

CPWF-BFP-Volta Scaling Workshop Report

10 – 12 October 2006

Angelina Hotel, Accra, Ghana

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Introduction

In January 2006 the CPWF-BFP Impact Project together with the Volta Basin Secretariat ran the Akosombo Impact Pathways and Most Significant Change workshop. This workshop was held as a follow-up with the following objectives:

- 1) Sharing and peer-review of project impact pathways, and progress to date along them;
- 2) Identification of next steps to achieve scaling at the project, basin and global scale;
- 3) Development of project and basin level action plans to achieve scaling out and scaling up.

Fourteen participants representing seven of the eight Volta Basin projects. Project 47 was not represented.

Main Results and Conclusions

In the Akosombo Workshop participants focused on identifying and describing their individual project impact pathways³. This workshop focused on how the Volta Basin as a program can begin to scale out and up from pilot site areas to the basin and beyond (see **Figure 1**). The participants agreed that the ability to scale beyond pilot sites was the added value of being part of the CPWF, in particular of having a basin coordinator.

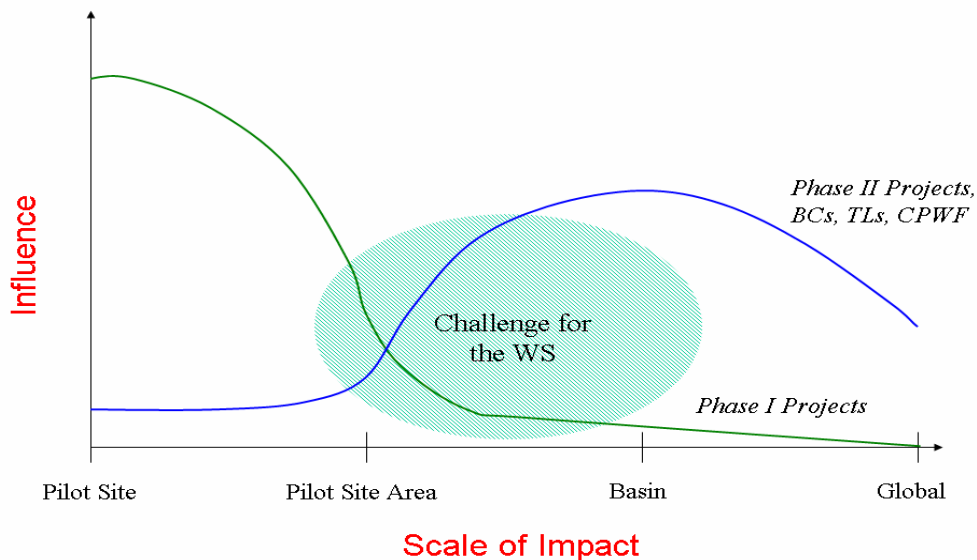
Perhaps the most important issue arising from this discussion was concern amongst the projects that they are being expected to take on responsibility for achieving impact beyond what was described in their original project documents. Some innovative ideas that emerged are:

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² Volta Basin Coordinator, CSIR Water Research Institute, Accra, Ghana, weiandah@africaonline.com.gh ³ Project impact pathways describe chains of outcomes and the partnership networks that project staff hypothesize will lead to impact.

1. A percentage of a project's budget (e.g. 30%) should be allocated for scaling activities later in the project lifecycle when the project knows better what exactly its outputs will be, and who they will be working with to co-develop them.
2. That the CPWF has a special fund that provides funds on a competitive basis (like the small grants program) to scale out promising research outputs generated in CPWF projects.
3. Scaling should take advantage of synergies among projects of the basin (eg fisheries components of different projects should attempt scaling together).

Figure 1: Workshop Focus



The idea that innovative research projects cannot know at proposal writing some of the details of their impact pathways is consistent with the Improvisational Model of Change Management⁴ (Figure 2). A project proposal describes anticipated change. Once a project begins and engages with stakeholders in interactive experiential learning processes, emergent change occurs that offer opportunity for impact. Flexibility and discretionary funds are needed towards the end of a project to pursue opportunity-based change.

