members of the CCRP community would be able to manage the facilitation and documentation in future cycles.

This first cycle will begin at the CCRP and Regional levels. Insights gained from this discussion will then be considered by each project. In turn, insights generated at the CoP level will be considered by the Advisory Committee, and the fruits of their discussion will be addressed by McKnight leadership. Conclusions drawn through this process will then be considered again by project, CoP, and AC levels as needed. In these subsequent cycles of

Generative Dialogue, groups at each level will review and discuss the dialogue reports generated by one level “above” and “below” (considering projects in communities as the foundation that sustains all this activity). Over time, it is anticipated that community partners will increasingly be drawn into this iterative discussion.

Multiple tools are available to CCRP groups for informing the questions posed here. These might include the “Tracker” or the “Matrix” developed by CCRP leaders, “traditional” evaluation tools and methods, critical systems heuristic methodologies, or other tools and methods that may prove useful to, or be developed by, CCRP participants. In addition, a wide variety of information flows currently support the work of CCRP projects and CoPs. Appendix C outlines current information flows and recommendations for ways that the flows might be adapted to integrate more seamlessly with IMEP. As appropriate, the IMEP Team, and the support network described in Appendix F of this report, will provide technical assistance and capacity building in developing tools and methods that best meet the needs of CCRP at every level. This will include identifying local resources that can assist the projects and the CoPs with their unique IMEP needs.

Over time, through dialogue across the network, the prevailing CCRP “Rules of Engagement” (See Appendix A) will be transformed into “Simple Agreements,” which are mutual agreements to work together in ways that produce system-wide coherence and improve outcomes.

Periodic conversations will be held within each working group—the Advisory Committee, Communities of Practice, and individual projects. The questions listed below are currently proposed to shape these conversations.

Each participant in the Generative Dialogue considers these questions on their own and comes prepared to share their insights and reflections. Written documentation of the individual reflections is not required, but might prove useful in the later phases.

A. What are we noticing?

1. What significant things have we observed, learned, or accomplished related to:
  - The work we do?
    - Work plan performance
    - Policies, processes, and practices of CCRP
    - Other facets of the work
  - Results of our work?
    - Research findings
    - Dissemination of CCRP innovations
    - Change in nutrition
    - Change in livelihood
    - Other results of our work
  - The community or environment affecting and affected by our work, including changes in nutrition and livelihood that are not a direct result of our work?
  - Other observations?
2. What has surprised us?

When each group convenes for its Generative Dialogue, each person shares his/her answers to the previous questions orally. The group works together to consider themes that emerge

from individual insights. Differences in perspective do not need to be resolved, but they should be made explicit and noted.

- B. So what meaning do we make of what we notice?
1. What about these stories do we consider to be significant?
  2. What key themes are showing up and what might those themes mean for our work?
  3. What evidence do we have that change has occurred? What are our indicators and how do we measure change?
  4. What opportunities, challenges, and/or strategic issues are emerging?
  5. How do our experiences confirm or challenge what we understand as mechanisms for change (theory(ies) of change)?
- C. Now what will we do?
1. What needs to be in place to improve our work, the results of our work, or the community or environment in which we do our work?
  2. How should we change what we do and/or what we expect (logic model including inputs, activities, outputs, outcomes, impacts) to be more effective?
  3. How should we revise our key documents (logic model(s), theory(ies) of change, work plans, and others) based on what we've learned?
  4. What will we communicate and to whom?
    - Who needs to know about what we've learned and what we are planning?
    - Who else needs to be included in this Generative Dialogue in order to prove or improve our work?
    - With whom should we share the findings from this Generative Dialogue?
  5. What key questions do we need to address next?
  6. What are our next steps and when will we meet for our next Generative Dialogue?

Findings from the Generative Dialogue are documented and shared with other groups across CCRP. When warranted, findings may also be shared outside of the CCRP community.

The following materials will be developed to support the Generative Dialogue process:

- Generative Dialogue Guide to provide step-by-step guidance for persons conducting sessions.
- Template for documenting the findings of Generative Dialogue sessions.

## ***Theories of Change and Logic Models***

The CCRP seeks to increase food security in developing countries by supporting agricultural research aimed at improving food production and the nutritional content of crops important to the developing world. The explicit goals of CCRP are to improve livelihood and nutrition in select resource-poor areas of the world. Broadly, CCRP takes a holistic, ecosystem approach to agriculture, supporting research and partnerships that lead to increased crop productivity, improved livelihoods, and better nutrition. This holistic, ecosystem approach to meeting the CCRP goals manifests through individual projects which are clustered into four Communities of Practice—regions that are geographically proximate and (to a greater or lesser degree) strategically aligned.

