



**CoS-SIS: Convergence of Sciences  
Strengthening Innovation Systems  
Programme**

# **Achieving a common understanding of the CoS-SIS implementation process**

**Proceedings of the CoS-SIS Bamako Workshop  
June 21-25, 2010**

**Editors  
Arnold van Huis  
Anthony Youdeowei &  
Dominique Hounkonnou**



**WAGENINGEN UNIVERSITY**

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# **CoS-SIS: Convergence of Sciences Strengthening Innovation Systems Programme**

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## **Background and Objectives of the Workshop**

**Arnold van Huis, Dominique Houkonnou, Barbara Sterk, and Niels Röling**  
*The Scientific Coordination Committee, SCC.*

The CoS-SIS programme started in early 2009 with scoping studies by the Research Associates (RAs). The results of these studies were presented in June the same year at the International Workshop held in Elmina Ghana<sup>1</sup>.

After one year of preparatory studies in Wageningen, most PhD students returned to their countries and started their Diagnostic/Baseline studies. The Scientific Coordination Committee (SCC) visited the three CoS-SIS implementing countries in May 2010 and wrote a rather critical report, in particular about the functioning of the Concertation and Innovation Groups (CIGs). In the context of this report, the first small international workshop in Bamako in June 2010 therefore came at a crucial moment in the history of CoS-SIS. The international workshop was preceded by an Agricultural Innovation Coach workshop organized by the Royal Tropical Institute (KIT) for the RAs and the national coordinators. Both workshops were carefully coordinated with a one day overlap. During the second week of the small international workshop PhD students and chairmen of the Programme Management Teams (PMTs) participated at the workshop.

The agenda for this international workshop focussed attention on a better understanding of the purpose of the programme, the composition and the functioning of the CIGs, the role of the Domain Advisory Groups, and the working relationships between RAs and PhDs. Also the communication between Wageningen supervisors, PhD students and RAs was addressed. The SCC was worried that the overall research design of the Programme had slipped and needed to be revisited. All this meant that the Bamako Workshop was considered a make-or-break moment in the Programme. These concerns are therefore reflected in the objectives of the workshop which are outlined as follows.

- To harmonise the relationships, entry points, research activities and publications of PhD students and RAs;

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<sup>1</sup> Towards Enhancing Innovation Systems Performance in Smallholder African Agriculture. Proceedings of the first CoS-SIS International Conference, Elmina, Ghana 22 – 26, June 2009  
(Arnold van Huis and Anthony Youdeowei)



### *Background and Objectives of the Workshop*

- To clarify and decide upon CIG functioning, purpose, formation and facilitation, as well as the design of the research to show what a Innovation System approach can achieve;
- To agree on publication and authorship policies and strategies;
- To agree on strengthening CoS-SIS team interaction with special reference to
  - To decide on Domain advisory groups,
  - Involvement of local supervisors;
- To formalise the Terms of Reference of RAs, now that activities are beginning to take shape and time commitment is expected to rapidly
- To clarify what is meant by institutionalisation of CoS-SIS (scaling up, replication) and ensure its documentation.

All participants considered the workshop an overall success. We are happy that it is documented in these proceedings.

## **Participation and the Workshop Process**

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**Dominique Hounkonnou**

*Regional Coordinator CoS-SIS Programme*

### **Workshop Participants**

Participation at this workshop was restricted to the CoS-SIS programme implementation environment. Thus the workshop participants consisted of the following:

- The PhD Students: 4 from Benin (1 was still in Wageningen), 3 from Ghana, and 3 from Mali
- The Research Associates: 3 from Benin, 3 from Ghana and 2 from Mali
- The Programme Coordinators for the 3 CoS-SIS implementing countries;
- The Chairmen of the PMT of the 3 countries
- The 4 members of the Scientific Coordination Committee (SCC)
- 1 representative of KIT (who co-facilitated the workshop, together with one member of the SCC (a second representative of KIT, who co-facilitated the RA's workshop held the week before, attended only the first day of this workshop.

### **The Workshop Process**

A fully participatory mode and consultative process was adopted for this workshop. The sessions consisted of plenary presentations, working group sessions and specialized discussion group sessions. An evolving timetable (see Annex 2) was designed for the workshop and managed effectively according to the following schedule.

- i. Shedding light into the tunnel (discussion session on the points of divergence, mainly concerning the report of the May mission by the Scientific Coordination Committee)
- ii. Exploring the conditions for success (the conditions will should be met for harmonious continuation of the programme)
- iii. Working out practical measures (operationalizing the measures)
- iv. Preparing specific recommendations (for the implementation of the measures)
- v. Defining the next steps (Action Plans for each RA and each PhD to draw his/her own work plan for the next six months).

