THE SYNERGY MATRIX

TAKING THE ANGST OUT OF ATTRIBUTION

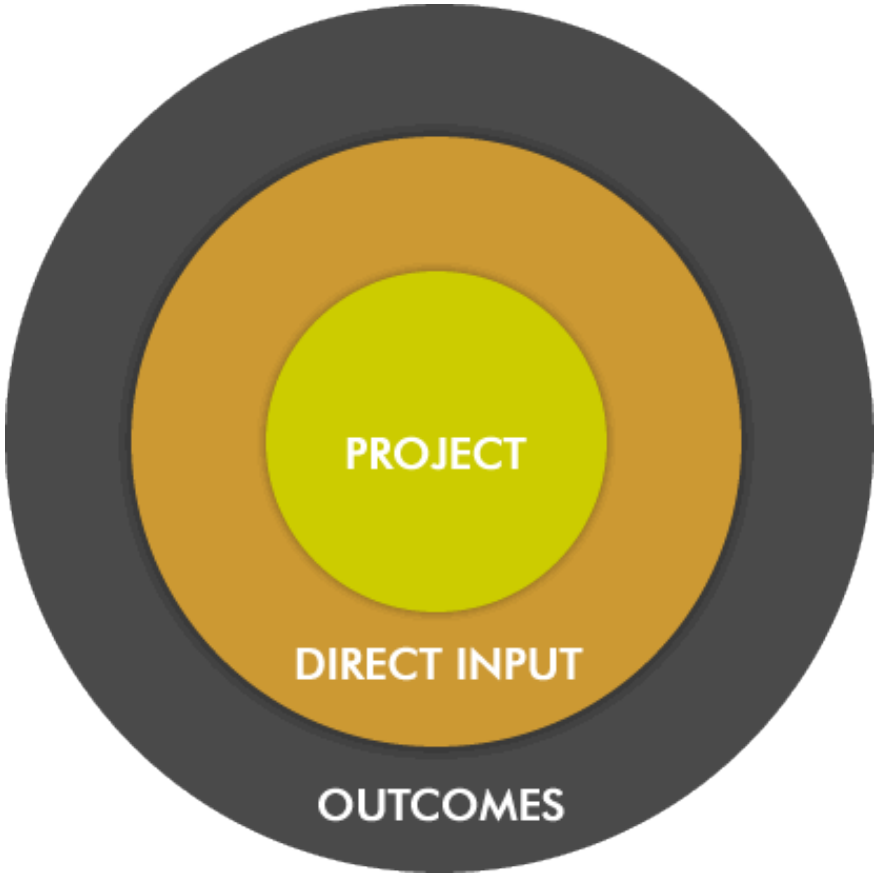
JEFF COUTTS

COUTTS J&R
MANAGING AND EVALUATING CHANGE

ISSUE