This framework—individual projects that are regionally clustered to support a common set of goals—holds a complex and inter-related array of theories of change (hypothesized causal relationships) which are expected to lead to positive changes in livelihood and nutrition in communities. Each project has its own theory of change with a unique impact focus. These individual project-level theories of change come together to address issues of capacity and impact at a regional level. And finally, at the CCRP program level there is the potential for more widespread impact through the dissemination of the knowledge generated. While there has been some work on developing a theory of change to inform CCRP practice, these theories of change have not yet been clearly articulated.

In order to support increased coherence across CCRP and provide a framework within which projects, CoPs, CCRP, and the McKnight Foundation can identify criteria for success, the IMEP includes the development and iterative adaptation of theories of change at all program levels. This process is integrated into the Generative Dialogue: during the first Generative Dialogue, the projects will reflect on their project-level theory of change, and determine what, if any, additional work needs to be done to articulate it effectively. The regional, CCRP, and McKnight Foundation theories of change will be developed during the first leadership meeting, in January 2009.

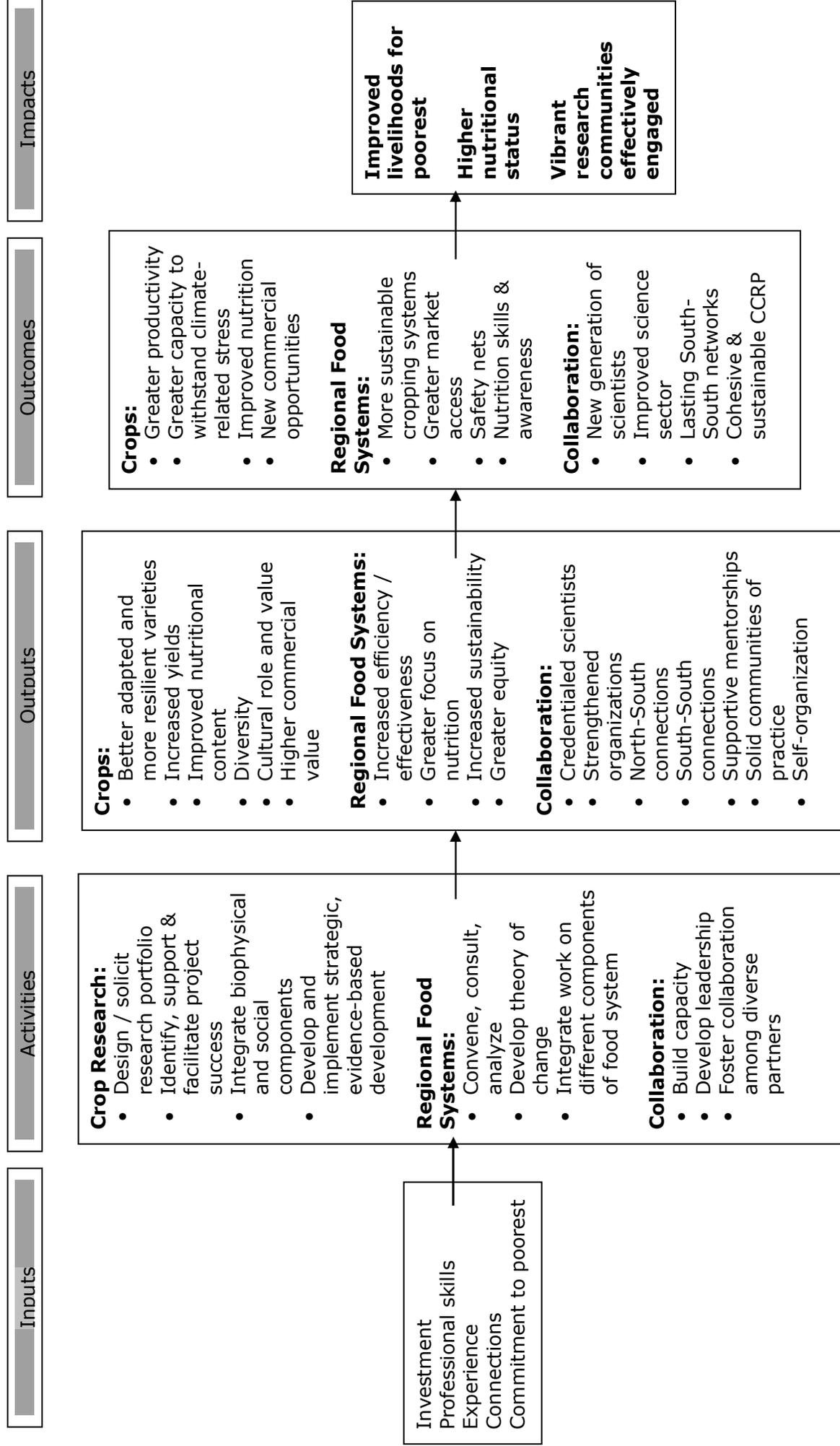
Then, in future Generative Dialogue cycles, the theories of change from all levels will inform the dialogue. The Generative Dialogue will bring to light the fit between the theories of change across levels, and the fit between a specific theory of change and the work being done. This will inform adaptation of both the work plan and/or the theory of change.