### *Background and Objectives of the Workshop*

Discussions during each workshop day were organized and focused on specific themes as follows

Monday	- Feedback of the AI coach week
Tuesday	- Dealing with divergences
Wednesday	- From divergence to convergence
Thursday	- Feasibility and commitment
Friday	- The Way forward

In the working groups as well for the plenary sessions, the “card method” was used to facilitate the discussions and for an efficient management of time. A different color was used for each step. The final workshop session was devoted to:

- Revisiting the “conditions for success” and
- Discussing some general issues, related to programme administration and procedures

Finally, workshop participants assessed the poster which was prepared on the very first day of the workshop with the cards written by the participants expressing their expectations and fears, and to check on the extent to which the expectations were met or the fears reduced.

## **Pre-Workshop Activity**

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### **Report of the pre-workshop AI Coach Training Workshop**

**Suzanne Nederlof**

*Royal Tropical Institute, KIT Development Policy & Practice  
Amsterdam, The Netherlands*

The Royal Tropical Institute, KIT, is a partner in the CoS-SIS project. KIT has organised and facilitated the second intensive session of a mentoring programme on Agricultural Innovation Coaching. This session is a follow-up of the first one which has been held in Wageningen from 19-23 October 2009.

This Bamako workshop was facilitated by Suzanne Nederlof and Rhiannon Pyburn

During the workshop both French and English were used as working languages. This report is a summary of the second workshop held in Bamako, Mali.

#### **Participants CoS-SIS**

Participants at this workshop were drawn from the CoS-SIS Research Associates and the Regional and National CoS-SIS Coordinators and included the following persons: Dominique Hounkonnou, (Regional Coordinator) Kossou Dansou, (Benin) Elisabeth Zannou, (Benin) Aliou Saidou, (Benin) Pierre Vissoh (Benin) Owuraku Sakyi-Dawson, (Ghana) Samuel Adyei-Nsiah, (Ghana) Kofi Debrah (Ghana) Richard Adu-Acheampong, (Ghana), O'Bara Ouologuem, (Mali) Mamadou Traoré, (Mali) Lassine Soumano, (Mali) and Fadiala Dembele, (Mali).

#### **AI Coach Training workshop activities**

The daily training activities conducted during the 5 days of the workshop are presented as follows:

### **Day 1**

#### **Introduction**

We started the first day by summarizing what we had done during the previous workshop. Participants recalled all of those including the AI coach concept,

challenges and capacity needs, knowledge market at KIT, interventions of a facilitator (roles: joker/prophet, inspirator/ruler, strategist/ negotiator, fighter/ mediator), reflexive coaching: feedback on strengths and weaknesses as a facilitator, field work (Synthens, Food Valley, Free Actor Network), actor analysis (different tools), individual planning, and letter to self.

Subsequently we discussed the objectives and the agenda for the week, the objectives arrived at were to:

- Understand what a CIG is
- Get ideas on how to catalyse a CIG formation process
- Articulate vision for your CIG
- Define key steps for your CIG in an action plan
- Team building

This programme was followed by a second workshop organised by the SCC and therefore we assumed that:

- RAs are clear on their entry point, yet CIGs have hardly started
- SCC would further discuss the action planning the subsequent week
- We focus on what a CIG is and what RAs can do, second week will be focused on making it practical.
- First week would focus on CIG and RA work, second week on the working relationships between RA and PhD

## **Presenting Multi-Stakeholder processes**

A presentation on Multi-Stakeholder Processes (MSP) and their relevance to learning and institutional change was made. This is considered important because the composition and facilitation of CIGs as flexible networks of actors is a MSP process. Characteristics of MSP include that it involves stakeholders with common (but often conflicting) interests, works across different sectors and scales, has agreed rules about cooperation, integrates 'bottom up' and 'top down' approaches, deals consciously with power and conflict, engages with institutional change, involves stakeholders in learning processes and provides a platform (for learning, knowledge and information flows). In addition the notion of participation was discussed through building the ladder of participation proposed by Jules Pretty (see picture 1).

Next, the concept of institution being the rules and regulations, mechanisms, norms and values that influence livelihood, be they formal or informal, was discussed (and

the difference between organizations and institutions was underlined). We discussed how institutional change or development should be considered an incremental process in which small improvements are made.