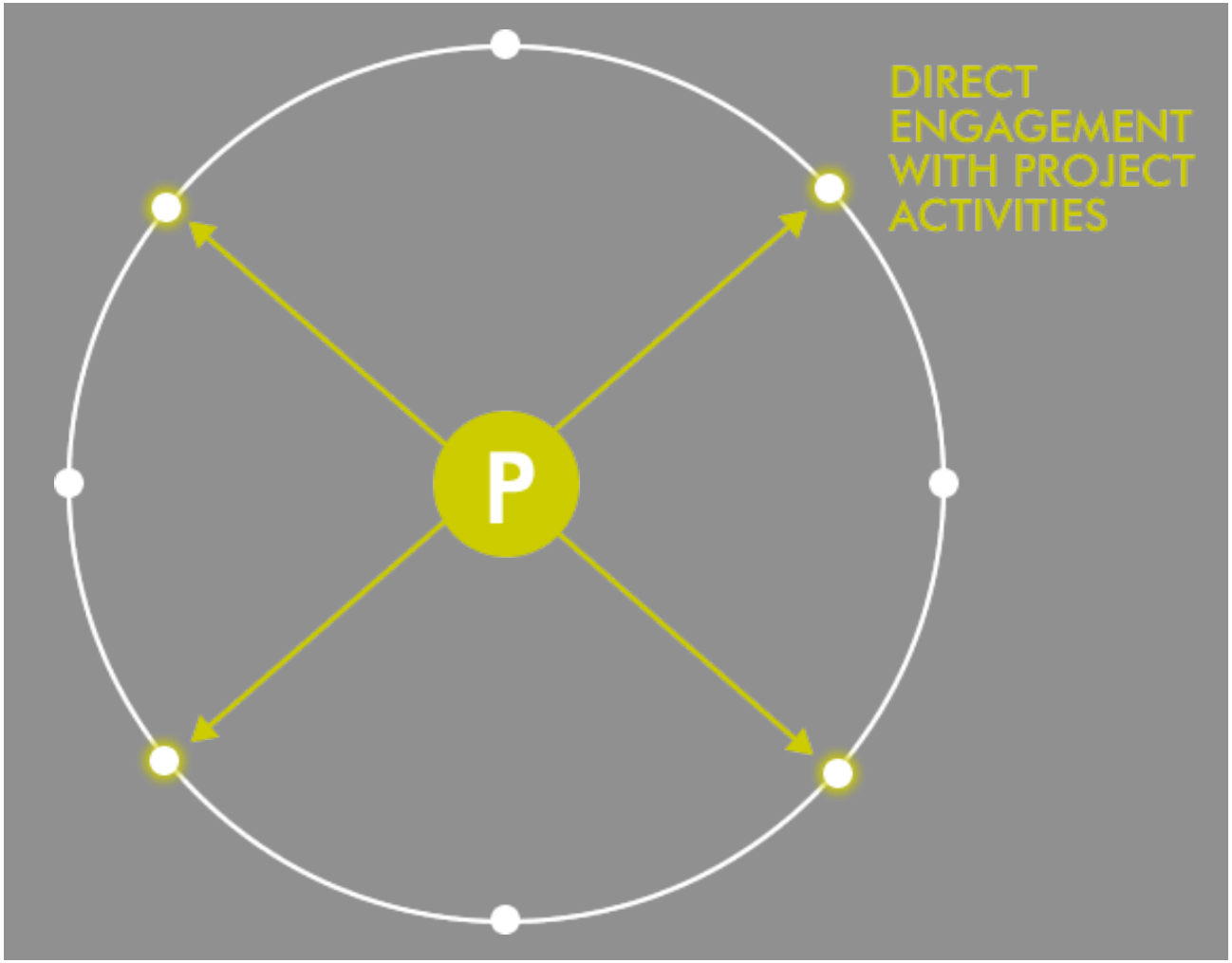
How do you account for the different (and complementary) contributions of different programs, projects and initiatives?