⁴ Orlikowski, W.J. and Hofman, J.D. 1997. An Improvisational Model of Change Management: The Case of Groupware Technologies. Sloan Management Review, Winter.

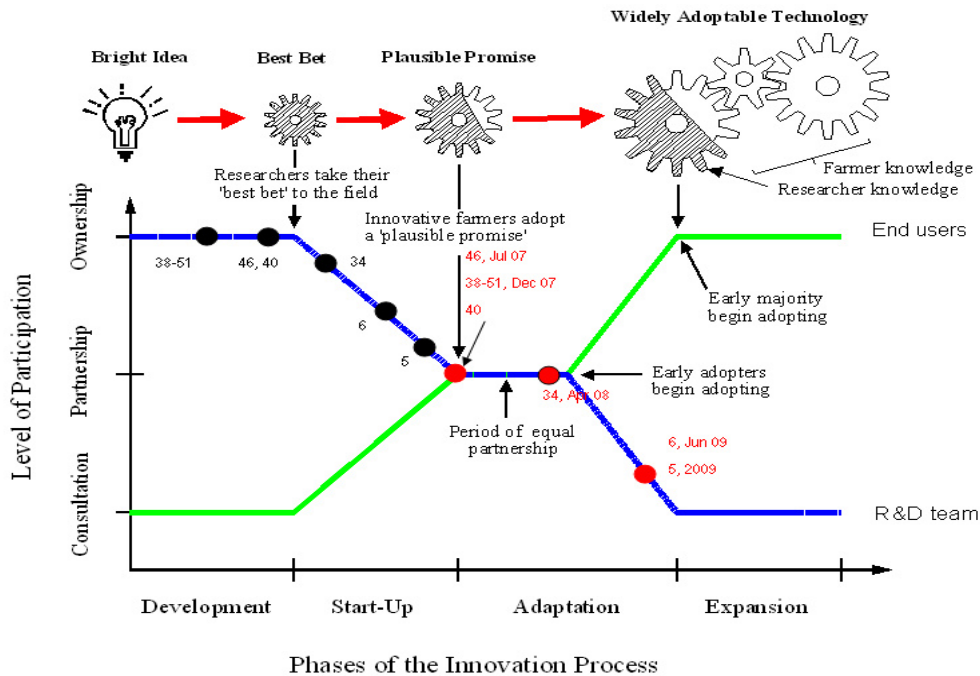
Figure 2: How Change Happens (Orlikowski and Hofman, 1997)



Workshop participants found the Learning Selection view of the innovation process⁵ useful to understand where their projects are currently (black dots in **Error! Not a valid bookmark self-reference. 3**) and they will finish (red dots) in the research-to-development continuum. Only two projects, 5 and 6, identified themselves as going beyond the adaptation phase when end users begin to take over ownership of the projects' outputs (**Error! Not a valid bookmark self-reference.**). It is not surprising that both these projects have the latest finishing dates (2009) and were carry out less basic research than some of the other projects.

Figure 3: Current position of projects (black dots) and where they expect to finish (red dots)

⁵ Douthwaite B., J.D.H. Keatinge and J.R. Park. (2002). Learning selection: A model for planning, implementing and evaluating participatory technology development. *Agricultural Systems* 72 (2) 109-131



A conclusion from the workshop is that without some level of funding to continue co-development of outputs from the other projects (e.g., small reservoir management tools, governance models, wastewater use guidelines), the potential for future impact will be less than its potential.

Important feedback was that the BFP Impact project should give more feedback on the use of the impact narratives being constructed, in particular on how their constructing is helping the CPWF. This will avoid the perception that the BFP Impact project is “doing a favour” in constructing the impact narratives.

The main shortcoming of the workshop was insufficient time for participants to work on their individual project scaling plans. Nevertheless, workshop participants committed to work on these after the workshop. Participants also committed to continuing with the process of writing impact narratives.