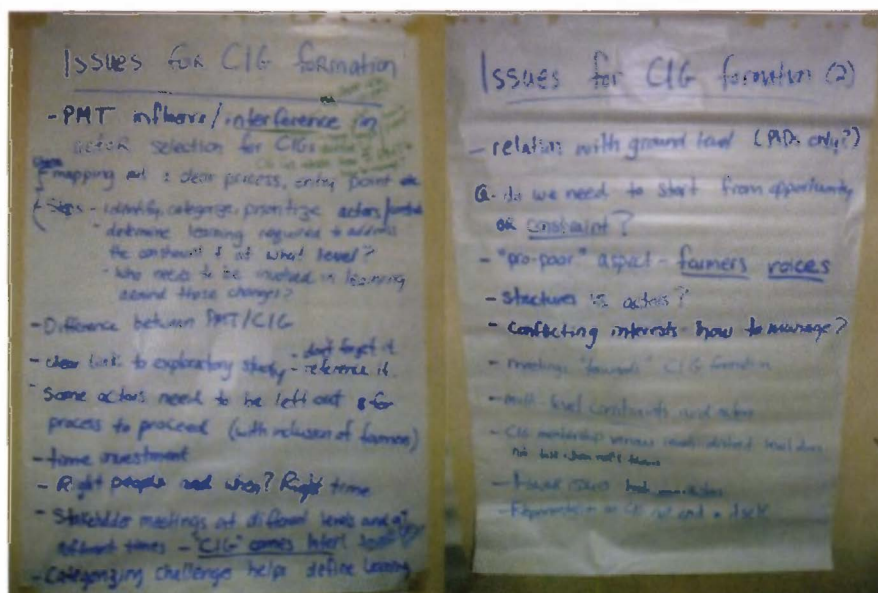
*Picture 1 Building the ladder of participation*

This change is influenced by previous policy practice and shaped by a wide range of stakeholders. It is increasingly recognized that institutional change (and social transformation) has to be seen in terms of larger and longer term transition processes. We stressed that social learning is not a linear process, which can be carefully designed with the use of a toolbox, but a long-term multi-stakeholder process in which pull and push factors, power relations and bargaining power influence the final outcomes. We concluded that MSPs can bring about institutional change. If well facilitated, MSP can bring together different parties who, together analyse the innovation system and come up with solutions appropriate to particular problems in the system and new rules for working together. During the process stakeholders can contribute a range of ideas and stimulate learning which in effect has an impact on institutional change.



## A CIG in practice

Samuel gave a presentation on a CIG in practice. He addresses poor quality Crude Palm Oil – this constrains small scale processors from taking advantage of the huge market opportunities that exist in the country. He proposed alternative institutional and technological experimentation that address the identified constraints that prevent processors from benefiting from the market opportunity. Samuel explained the different steps he took in the formation of a CIG. The challenges he identified included: time consuming because of bureaucratic processes, how to get people with the right attributes e.g. committed people, which people to bring in at what time. We further drew attention to important issues for CIG formation (see picture 2). These included: Clear link to exploratory study (don't forget it, refer to it), some actors need



Picture 2 Issues for CIG formation

to be left out for process to proceed for sometime, include primary stakeholders, time investment, right people must be brought in at right time, categorize challenges helps define learning, there is no one method for forming CIG but it varies from domain to domain and from country to country BUT principles are the same- KNOW who to bring on board at what time.

## **Reflections on own role**

In the afternoon everybody chose a card/ picture which best reflected his/ her understanding of the role of the RA within a CIG and presented this to the plenary. Based on this we further discussed the role of RAs. Reflections included the following: RA facilitates in the removal of limitations/constraints, facilitates for people to meet their needs, organize a team to achieve its common goals, manages many perspectives/constraints to take advantage of available opportunities, guides a group to achieve a common goal, facilitates collective action step by step, facilitates learning with colleagues to bring about change, transforms problems of smallholders into something pleasant, need for RAs to meet discuss and share ideas, cohesion independent of domain at national level, relationship between RA and PhD working together, relationship between RA and PhD's Supervisors, documentation of CIG process, keep institutionalization in mind.

## **Progress to date**

Participants went into four groups (RAs Ghana, RAs Benin, RAs Mali and CoS-SIS Coordinators). First participants read their letters to themselves - which had been prepared during the first AI coach workshop in October 2009- and reflected upon this. Then the group reflected on reasons for delay, frustrations and limitations. Each group presented this to the plenary and a discussion followed. RAs from Mali highlighted the difficulties in understanding the approach and the issue of who needs to be involved in a CIG. In addition they felt the time foreseen was not sufficient. The RAs from Ghana highlighted the lack of clear understanding of CIG, what groups and level of CIG, time constraints and understanding processes to form CIG. RAs from Benin first described what had been done to date including: planned CIG + Research Activities + Receive PhD, CIG are there at National + Local Level, CIG managed by PMT + Coordinator and facilitated by RAs, PhDs also on track, and Regular exchanges with PMT also OK. They felt that CIG institutionalization is the main issue that remained. Reasons for delay evoked by the coordinators included: different steps required to set up CIGs need to be identified, tested, agreed and applied; need for Multiple fora at different levels appropriate concepts, methods; tools to show also transparency; conflicts in interpretation of roles; CIGS + PMT-enthusiasm went down.