THE 3 RINGS OF PROJECT INTERVENTION

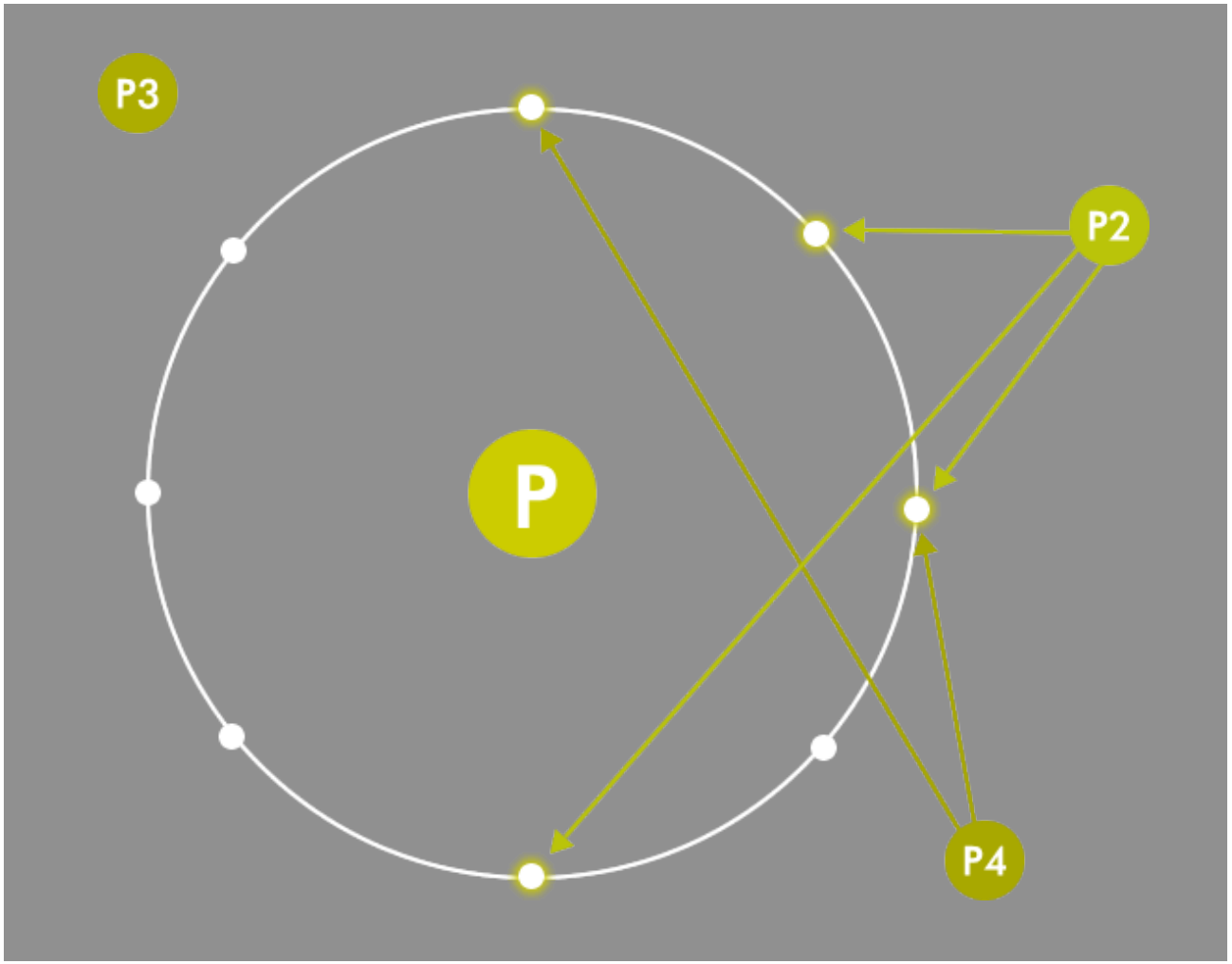


INTERNAL PROJECT LEVEL

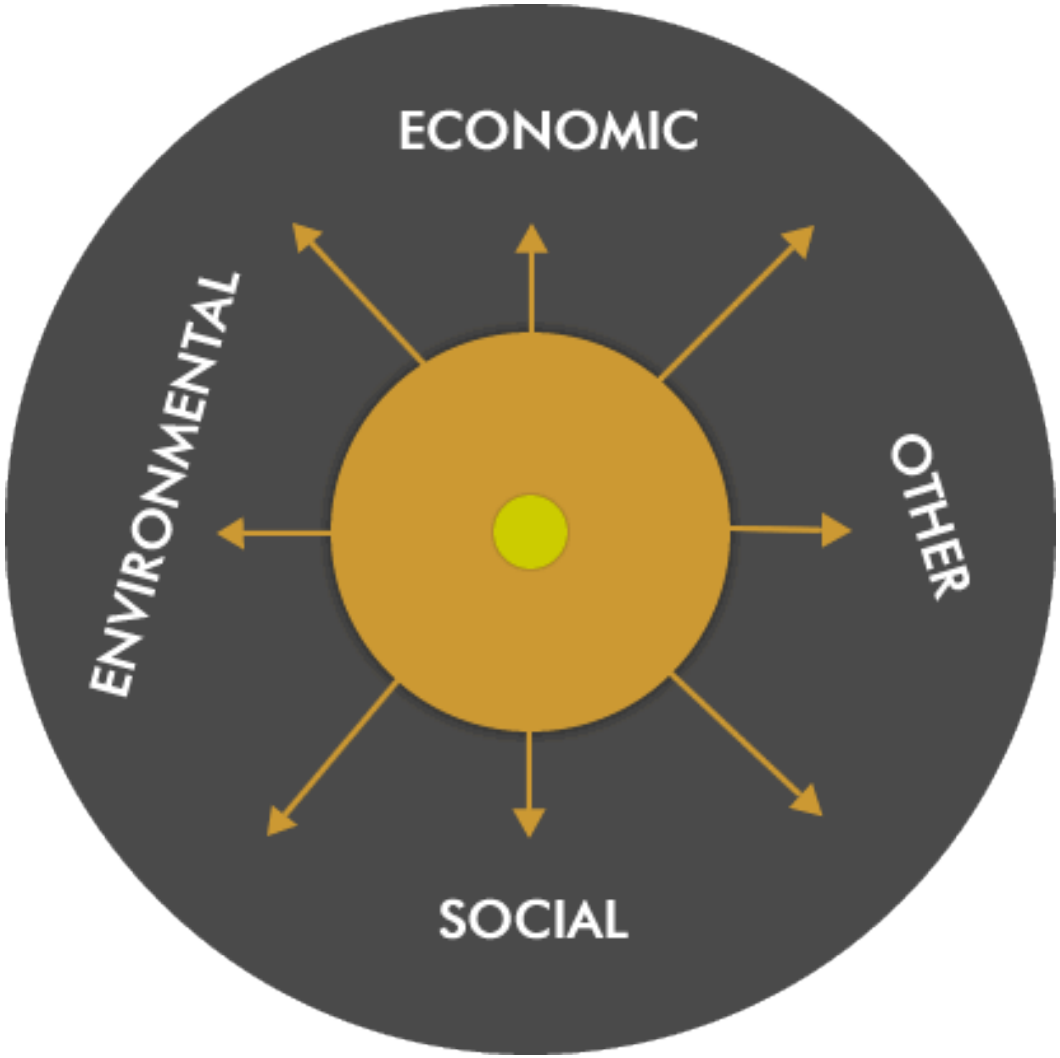
DIRECT IMPACT LEVEL



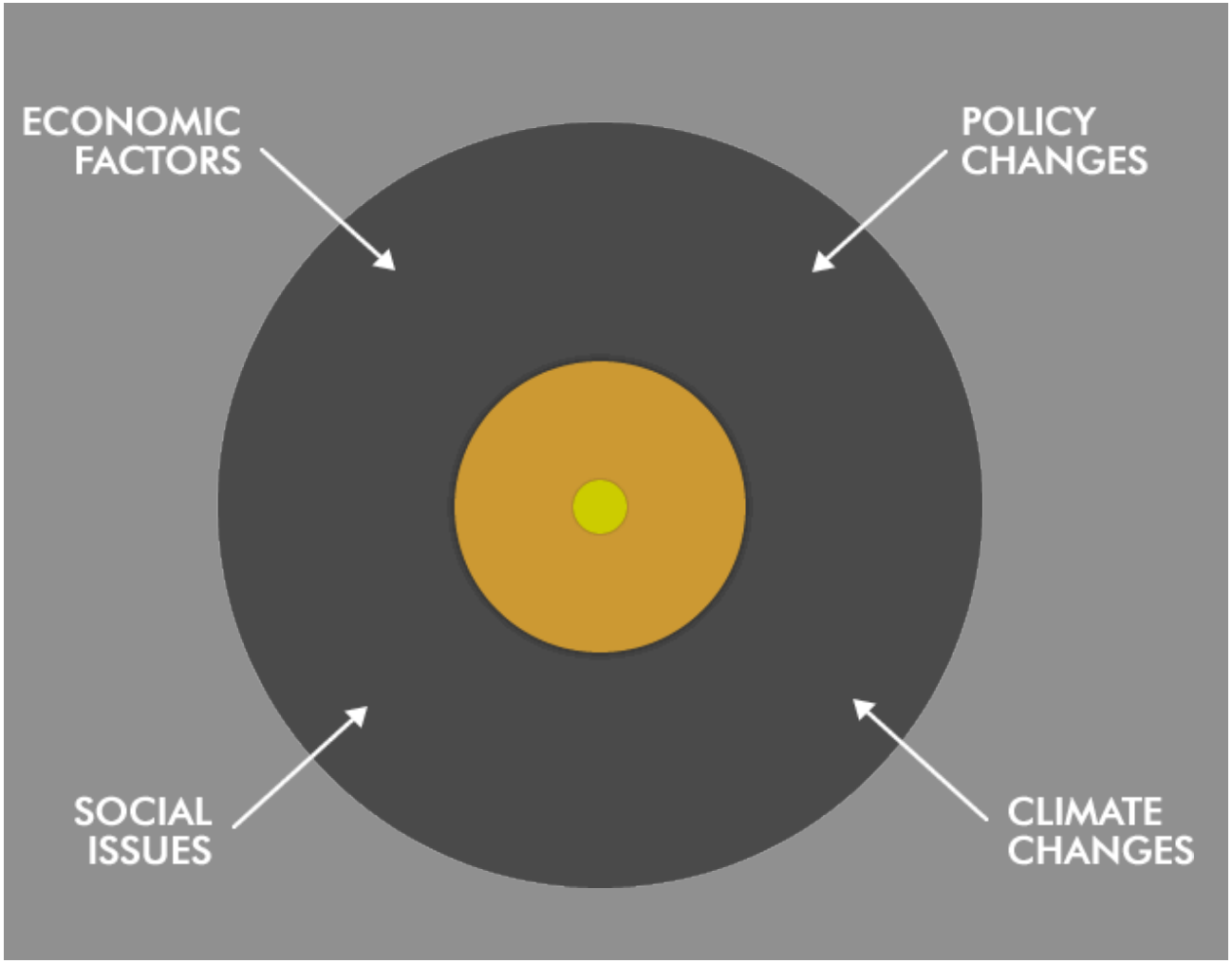
OTHER INTERVENTION INFLUENCES



OUTCOME LEVEL



OTHER CONTEXT INFLUENCES



SYNERGY MATRIX

- Recognises other programs, processes and initiatives
- Explored the "niche" of each – "value adding role"
- Looks at complementary and relationships
- Evaluates according to niche in overall impact area
- Acknowledges that changes are a result of a range of programs, processes and initiatives

CASE STUDY 1 – COTTON EXTENSION

Issues:

- Review of industry-funded extension positions
- A perspective that they were no longer needed – given the large number of private consultants in the industry
- Industry was facing a crisis in terms of insect resistance.

METHODS

- Individual and group interviews with the different groups (growers, researchers, consultants, extension).
- Constructed a synergy matrix
- Tested the matrix.

THE SYNERGY MATRIX

Role	Consultant	Extension	Research	Reseller companies	IT and DSS
Day-day ops monitoring	XXXX	X	X	XX	X
Raise resist awareness	XXX	XXX	XX	XXX	
Develop new strategies	X	XX	XXXX		
Local RD&E trials/validate	X	XXXX	XX	X	
Coordinate resist monit	X	XXXX			
Demonstrate workshops	X	XXXX	XX	XX	
Feedback to research	X	XX			

RESULTS

- Matrix tested against industry – ‘rang true’
- Public extension playing a critical role in addressing resistance issue
- Critical role understood and accepted
- Appointed more ‘industry extension” staff
- Appointed national coordinator.
- IT group unhappy with their positioning.

CASE STUDY 2 – RURAL WATER USE EFFICIENCY

Issues:

- Major cross-industry extension program
- Costly exercise – on-farm work
- How important was extension proving in relation to research and regulation?