While a theory of change articulates the hypothesized causal mechanism between the program or project strategies being implemented and the desired outcomes or impacts, a logic model can provide a simple “map” of the anticipated “inputs,” “outputs,” “outcomes,” and “impacts” that are associated with the program or project strategies. In other words, the logic model can guide the program or project implementation, hold it accountable to its theory of change, and draw attention to unanticipated barriers and challenges. As the theory of change adapts, the logic model must change accordingly.

Across CCRP, projects, regions, and the program as a whole have worked from theories of change and logic models that have sometimes been implicit in the work. The CCRP Program as a whole has documented an evolving logic model, which appears on the following page. During Generative Dialogues across the system, this and other logic models and theories of change will be created, considered, and revised as shared understanding emerges. Those documents will then be used to support relationships of reciprocal responsibility across the system.

Appendix B includes more information about the emerging CCRP theories of change.

## Linear Logic Model for CCRP (Simplified) December 25, 2008 Draft 3



## **Written Reports**

One frequent comment from the interviews with key CCRP stakeholders was that current documentation for the program is complex, and not particularly useful to project participants. For this reason IMEP recommends that a wide variety of written reports and correspondence be restructured to reflect the simple, powerful, iterative patterns of “What?, So what?, and Now what?” A Handbook for CCRP activities is currently under development. Communications are on-going to integrate IMEP perspectives and processes into that document. In addition, Appendix D of this document includes recommended updated formats and contents for a variety of documents, including:

- Project proposals
- Project reports
- Field visit reports
- Annual regional reports
- Meeting agendas and minutes

Various groups across the CCRP community are considering ways to simplify reporting procedures. On-line templates, easy-to-use data bases, social networking software, and other approaches are being considered and/or tested. As these innovations prove helpful, they can be shared across the system as findings from the Generative Dialogues. Adaptation of these reports and processes to the IMEP framework should be coordinated with the IMEP Team and CCRP leadership.

In addition to the Generative Dialogue, IMEP seeks to consolidate and simplify all information flows across the CCRP. The list below indicates the various sets of communications and documents generated by CCRP groups. Some new, more consolidated documents have been added and others have been combined or dropped to simplify the reporting and information sharing procedures for the CCRP community. These information flows and their relationships with IMEP are summarized on the following page. This list and the CCRP Handbook, which is currently in development, will be revised to include identical documents, processes and schedules.

The IMEP process will need to adapt to the needs and realities of the programs within it is being used. This will be especially true during the early stages of implementation. We recommend that IMEP Team produce a quarterly written report about the status and lessons learned from the IMEP process. This document will be submitted for review and discussion to International Program Director (IPD) and the Scientific Director (SD) of CCRP.

<b>Information Flow Process</b>	<b>New?</b>	<b>IMEP integrated?</b>	<b>Due Dates</b>	<b>Produced by:</b>
<b>Biophysical &amp; Social Science Research Realm</b>				
A Letters of Inquiry			*	Potential Project
B Project Proposals		yes	*	Project
C Scientist Research Documentation			as need	Project
D Academic Publications			as need	Project
E Project Reports		yes	*	Project
F Compile Recommended Practices	yes		*	Region
G Scientific Capacity Development		yes	*	Region
H Assess T&TA capacities and needs	yes	yes	*	IMEP
<b>Community Contexts</b>				
A Compile Anecdotal & Informal Accounts		yes	*	All
B Identify Local Framing of Current Conditions/Future Visions		yes	*	Project and Region
C Compile & Monitor Key Community Indicators		yes	*	Project and Region
D Compile Background Databases			*	CCRP and Region
<b>CCRP Internal Communications</b>				
A Ongoing communications			n/a	All
B Translations			as need	Region
C CoP Annual Meetings		yes	*	Region
D Field Visits		yes	as need	All
E Annual Regional Reports	yes	yes	*	Region
<b>CCRP Administration</b>				
A Requests for Proposal		Yes	*	McKnight
B Documented Theories of Change	yes	yes	*	All
C Strategic Planning		yes	*	CCRP
D Assigning Roles and Responsibilities			as need	McKnight
E Funding Decisions		yes	*	McKnight
F Financial Information			*	Project
G Advisory Committee Meetings		yes	*	CCRP
H Narrative/Financial Reports to Gates	yes		1/31 7/31	McKnight
I Meeting Agendas/Minutes	yes	yes	*	All
J Work Plan			*	Project and Region
K Budget			*	All
<b>Evaluative Realm</b>				
A Bi-annual Individual Reflections	yes	yes	3/31 9/31	All
B Bi-annual Generative Dialogues	yes	yes	3/31 9/31	All
C Annual IMEP Report	yes	yes	1/31	IMEP