## Day 2

### Working with the private sector

On the second day Hugo Verkuijl, CEO from Mali Biocarburant had been asked to give insider tips for working with the private sector. We first discussed experience of *Mali Biocarburant* including the organization of the company, jatropha-food intercrop competitiveness, research activities (life cycle analysis, intercropping, monocropping,...), sustainability of the activity.

### Field Visit to IFDC 1000+

We visited the Agricultural Enterprise Pole-shea nut butter (IFDC 1000+ project) and discussed the following topics: organization of the enterprise (45 cooperatives; 1673 women involved), shea nut butter value chain is concerned, actors involved in the chain, roles of the facilitator in the process (coaching role, broker), certification process for Fair Trade, constraints (quality of shea nut butter, marketing, packaging, ...). We prepared questions related to involving farmers and their organizations, concerted actions the cluster was engaged in and institutional constraints addressed. In addition, RAs had the opportunity to ask questions addressing challenges they face to the cluster facilitator who has a similar role to the one of the RAs. Key lessons shared included: the need for per diems for participants, the need to carry out research activities, the time investment required by the facilitator, marketing of the product, facilities to have competitive product, and institutional constraints.

## Day 3

### Lessons from field visit

The following lessons were drawn:

- It takes time for actors to realize their interests and research must be relevant-not merely a scientific pleasure
- Communication must be done through suitable media such as use of local radio and the communication strategy must be clear
- The facilitator was involved in multiple roles at various levels e.g. advisory, brokering, credit recovery and contracts
- The facilitator was constantly scanning the environment for opportunities

## **Vision of CIG**

Every participant prepared their own vision and expectation in 3-5 years' time. We explained the vision as a shared practical picture of a desired future. The participants received feedback from the facilitators on their vision and improved those before continuing with their action planning.

## **The Elevator Pitch**

To explain the elevator pitch we imagined that we were at the office of a potential CIG member, who at presents works in isolation and enter in the elevator on our way to the 30th floor. We were not alone, the manager enters as well. This is our opportunity. We have 90 seconds to talk to her/him and interest her for a follow-up. We need a story! This is our elevator-pitch! So, an elevator pitch is a first contact. We discussed that important issues for an elevator pitch include that it has a catchy opening; it takes 90 seconds (short), is presented with passion, invites/ ends with a question/ suggestion for follow up. Every one practiced how they would stimulate the interest of a potential CIG member in 90 seconds. We looked at our pitches on video and critiqued own and each others elevator pitches in plenary. Key points from the Elevator pitch included: clear, concise and catchy message, body language, eye contact, follow-up, composure & confidence, AIDA (Attention, Interest, Desire, Action).

## **Tools for collective learning**

We had a request to provide ideas on tools for collective learning. We discussed the different phases in a process (context setting, divergence, emergence and convergence) and related different tools possible to each phase. We listed the tools and stressed that during previous workshops and our own work we already know and practised many of those. This included Rich pictures, Mind map, Brainstorming, Visioning, Buzz, Historical analysis, Locality mapping, Focus groups, Semi-structured interviewing, Flow diagrams, Role plays, SWOT analysis, Institutional linkages, Information graphing, Card technique (Metaplan), Action planning, Open space/ world café, Knowledge market, Most Significant Change, Fish bowls, Visualization (cards), Letter to yourself, Guided reflections, Matrix analysis, Issue analysis, Venn diagrams, Timeline, Objectives trees, Problem trees, Historical analysis, etc. For more information we referred to <http://portals.wi.wur.nl/msp/?page=1211>

We reiterated that social learning is not a linear process, which can be carefully designed with the use of a toolbox, but a long-term multi-stakeholder process in which pull and push factors, power relations and bargaining power influence the final outcomes.

## **Taking field notes**

We briefly discussed that field notes are created by the researcher to remember and record behaviour, activities, events, and other features of setting observed, notes are input for writing a publication (on the process of CIG formation for example) and serve to demonstrate what you have done (e.g. to coordinators or SCC), they substantiate analysis and provide illustrations (e.g. anecdotes and quotes). We discussed what can be recorded including Date, Time, Location (where are you making your observations), Details of main informants/ participants, Page numbering system, Reflective summary at the end (make sense of your observations), Research question and study design determine what and how to record, Facts, numbers, details, Maps, sketches of spaces, Interactions between members, Behaviours, Insider terms (glossary), Quotes, Possible informants/ interview questions, Possible tensions, conflicts you sense, Sources for literature review, Anything you feel is missing from the scene. Then we discussed the steps in taking field notes from Jotting/ scratch notes- few words or short sentences (generally written in the field) to Preparing field notes- detailed description of observations based on scratch notes to the Analysis of notes and turning these into Valuable research data.