Most of the workshop output was generated in four Open Space sessions (Annex 1). The topics discussed were:

1. Scaling Synergies
2. Budgetary Implications of Scaling
3. Role of Motivation and Perception in Scaling
4. Impact Mainstreaming in Research for Development?

Participants in the Scaling Synergies session identified an eight point action plan (see Annex 1 for more details, including who is responsible for each point):

1. Provide maps from the extrapolation analysis of the three projects (CP 6, 34 and 46) and see if the parameters are the same and therefore allow a comparison and the mapping of possible areas for synergies;
2. Scaling up for fisheries components (CP 6 dug outs, CP 34 large scale, CP 46 small reservoirs) important is that the various projects' fishery components are presented as a whole/ program to the ministries;
3. Scaling out of fisheries components based on agro-ecological zones, with regards to the characteristic of the three projects' sites;
4. Presentation of CP 6, agricultural technologies used in Burkina Faso at the research seminar in Bolgatanga;
5. Presentation of CP 46, SRP project activities and toolkit development at the research seminar in Bolgatanga;
6. Presentation of CP 46, SRP further developed final output at the research seminar in Bolgatanga;
7. Explore possible joint scaling workshop in Burkina Faso for CP 6 and 46 if their stakeholder and other boundary partners are identical;
8. Explore and establish links with other programs and projects (e.g. GLOWA), look at their activities and timelines.

Participants contributed four “significant change” stories in response to the question “what has been the most significant change as a result of the Akosombo workshop” (see Annex 2). The titles of the change stories were:

1. Becoming a program: Intensified and strengthened collaboration across the projects and other projects' partners
2. The opportunistic presentation that may turn fortunes of UA in Ghana
3. Influence Network Mapping
4. Development of a more positive attitude of primary stakeholders (fishers, fish processors, fish traders) towards project.

Workshop Evaluation

The workshop evaluation was done by means of asking peoples' reactions in a go around, and by closing the workshop with an after action review.

Go-around

Winston:

- Objectives have been met for last two days

Eva

- The first two days were different - both good and challenging
- Both involved concrete discussion and learning
- Happy that there was a good discussion on about the conflict between what is written in project documents and the impact expectations of the program, and that this concern will be taken further by the facilitators (Boru & Winston)

Dankwa

- Found it useful to learn new things that can be applied to project work

Abban

- Enjoyed open space discussion

Philip

- Very interesting, especially the discussion on conflicting expectations related to research (publish or perish) and development (the need to have impact)

Ben

- Found useful the exchange of what people face in their work, and the discussion of possible solutions

Jens

- Identifying synergies was important to move from project to program level
- It was good to identify concrete ideas to increase cooperation amongst projects

Serephine

- Interesting – the workshop provided an opportunity to learn about other projects and see potential links

Fosu

- Good to learn about other projects
- It would be good to learn more about the extrapolation domain analysis

Stephan

- The workshop was very useful – I better understand what impact pathways are, and the definitions of scaling out and scaling up.
- It was good to learn about other projects
- The Open Space was good to learn about other peoples' concerns.

Nelson

- Learning selection model was helpful
- Useful-terminology because clearer in applying it

Boru

- Happy with the the MSC stories and the way the Open Space worked
- Clearer that (2-way) construction are also helping CPWF

After Action Review

Positives

- Good facilitators
- Good interactions
- Excellent group dynamic and atmosphere
- Well organized with interesting and educative activities that will facilitate the evaluation of CP projects
- Better understanding scaling implication at different levels
- Clarification of scaling concept
- Flexibility in program was good
- Open space and synergy discussion

- Have been exposed to new things; especially ‘open space discussions’. Perceptions about project enhanced more
- Very useful for my project and even for some other projects I am doing
- Good: concrete steps for out-scaling synergies
- Good discussions about important issues – hope they will lead to some changes.