\* Dates to be determined

## ***Impacts, Indicators, Measures, and IMEP Activities***

No monitoring and evaluation system is complete without some means of measuring and tracking effects of interventions, and IMEP is no exception. The challenge, however, is that each project and its local conditions are unique. The IMEP recommendation is that, as they develop their theory of change, each Generative Dialogue group identifies indicators and measures that would be appropriate for its circumstances. Data collection and analysis related to these indicators and measures will become integrated into the project or program work plan.

Each group will share its indicators and measures with other Generative Dialogue groups. Through iterative conversations and practice, a suite of indicators and measures that meet the needs across program levels will be identified to monitor change and inform action at each unique local project, across regions, and across the CCRP as a whole. Identification of indicators will be informed through the Generative Dialogue, and should align with the relevant theory or theories of change.

Identification and tracking of indicators and measures is not an easy task. The IMEP Team will provide (either directly or through identifying local resources) capacity development to support local teams as they identify and implement their most appropriate indicators and measurement systems. In certain locales or regions, finding adequate data sources will be a significant challenge.

A wide array of monitoring, evaluation, and planning activities would be appropriate to support IMEP in each project, region, and across CCRP and the McKnight Foundation as a whole. IMEP Coordinators will work with McKnight staff, Advisory Committee for CCRP, the Regional Teams and Communities of Practice, and the individual CCRP projects to explore possibilities and determine options for action. Possible design approaches include:

- A wide variety of quantitative data collection, analysis, and reporting methods
- Agent-based or other computer-based simulation modeling
- Case studies
- Economic analyses
- Horizontal evaluations
- Most Significant Change technique
- Open space or other large-group events
- Story-based and appreciative data collection and analysis methods
- Time series analyses
- Utilization-based and participatory evaluation methods
- Video or other media-based methods

Communities of Practice will be encouraged to share information about their IMEP methods and lessons learned to extend their capacity building across the CCRP community. In addition the IMEP Team will meet on a quarterly basis to share findings, explore opportunities, and ensure coherence across the system.

While the core of the IMEP process is internally driven, there are times when an external evaluation process serves a unique and important purpose. Internal "self evaluation" provides a space for deep and meaningful learning, builds reflective and evaluative capacity,

and contextualizes the evaluation process and findings within the experience and needs of the community. However, internal evaluation is generally viewed as less credible than external evaluation. Thus, when broad acceptance of evaluation findings by stakeholders outside of the CCRP program becomes important, it might serve the program well to implement an external evaluation. For example, if research findings, or a unique program model, appear to have important implications for the broader international agricultural development world, it might be easier to have these findings accepted and disseminated if they are validated through external evaluation.

The important difference here between this approach to external evaluation and the way it is more traditionally implemented is that the program or project controls when it is used, and plays a key role in defining what the measures of success are. Furthermore, "accountability" in this approach is focused on the credibility of results rather than being an external judgment of performance.

## ***Capacity Development***

Each individual who works with CCRP is an experienced, gifted professional, but the demands of CCRP are diverse and challenging. The IMEP Team's interviews and engagements with projects and regions have indicated a need for a wide variety of capacity development opportunities, including:

- Basic measurement
- Community development
- Design of experiments
- Documentation
- Economics
- Facilitation skills
- Marketing
- Participative engagement
- Social science research methods and models
- Statistical analysis
- Translation and interpretation

The IMEP infrastructure should include an array of capacity-developing resources to respond to the needs of teams as they are identified. This process should include four steps:

1. Identify existing capacities at the project and region level and identify the needs for capacity development appropriate to each locale.
2. Develop a network of training and technical assistance resources (CCRP Support Network) that will be geographically accessible and matched to the needs identified.
3. Assign one IMEP Coordinator to work with the Regional Team in each Community of Practice to support IMEP and capacity development implementation during 2009 and one to support the work of the McKnight staff and the Advisory Committee.
4. Complete an annual assessment of capacity and lessons learned to improve training and technical assistance continuously to support CCRP.