## **Day 4**

### **Concerted action**

A rich picture is a drawing of a situation that illustrates the main elements and relationships required to intervene in order to stimulate/create improvements or change.

A rich picture helps us to understand the complexity of a situation. It is a way of thinking holistically. A rich picture helps us to see relationships and connections that we might otherwise miss. We took the opportunity/constraint of the CIGs as a starting point and drawn our picture on what concerted actions we envision for our CIG. We started with the opportunity/constraints and main stakeholders.

## **Proposal writing by the CIG**

The session on proposal writing by the CIG was intended to draw out important topics that figure in the proposal and to propose criteria to the PMT for judging and approving the proposals.

The following could be included in the proposal: Background of CIG to explain how the domain came to be and importance of the sector (e.g. oil palm) and evidence of opportunities and constraints; Justification/rationale; Vision (made with the CIG translated into a goal and objectives); Methods and Approaches; Time Plan; Budget.

A list of criteria was drafted for the consideration of the PMT: Clear Guidelines; Length (3 pages) of a proposal per year with attachment; Limited level of activities (avoid dispersion); Coherence between objectives and activities; Address core issue; Activities play a complementary role towards institutionalization (relation to policy in the sector)

Realism (quality) of planning a budget allocation; Output and potential Impact-Benefit for the grassroots people (small scale farmers); Sustainability; Replicability; Scaling up/out; Involvement of diverse key actors; Monitoring and Evaluation.

## **Action planning**

RAs prepared their action planning.

## **Next session KIT**

We had a short session to prepare the next KIT mentoring workshop. Initially we had intended to organise a writeshop, but the general feeling was that this would be too soon. Yet, it was considered very useful for beginning of next year. Therefore other issues were explored. Monitoring and Evaluation was brought forward as the most pressing topic for the next workshop.

Other issues that were raised during the last day of the second week included: follow-up on the action planning (in between sessions), be open to discuss with PhD, writeshop (6 times), monitoring and evaluation in social sciences (5 times), send an example of recommendations for authors to RAs, assist RAs in article writing for publication, M&E including research methodology (design, data collection and analysis) for RA paper, training on CIG experimentation, tools for data collection and

methodology for analysis, institutional experimentation by the CIG, identification of and dealing with personality traits for effective collaboration, advice on request (through mail).

## **Day 5**

### **Team building**

On the last day of the KIT AI coach session the SCC, PMT heads and PhD students joined. To integrate the new participants in the group and for team building we started the day with a fun and engaging team building surprise activity.

### **Recap previous days**

Following this team building exercise, RAs presented recaps of what he had done the previous days. At the end of each day participants wrote in their logbooks what they had learned and what they wanted to remember for their action planning and further activities. Lessons participants shared to complement the recaps included: No research for scientific pleasure; Show impact of research (profit) to private sector (money is not always dirty!); Voluntary contribution to collective action difficult; Activities (research) accompanying central activity in order to respond to producers interests; Political support to actions important; Private sector as a driving force (show benefit to them) ideas on Sustainable NR use and farmers practices; Independent evidence; You cannot work only at higher level, need to look at whole pathway of the VC.

In addition, RAs presented MSPs and proposal writing for CIGs. We intended to present a new round of elevator pitches, improved on the basis of the video recording. However, most participants preferred to show the video again- and so we did.

A poster session was organised for all to give input into RAs action planning and vision.

### **Conditions for RA success**

Based on the week's workshop, mainly the session on progress to date, KIT proposed the following conditions for RA success.

- Good understanding of what a CIG is and what not (OK)
- Good understanding of RA role in a CIG (OK)

- CIG conceptualized as a means to achieve objectives rather than an end in itself(OK)

The following were proposed as important conditions to be addressed during the small international workshop in the second week:

- Understanding of links between national CIGs, PMT & CIGs
- Awareness of political environment in which we operate and possible strategies related (context-specific)
- For CIG to get started financial motivation for stakeholders needs to be considered
- CoS-SIS needs a good understanding of links between field research work and CIGs
- Clarity in the relationship between PhD and RA
- Keeping good people on board (e.g. retaining RAs)
- Enough time available for the work (CIG formation requires time investment, 1 week/ month is little- also considering time required for meetings and workshops)
  - o Time negotiations with RA workplaces
  - o Enthusiasm and motivation of all involved
  - o Financial remuneration
  - o Publication record
- Scientific publications require involvement in research work at the local level (e.g. biological/ technical research)

## **Evaluation**

On the fourth day participants were requested to evaluate the week and results are hereunder:

What should we start doing?