Changes

- Give more time to be made available for decided actions from open-space activity to drafted at/during workshop
- Putting it into action was not given enough time
- Need for more clarity in workshop objectives at start.
- Such workshop should be at the inception of project
- If you want specific outputs of us, be clear about format before
- More guidance to identify cross-project synergies many have been helpful

Annex 1: Open Space Discussions

Contents:

1. Scaling Synergies
2. Budgetary Implications of Scaling
3. Role of Motivation and Perception in Scaling
4. Impact Mainstreaming in Research for Development?

1. Scaling Synergies

Scaling concerns clustered:

- How to realize synergies across the CPWF projects with regards to scaling? (Tonya)
- Scaling of fisheries related aspects in the projects CP 6, 34 and 46? (Abban)
- Scaling up information collected in selected villages to community and basin level?

Group: Jens (CP 46), Abban (CP 34), Tonya (CP 46), Eva (CP 40), Felix A. (CP 40), Felix (CP 34), Seraphine (CP 5), Ben (CP 38/51), Philip (CP 38/51), Winston (CPWF Volta Basin Coordinator)

To realize synergies

- Sometimes we can have synergies if we focus on the same level, sometimes we can provide assistance to others for the level where we are especially strong
- The extrapolation maps for all projects could help to identify sites with the similar pre-conditions. Note that the parameters need to be the same for comparison.
- Overlaps and areas of potential collaboration have to be identified within the program's projects

How to identify these?

- Basin coordinator or theme leader should identify and establish connection across the CPWF projects is more efficient than project individuals reading through all the projects' proposals, milestone plans and progress reports.
- Workshops like this could be a forum to find out, what the others are doing and to identify links to other projects' activities, e.g. identify links from what is presented.

- Content level

- Fishery: increase productivity

CP 6	CP 34	CP 46
In dug outs	Large scale	Small reservoirs

- Agric: CP 5, 6, 40, 46

- Geographic level

- within the CPWF
- elsewhere → extrapolation maps

- Time line within the individual projects, one can take the lead others give their input

- Scaling direction, target group, e.g. farmers, municipalities and policy makers

Areas of possible scaling collaboration see in the action plan below.

Action plan:

Task No.	Yr	Q	Milestone type (out-/input, activity)	Description	Deadline	Verification method	Date of Compl.	Comments	Who/Project No.
1			input	Provide maps from the extrapolation analysis of the three projects (CP 6, 34 and 46) and see if the parameters are the same and therefore allow a comparison and the mapping of possible areas for synergies		Extrapolation maps for the three projects possibly compiled into a synergy map			Boru Jorge
2			output	Scaling up for fisheries components (CP 6 dug outs, CP 34 large scale, CP 46 small reservoirs) important is that the various projects' fishery components are presented as a whole/program to the ministries	30.11.06	Scaling up plan for fisheries component		For up-scaling one central objective must be identified, increased productivity incl. production, processing and marketing, CP 34 takes the lead and shares the ideas/ the detailed scaling plan with CP 6 and 46 so that these can complement the scaling plan with their aspects of fishery	Abban, CP 34, Stephen CP 6, Tonya, CP 46
3			output	Scaling out of fisheries components based on agro-ecological zones, with regards to the characteristic of the three projects' sites		Scaling out plan for fisheries components		Can be done in one scaling plan together with the up-scaling	Abban, CP 34, Stephen, CP 6, Tonya, CP 46
4			output	Presentation of CP 6, agricultural technologies used in Burkina Faso at the research seminar in Bolgatanga	March 07	Presentation and summarized feedback from participants, analysis and formulation of how this can be useful for the project, follow-up action		check on private sector involvement, e.g. bank for credits warrantage	Sarafina CP 6, Eva, CP 40