METHOD

- Case studies
- Report analysis
- Interviews
- Synergy Matrix as one of analytical tools

THE SYNERGY MATRIX

PROCESSES	RWUEI Adoption Program	RWUEI Research & $ incentive	NRM gen Water ref. WAMPS	DPI/EPA NCEA
Understanding catchment flows and needs	♣	♣♣	♣♣♣♣	♣♣
Negotiating allocations			♣♣♣♣	
Developing water trading systems			♣♣♣♣	
Underpinning legislation			♣♣♣♣	♣
Developing awareness of water controls	♣		♣♣♣	♣
Developing improvements to infrastructure		♣	♣♣♣♣	
Financial incentives		♣♣♣♣		
Recognition of incentives	♣♣♣♣	♣		
Developing awareness of need for WUE	♣♣♣♣	♣	♣♣	♣♣
Education of irrigators about improving WUE	♣♣♣♣	♣	♣	♣
Developing on-farm benchmarks for assessing improvements	♣♣♣♣	♣	♣	

RESULTS

- Different unique roles highlighted
- Evaluation focused on the niche for extension – rather than the entire matrix

CASE STUDY 3 – ACTION RESEARCH LAOS

- New project attached to on-going project
- Differences between “on-paper” role and actual role
- Roles changed over time
- Sensitivity by parent institutions about attribution

METHODS

- Interviews with project teams and observing agencies and informed persons
- Use of Synergy Matrix
- Negotiation around comparative weighting

THE SYNERGY MATRIX

Activity/Stage	Years	FSP (CIAT Asia)	FLSP (CIAT Laos)	AIRP (Laos)
Testing and selection of forage varieties with farmers	1995-1998	*****		
Distribution of forages to farmers in Laos with further trials	2001-2002		*****	
Formation of village forage groups to trial forages and report back to village	2001-2003		***** As impacts emerged, this evolved from focus groups to also feeding into "village planning" meetings (2003).	
Staff training in identifying system changes and impacts	2002-2004		***** done through writing, and peer review of 'case studies'	***
Training and development in conducting cross visits to show impacts to new farmers	2002-2003		***(**) was natural outcome of activities in late 2002. Jo (pre-AIRP) contributed.	*****

LATER IN PROJECT

Activity/Stage	Years	FSP (CIAT Asia)	FLSP (CIAT Laos)	AIRP (Laos)
Production of posters for villages	Dec 2005		Rudimentary posters prepared for vill. meetings 2002, and 2003 ***	*****
Production of book on scaling out and extension manual	Aug 2005 to June 2006		Built on experiences of mainly FLSP and LLSP, with also AIRP and SADU ****	***** necessary time/funding support otherwise would not happen!!
Workshops on scaling out impacts with NAFES / NGOs	2006		Workshops (LPB, SVKT) for 20* NGOs in 2004 *****	*****
Trialing of competency/ skills self assessment system for district and provincial staff	2006			*****

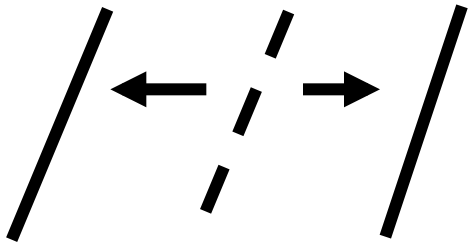
RESULTS

- Across projects agreement about different roles and outputs – and how that varied over time
- Able to evaluate project on effectiveness of its unique (and actual) niche rather on the project as a whole

Range of competing/
Complementary initiatives

	A	B	C	D	E	
1						⇒ contribution of
2						⇒ each knowledge
3						⇒ process needed to
4						⇒ bring about change
5						⇒
6						⇒ ⇩
	⇩	⇩	⇩	⇩	⇩	

Individual contribution ⇩ **⇒ overall impact**



LEARNINGS

- Attribution doesn't need to be quantitative
- The synergy matrix is a powerful way of presenting findings
- Negotiation is important between closely linked projects
- Roles can change over time – and can be mapped
- Defining comparative roles using a **synergy matrix** takes the angst out