- Monitoring and evaluation (3 times)
- Increase the number of days
- Extend days to aid course assimilation
- Editing of articles
- Analyse stakeholders
- Write shop

What should we continue doing?

- AI coaching for CIGs
- Formation et fonctionnement du CIG
- AI coaching

### *Pre-Workshop Activity*

- Revisions sur certains outils
- With the facilitation strategies
- Role of RA in CiG process
- Working with private sector
- Presenting and recording the CiG
- Action Planning
- Continue all
- Facilitation
- Continue with the same skill of facilitation
- Elevator pitch
- Proposal writing
- Group discussion
- Encouraging
- Facilitation skills
- Consensus building

What should we stop doing?

- stop working on Saturday
- presentation sometimes too fast
- Saturday class
- Too loaded contents (increase days)



# Workshop Outputs

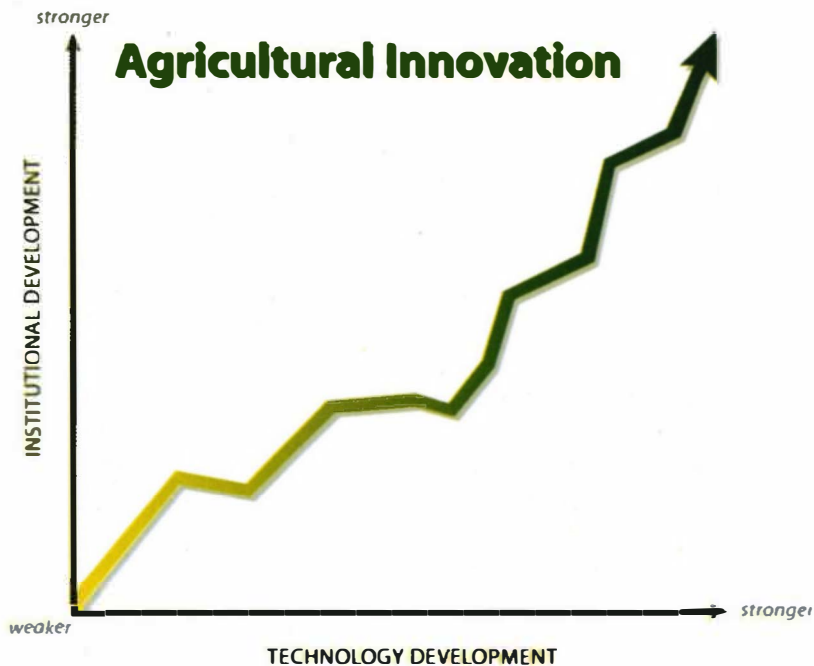
## 1. The Current Status of CoS-SIS Implementation

### Part 1: Programme Objectives and Critical Issues

**Arnold van Huis**

*International Coordinator CoS-SIS programme*

The International Coordinator reminded us of the objective of the programme. One of the key issues the CoS-SIS programme addresses is the relation between technological and institutional development.



*Figure 1: Innovation as a function of institutional and technical change (after Dorward, 1998)*



Innovation is normally seen as change along the horizontal axis (technical change). Institutional development like markets, access to inputs, farmers' political influence, rent seeking, etc. are along the vertical axis. When institutional factors are very weak (indicated by the black horizontal barrier in Figure 1) then it does not matter whether the technology is weak (first vertical grey arrow) or strong (second vertical black arrow), you are not going to advance. In CoS-SIS, agricultural innovation is taken as the outcome of a combination of technical and institutional factors.

Increasing productivity per hectare at the farm level through technology transfer (including participatory approaches) does not take into account higher-than-farm-level constraints that smallholders face in terms of markets, land tenure, access to inputs and water, credit, price stability, governance, and policy and regulatory frameworks. Therefore, the programme focuses on removing the reasons of smallholders for not being able to add value to their farming. Smallholders are seen as intelligent entrepreneurs who will do their utmost to improve their prospects if provided with an opportunity. However, their windows of opportunity are very small because many institutions and policies cause them to remain un-remunerative. Consequently, CoS-SIS tries to stretch the windows of opportunity. This is pursued by creating networks of interdependent actors, who each have their own contributions to make but also their own interests in making them. The most clear example is the integration of value chains that link producers and consumers, but certification, improving land tenure, or removing mechanisms for rent seeking are other examples. For that reason the programme proposes the use of Concertation and Innovation Groups (CIGS), which has been defined as: *"a non permanent platform for interaction among interdependent actors who seem able to make key contributions to innovation with respect to the entry point (constraint or opportunity)"*. The definition of an innovation system is *"Network of organizations, enterprises, and individuals focused on bringing new products (hardware), new processes (software), and new forms of organization (orgware) into economic use, together with the institutions and policies that affect the system's behaviour and performance."* It not only embraces the science suppliers but the totality and interaction of actors involved in innovation.