5		output	Presentation of CP 46, SRP project activities and toolkit development at the research seminar in Bolgatanga	Nov 06	Presentation and summarized feedback from participants, analysis and formulation of how this can be useful for the project, follow-up action	See who else could present for CP46?	Winston, CP 46, Tonya, CP 46, Eva, CP 40
6		output	Presentation of CP 46, SRP further developed final output at the research seminar in Bolgatanga	March/ April 07	Presentation and summarized feedback from participants, analysis and formulation of how this can be useful for the project, follow-up action		Winston, CP 46, Tonya, CP 46, Eva, CP 40
7		output	Explore possible joint scaling workshop in Burkina Faso for CP 6 and 46 if their stakeholder and other boundary partners are identical	Dec. 06/ Jan. 07	Workshop concept, potential participants, invitation, summary of learnt lessons and follow-up actions	details need to be discussed, if targeted participants are not identical enough maybe CP 46 could still be a participant as an identified stakeholder	Sarafina CP 6, Tonya, CP 46, Winston, CP 46
8		output	Explore and establish links with other programs and projects, look at their activities and timelines		Log book about possible partner programs and projects placed on wiki	e.g. RUAF CFF and GLOWA Volta project	all

Points of discussion:

Scaling around fisheries

- Scaling up is first major issue in terms of synergies
- To the authorities while scaling up you have to present your projects as an entity, strategies and levels might be different but the goal is the same
- Identify central objective: Increased productivity (including economic aspect)
- CP 34 will come up with a plan for this and share it with the other projects concerned with fish (CP 6 and 46)
- Scaling out should be based on agro-ecological zones
- Characterize the site you are working at (for extrapolation analysis)
- Make synergy maps of the different projects (first have to agree on characteristics for the synergy maps) also CP 34 is in charge
- Extrapolation analysis is rather crude cause it is limited by data available so it might give you a first feeling for where you can go but the intricacies you have to do in the field

Scaling out of different technologies

- Every technology will have to be adapted to be moved from one site to the other
- Some technologies can be adapted more “cheaply” (i.e. artisan cage vs. Multi Agent Computer Model)
- Take that into account if you plan and assess out-scaling of different projects

Agric scaling

- Common ground: Strengthen farmers’ ability to manage natural resources for agricultural production
- Action points:
 - Use examples (because it’s all only components of our projects) to start the collaboration
 - Explore how concept of warrantage (stored crops serve as warrantage for credits to small farmers) in CP 5 could be used in Ghana, CP 5 coming to Bolga Research Feedback Seminar of CP 40 to present concept and experiences and get feedback (Jan/Feb 2007)
 - Scaling up meeting in Ouagadougou with all project partners of CP 5 including all CP projects that work in Burkina and other research projects in the area
 - Can Small reservoirs project and CP 5 do that together to represent ourselves as a program rather than individual projects?

Synergies in Networking?

- Can one project open the door for other projects?
- How do we find out that one actor has a link with someone that we need?
- What can we do to use it? Does that fit into the concept of synergies?

Budgetary Implications of Scaling

Topics clustered:

1. WHAT ARE THE IMPLICATIONS FOR SCALING UP AT NATIONAL AND BASIN LEVEL WITH REGARDS TO PARTNERS AND BUDGET?
2. WHAT CAN WE DO ABOUT SCALING UP AND SCALING OUT TECHNOLOGY ADOPTION ISSUES FOR IMPROVED (FISHERIES) PRODUCTIVITY AND MANAGEMENT IN THE VOLTA BASIN

Within the basin, recommendations could be made at the project level. It is left to the individual countries to promote and use the recommendations. There is need for strong mediators (partners) to extend the technologies or outputs. Extension services, NGOs, other national programmes and related organizations e.g. Ghana Agricultural Workers Union (GAWU), local radios etc. could be identified to assist with the scaling. Relevant ministries could take up the recommendations and promote them under the legal framework. In this regard it is important to discuss and develop means of motivating partners for effective scaling.

With regards to scaling across basins, participants will like to ask Facilitators to convey to CPWF managers that this need should be identified and initiated at CPWF system level. It could be initiated in the form of:

- (i) Call for proposal
- (ii) Additional funds for scaling across basins

Role of Motivation and Perception in Scaling

Group Members:

Mathias Fosu
Stephen Asante
Nelson Obiri-Opare
Hederick R. Dankwa

ISSUE #1: CONFLICTING INTEREST AND PERCEPTIONS OF PROJECTS BY RESEARCHERS AND COMMUNITIES

Suggested approaches to solving problem

- Good explanation of project outputs at inception of project at a meeting with community (this should include: the Chief, opinion leaders, assembly men etc).
- Detail what project will provide and what the community will also be expected to provide. This should be documented in protocols.
- Make distinction between research projects and development projects right from the beginning of the project.
- Stress the usefulness of long-term benefits while addressing short-term concerns/needs of community.