The IMEP will complete an analysis of training and technical assistance needs and develop and maintain a network of local resources to support CCRP teams in capacity development. This network will be called the CCRP Support Network. It will include highly qualified

resource persons, and those included will have the following characteristics whenever possible:

- Ability to understand and respond to the cultural and ethnic expectations of participants
- Commitment to collaborative teamwork with other IMEP personnel
- Commitment to participative and democratic methods of engagement
- Demonstrated expertise relevant to their capacity-building role
- Diverse and adaptive presentation and/or facilitation processes
- Effectively designed, developed, and delivered materials, products, and services to meet the needs of the audience
- Facility with the native language or one most accessible to participants
- Familiarity with the IMEP system, language, assumptions, and approaches
- Familiarity with the local customs and cultures
- Knowledge of agricultural contexts
- Living or working locations near to the delivery locale

Before being engaged as an active member of the CCRP Service Network, individuals or groups will meet specific criteria, as outlined in Appendix F.

IMEP will be integrated with other activities to increase coherence and decrease cost for travel. For this reason, separate meetings for IMEP purposes will not be scheduled unless some extraordinary capacity-building requirement emerges. Also, whenever possible, representatives from the CCRP Support Network will provide local training, technical assistance, and meeting facilitation services.

IMEP integrates a wide variety of methods, tools, insights, and techniques from human systems dynamics and innovative movements in social sciences research and evaluation. For this reason, the IMEP Team will be intentional about collecting, analyzing, and reporting lessons they learn in the course of this adaptive process. These efforts will generate research to support scholars and practitioners in the fields of evaluation, capacity development, and management.

# Looking Forward

This design has presented the information the IMEP Team collected and documented over a period of four months, the design of an Integrated Monitoring, Evaluation, and Planning process, recommendations for implementation of the IMEP, and options for action to make the implementation successful.

As the team plans for implementation in 2009, it is clear that a variety of issues will need to be addressed. The IMEP Team will communicate regularly about the progress of implementation and make adjustments to plans as necessary. Appendix E presents a list of anticipated implementation issues and the ways in which IMEP procedures are structured to respond.

The following table outlines specific action plans for IMEP implementation processes in 2009 as well as immediate next steps to move the IMEP process forward.

<b>Tasks for 2009</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Party</b>
<b>IMEP Implementation</b>			
Pilot IMEP materials, procedures, and forms	1/1	1/31	IMEP Team and CCRP key players
Train all dialogue groups in IMEP and facilitate first dialogue process	1/1	3/31	IMEP Team and local facilitators
Complete first round of dialogues at all levels	1/1	3/31	All CCRP staff and grantees
Provide quarterly IMEP status updates and assessment of progress	1/1	12/31	IMEP Team to CCRP key players
<b>Capacity Development</b>			
Complete initial inquiry into capacity development needs for all CCRP staff and grantees	1/1	1/31	IMEP Team
Define CCRP short list of simple agreements	1/15	1/31	CCRP Team
Build network of resources in local areas to meet identified capacity development needs—CCRP Support Network	1/15	4/30	IMEP Team
Coordinate design and delivery of capacity development activities to meet identified needs to support IMEP	1/15	12/31	IMEP Team
Deliver training and technical assistance and other services to meet the capacity development needs of each project and region	3/31	12/31	CCRP Support Network
Complete annual inquiry into capacity development needs for all CCRP staff and grantees	10/31	12/31	IMEP Team
<b>CCRP Program Development</b>			
Integrate IMEP design and materials into CCRP Handbook	1/1	1/31	IMEP Team and Becky Monnens
Collect, analyze, and report on IMEP performance in 2009	1/15	12/1	IMEP Team
Explore options for adapting and/or implementing IMEP in other International Programs	1/1	3/31	Jane Maland-Cady
Meet monthly (by phone or face-to-face) to discuss and adapt to environmental changes	1/1	12/31	Jane Maland-Cady IMEP Team
IMEP team meet monthly with Patton	1/1	12/31	IMEP Team Michael Patton
Provide status updates and consider emerging issues weekly	12/1	12/31	Jane Maland-Cady Glenda Eoyang Marah Moore
Provide quarterly written review of IMEP actions, learnings, and recommendations for future	12/1	12/31	IMEP Team