The mission of the Scientific Coordination Committee from the 10<sup>th</sup> to the 21<sup>st</sup> of May was crucial in discussing the notion, purpose and composition of the CIGs, and the critical role of the Research Associates in the facilitation. Critical issues arising from the report and concerning the role of all actors within the programme was highlighted, such as:

- ⇒ *Scientific Coordination Committee*: assuring replicability and upscaling; the monitoring and impact assessment of the programme (including that of CoSI);

documentation of institutional change; the institutionalization at West African (ROPFA, FARA, CORAF) level; outreach to international organizations (CGIAR, WB, IFAD, BAD).

- ⇒ *Programme Management Teams*. Their role in institutionalization and internalization of the programme; their role in setting up a national CIG.
- ⇒ *Coordinators*: documenting the critical moments which causes institutional change within the countries; facilitation of interactions of RAs, PhDs and local supervisors; local supervisors playing their role.
- ⇒ *Research Associates*: their advisory role in the PhD programme; their professional career and publication plan; their intellectual sparring partners (at Wageningen).
- ⇒ *PhDs*. The importance of keeping Wageningen supervisors informed; the identification of a personal coach in case of problems; maintaining and improving English skills for the francophone students (digital course programme can be provided by the programme); their finalizing of the research proposals to the graduate schools as in August the go/nogo decision will be taken; the co-author policy (ethics) for scientific articles.

The schedule of activities for 2010 is as follows: visits of local and Wageningen supervisors (15-25 October 2010); large international workshop (26-29 October 2010); Agricultural Innovation Coach workshop organized by KIT (Royal Tropical Institute) for National Coordinators and RAs (1-5 November, 2010).

The major objective of this workshop was to brainstorm in order to get a clear understanding of: the nexus between technical and institutional issues; the objective, and functioning of the CIGs; programme methodology with regard to impact assessment; the documentation of the process; the relation between PhDs and RA work, and the functioning of working domain groups.

## **Part 2: Methodological success factors for CoS-SIS**

**Niels Röling**

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### **Key success factor**

CoS-SIS as a research *programme* develops effective approaches (proof of concept) to removing constraints to smallholder development at the higher than farm level. The research *programme* is more than the 11 dissertations. The programme requires a comparative case study methodology, that is, comparable field experiments in each domain that trial multi-stakeholder approach to improve opportunities for smallholders. CoS-SIS focuses on multi-stakeholder approaches as a way of tackling institutional change. CoS-SIS, but increasingly also of other international experiences, show that institutional change is an essential precondition for smallholder development and technologic innovation.

For many years, the world's 'agricultural development community' has emphasised science-based technology for raising yields per hectare and ignored institutional issues, such as policies, governance, markets and value chains, legislation, rent seeking, unfair international trade, land tenure, service provision, etc., that make technology relevant.

The world is 'waking up'. There is more interest in innovation systems, system innovation, and institutions in the sense of the rules that allow human interaction. An excellent recent overview by Jim Woodhill is on the CoS-SIS website<sup>2</sup>. CoS-SIS is one of the first research efforts that has been deliberately set up to demonstrate the feasibility and effectiveness of institutional change as an approach to smallholder development.

Increasing the productivity of smallholder farming is now widely recognised as a key ingredient in global food security and sustainable resource use<sup>3</sup>.

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<sup>1</sup> Woodhill, J. (2010). Capacities for Institutional Innovation: a complexity perspective. *IDS Bulletin* 41 (3): 47-54

<sup>2</sup> Greenpeace (2009). Agriculture at the Crossroads. Food for survival. (A summary of the 2008 IAASTD Report). Amsterdam: Greenpeace International. All PhD students have this report. It also on the CoS-SIS website

## **Purpose**

The conventional approach to development involves a department, discipline, company or agency that has an area of responsibility with a clear boundary (mandate) for solving specific problems. This ‘silo’ approach has failed to develop smallholder farming.