ISSUE #2: FARMER PERCEPTION THAT PARTICIPATION/ADOPTION SHOULD BE REWARDED OR SUPPORTED FINANCIALLY.

Suggested approaches to solving problem

- Those whose facilities (e.g., parcels of land, farms, fish ponds etc) are used for on-farm trials or for pilot studies should be compensated or rewarded.
- Involve District Assemblies, NGO's etc right from the beginning of project. Their understanding of project will better placed them to offer support to adopters since project will not be able to offer such assistance.
- Adopters should be encouraged to form Farmer Base Organizations to help them have easy access to credit facilities.
- Specify project commitment and community commitments at the beginning of the project.

ISSUE #3: FARMERS LOSING INTEREST IN PROJECT

Suggested approaches to solving problem

- Introduce project to the whole community through chiefs and opinion leaders.
- Be modest in presentation of project outputs and benefits.
- Choose influential and trusted individuals from the community for implementation of project.
- Ensure good supervision for success of project.
- Ensure that technology to be introduced has higher benefits than existing ones.

Impact Mainstreaming in Research for Development?

Participants

- Jens
- Eva
- Tonya
- Ben
- Philip
- Dankwa
- Felix

Root of the Problem

- CPWF wanted to be “research with a difference”, research for development
- Project selection, proposal guidelines and budgets don’t reflect that
- Stronger focus on program (instead of plenty projects) and impact as result of criticism through the science council

Effect

- New components or projects like Basin Focal Projects (with budget)
- New demands on existing research projects towards collaboration and impact orientation (without budget)

Ideas and statements from the group

- Conflicting goals between “publish or perish” and “impact mainstreaming”
- Changed priorities in the middle of the project without changed budget, that doesn’t work
- We appreciate that impact plays a stronger role – can we find flexible solutions towards more impact without more money? “Steal” from research budget?

Proposal for next CP: Impact Mainstreaming

- Call for proposal should include impact plans
- Guidelines should spell out that partnerships with implementing agencies / development agencies are core
- Keep 30% of the budget back for implementation activities
- Implementer should be part of team from the beginning with less time at the start and more at the end

To whom are we presenting this concern?

- Basin Coordinators
- CP Coordinators (are they aware of the problem?)
- Donors to CP

Annex 2: Most Significant Change Stories

Contents:

5. Becoming a program: Intensified and strengthened collaboration across the projects and other projects' partners
6. The opportunistic presentation that may turn fortunes of UA in Ghana
7. Influence Network Mapping
8. Development of a more positive attitude of primary stakeholders (fishers, fish processors, fish traders) towards project

Becoming a program: Intensified and strengthened collaboration across the projects and other projects' partners

Person reporting the story: Tonya Schuetz

When the event happened: 08th March 2006

Location where it happened: Ghana

Description – The Story

To digesting and process the learnt content of the Impact Pathways and Most Significant Change Stories Workshop in January 2006 took about six weeks. Then three participants of the workshop from Water Research Institute (WRI) and the International Water Management Institute (IWMI) had prepared the first jointly working seminar at the beginning of March 2006. The venue was at WRI, Accra and IWMI provided refreshments. Most of the twenty-eight participants are partners in any of the Challenge Program projects in the Volta Basin, like CPWF 34, 38, 51, 46, or 47.

The objective of the working seminar was to share the tools and techniques gained during the Akosombo workshop, and offer participants the opportunity to apply at least one of the tools to their current or future projects. In a half-day session the two methodologies: ***Project Impact Pathways & Most Significant Changes Monitoring*** were presented and the participants introduced or refreshed on tools such as problem and objective trees, project timelines and visions, and network maps and matrices. After presenting the methodologies, facilitators helped participants apply these tools to current or future projects, with results being presented to the entire group for discussion.

Through the Akosombo workshop the Challenge Program projects started thinking about the linkages to the other projects in the Volta Basin and had identified overlaps or possible synergies across the projects. The Akosombo workshop has, therefore, succeeded in taking a step from individual projects towards becoming a program.

Explanation / Interpretation of Significance

The working seminar was significant for two reasons:

- It was the first time that WRI and IWMI organized such an event jointly and financially contributed equally to the realization of the working seminar.
- Secondly, principal investigators and partners from five Challenge Program Projects in the Volta Basin were invited and participated in the seminar. The workshop really triggered the process of the individual projects seeing linkages and possible synergies with other CPWF projects and thus capitalize on the fact of being part of a program.

Recommendations / Next Steps

This working seminar encouraged and strengthened the need and benefits of joint proposal development across the institutions for further research and response to calls.

The Most Significant Change stories monitoring has been adopted into some other projects' impact monitoring concepts complementary to impact assessment based on indicators or outcome mapping.

Tool of the impact pathways are used and introduced as project planning and revision devices. For example, the vision tool combined with the project history and networks can support the process of becoming clearer about the necessary steps to aim at sustainability and adoption of research results and findings. Ideally impact pathways methodology is included into the planning of projects, the proposal development.

The national celebration for the UN World Water Day was held in Bolgatanga, Upper East Region of Ghana, 22nd March 2006. The eight on-going projects of the Challenge Program for Water and Food (CPWF) in the Volta Basin were presented as part of a global program. Visitors were taken on a guided tour of the posters to increase visibility and improve understanding of research issues. A brochure that introduced "water-research" and the activities of CPWF was distributed.

The opportunistic presentation that may turn fortunes of UA in Ghana

Person reporting the story: Philip Amoah

When the even happened: March, 2006

Location where it happened: Accra

Description – The Story

The Accra Metropolitan Assembly has a bylaw on “Growing and Safety of Crops”. It states that,

“No crops shall be watered or irrigated by the effluent of a drain which is fed by water from a street drainage. Any person who contravenes these bylaw commits an offence, and is liable on summary conviction to a fine not exceeding 100,000 Cedis, or in default of the payment of the fine, to a term of imprisonment not exceeding 3 three months, or both”(Local Government Bulletin 1, 1995: 190)

Other than sporadic harassment and sometimes arrests of farmers, AMA has no systematic way and also lacks resources to enforce the bylaw. The bylaw is largely biased as AMA is one of main causes of the problem due to their inability to properly manage wastewater in the city and impractical as AMA doesn't provide alternative irrigation water sources. AMA also turned a blind eye to benefits that farmers, urban residents and others involved in food chain accrue from the practice making the bylaw partial.

After the Akosombo Workshop, MoFA organized a workshop on UA for all its directors and other relevant staff from across the country in Accra. PN 38/51 seized the opportunity to make a well crafted presentation. It entailed on expected outputs of the project i.e. alternative measures to reduce risks in the whole food chain as a measure to holistically address the issue rather than banning its use UA. Benefits of the practice were also highlighted.

Note added by Boru: Philip explained when I asked him that PN 38/51 made the presentation because the network mapping in the Akosombo workshop had helped them realize the importance of lobbying for political support.

Explanation / Interpretation of Significance

The presentation was well with the participants to the extent that the greater part of the meeting after this presentation was used to discuss the presentation and it was finally resolved that the outputs will be required to equip the Ministry and the Metropolitan Assembly in the formulation more appropriate policies on UA in future. As a result, many key individuals within the Ministry are eager to receive the results of this project. This is very significant in that MoFA has been identified (from our pathway maps) as the most important stakeholder in terms of scaling out/up of the project outputs and policy formulation.

Recommendations / Next Steps

- Workshops to identify the most ideal frameworks to present final project outputs
- Developing frameworks and documents for policy makers from our final outputs

You don't have always to invite stakeholders to your project meetings, you can use their forums.

Influence Network Mapping



Person reporting the story: Eva Schiffer (CP 40)

When the event happened: February 2006 (to today)

Location: Bolgatanga, Ghana

Description – The story:

The Akosombo Workshop inspired me to solve a methodological problem that I had carried along for a long time. The Governance and Modeling Project aims at analyzing how the use of computer models changes the governance of multi-stakeholder water governance bodies. One method we wanted to use for the analysis is the “Power Mapping Tool” a method that I developed in another context. This is a visualization tool that allows interview partners to present the power of actors through putting them on wooden “power towers”, the height of the tower indicating the level of power. But throughout the research I realized that the method did not really suit our purpose (Common misunderstanding: “If you have a hammer, you think everything needs hammering!”).

At the Akosombo workshop I was re-introduced to Social Network Analysis. A seed was planted in my head that needed some time to germinate. About a month later I woke up on a Saturday morning and knew how to overcome the methodological barrier. Power Mapping and Social Network Mapping had to be combined, so that I could analyze both, the power and influence of the actors *and* the ways that they are linked. Since then “Influence Network Mapping” has gone a long way: I have further developed and refined the basic idea so that it also includes the goal orientation of actors. I have acquired a sound background about Social Network Theory and computational applications. And finally we have embarked on a process of Influence Network Analysis with our core research partners, the newly developed White Volta Basin Board. This process is both, a research activity and the facilitation of organizational of the Board.



Explanation / Interpretation of Significance:

This change is significant on a number of levels:

- The use of this method has **catapulted the relationship between the researchers and the core research partner to a new level**. Board members are excited and curious to learn more and state that going through the research process alone was a significant learning experience. Developing a common network map for the whole board is **both a research activity** (learn more about how groups with contrary views about networks and influence develop a common understanding) and an **activity of individual and organizational development**. A number of board members have indicated interest in putting more time and energy into learning the method to help them in their own work (both as board members and as government employees). These are mainly the board members from the district levels (e.g. district planning officers)
- The new method allows for the analysis of governance processes that do not follow formal hierarchies. There is an international trend towards multi-stakeholder governance bodies around complex issues. These normally have low formal decision making capacity and rely on their networks and the influence to achieve their goals. This **method fills an observed methodological gap** in the analysis of the impact of these bodies.
- The development has generated **un-expected side-effects**. One of them is the development of a Social Network Analysis working group in my mother organization, IFPRI. This group consists mainly of out-posted staff and so far we have set-up an internet platform for the exchange of information and organize a SNA training workshop in Washington in December (Influence Network Mapping helped me increase my personal networks).

Recommendations / Next Steps:

So far, a first round of individual interviews has been undertaken. At a workshop with the board members and policy makers from Accra, the participants developed three influence network maps in small groups and discussed those as a bigger group. The next board meeting will be used to take the next step, merging the different influence network maps into one and entering a process of strategic influence network planning. Depending on time requirements the idea to do a second network mapping with the basin board once it has operated for a while to see how the network understanding and influence in the network has developed.

Development of a more positive attitude of primary stakeholders (fishers, fish processors, fish traders) towards project – PN34

When Event Happened:

At Capacity Building Needs Consultation W/shop with Primary Stakeholders at project pilot site
– 22/06/2006

Description of Event

- Central issues that apparently enhanced attitude of Primary Stakeholders to project was:
- Their realization that all objectives or intended outputs of the project lead to finding means through which they could enhance their livelihoods.
- Situation attributed to clarification and crystallization of project outputs as derived from project Problem Tree and Objective Trees developed from impact pathway study.

Explanation/Interpretation of Significance:

- Enthusiasm of primary stakeholders constitutes a leverage for overall project

Recommendations:

- Project objectives must always be clearly crystallized through development of problem and objective trees

Next Steps

- Periodically remind stakeholders of project objectives
- Periodically inform stakeholders at all levels of progress made and problems

Annex 3

LIST OF PARTICIPANTS

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