Increasingly, developing realistic opportunities is seen to require different interdependent actors to come together to agree on concerted action in which they all have ‘stake’. Thus all different actors in a value chain have a stake in the efficient functioning of the entire chain. If some corrupt the chain, for example by refusing to sell cheaper pesticides for cotton production, they will negatively affect the efficiency and competitiveness of the entire cotton industry. All actors in the chain will suffer.

To me the purpose of CIGs is to test approaches to effectively facilitate different interdependent actors to come together to agree on concerted action in which they all have ‘stake’.

## **Emergent methodological situation in CoS-SIS**

The earlier methodological design has been overtaken by events. Several factors are responsible for this, for example:

- The students have elaborated proposals with emphasis on the local/farmer level and often, for various reasons, without much consideration to the work of the RAs;
- Entry points of students and opportunities identified by RAs have diverged in many domains;
- RAs have waited for return of PhD students;
- Highly diverse and uneven development of the ‘case studies’, due to late arrival of students, RAs, etc.;

As a result a new key success factor has emerged: we need to agree on a new methodological perspective to ensure that we have comparative case studies.

For various reasons, Wageningen supervisors have the impression that RAs are not doing very much. Because of this, but also because of the incentives that drive them, the WUR supervisors have become increasingly focused on only one objective: to make sure that ‘their’ student produces a good dissertation. And of course, producing 11 good dissertations is a key success factor for CoS-SIS.

But real success is that CoS-SIS ALSO succeeds as a research *programme*. That is the task of *domain teams* (RAs, PhDs, supervisors, PCs and PMTs). So far, we talk a lot about CIGs and very little about the methodology for a credible comparative case study.

## **Opportunities**

The importance of higher-than-farm level constraints is widely recognised in each country; there is support for CoS-SIS. The return of the PhD students and the May Mission has energised the domain groups; problems have become better defined. The KIT workshop has created wonderful team spirit and we are increasingly coming together as a CoS-SIS community. This is the time for agreeing on the way forward.

## **Methodological success factors**

So we are facing a new situation, but it is still promising for reaching our goals. We have realised the importance of allowing for diversity as long as the key principles are maintained. And we recognise that a research programme must work with emergent factors, simply because one cannot foresee what will happen, while one only has limited power to make things happen.

At this point, it seems that we must address the following concrete success factors.

- Harmonisation of (1) entry points of PhD students and (2) opportunities identified by RAs;
- Diagnostic/baseline studies of PhD students contribute to CIG formation and understanding of CIG members;
- Students and RAs create space for monitoring (causal process tracing) and measuring impact of the CIG;
- RAs keep track of own activities and their impact (protocols, report formats) also for writing their own publications;
- We need to create space for impact assessment after the PhD defences;
- We must clarify whether and how the impact of the RAs work is measurable at the local level, that is by students' 'experimental and control groups'

## **Methodology: Some Ways Forward**

A Committee of WUR supervisors and SCC members has decided to think about methodological guidelines for the research *programme*. Dr Adama Traore has added that local supervisors should be involved in this intellectual effort.

Suggestions for the domains: domain teams agree on the methodological design for the work in their domain that will allow it to be part of a comparative case study. In each country, National Programme Coordinators, therefore, need to ensure comparability, while the SCC needs to ensure overall comparability.

This design includes publication plans for RAs (including joint chapters with PhDs); supervisors for RAs; data gathering and analysis also by RAs; some training in social science skills for Ras; acceptance of Beta/Gamma science as academic in career paths.



## **2. Evaluation of the CoS1 programme in Benin**

**Barbara Sterk**

*Member, Scientific Coordination Committee, CoS-SIS Programme*

### **The Evaluation Approach**

One of the activities envisaged in the CoS SIS project proposal was the evaluation of the finalized CoS programme. Between February 2010 and May 2010 Barbara Sterk, Postdoc Researcher and member of the Scientific Communication Committee made three missions to Benin and Ghana to co-ordinate this evaluation. Two field researchers were each hired for three months to collect the necessary data in the communities the former CoS PhD students worked with. At the moment the report is being compiled and it is expected that at least scientific papers can be published on the basis of the collected materials. One of the major objectives of the CoS programme was to improve the livelihood of smallholder farmers. This evaluation takes this improvement of the livelihood of smallholder farmers as the main term of reference. The specific CoS action research approach can be characterized as the collaborative development of a research agenda by the researcher and the other involved stakeholders, and experimentation in the involved community with groups consisting of farmers and researchers ('farmer-research group').

The CoS programme was a reflexive programme. Hence, goals were adapted in the course of the programme. Therefore, the original programme goals were unsuitable to guide the evaluation. It was decided to use the statements about impact made in the theses of the former PhD students. Outreach was an important element of the CoS programme. In some of the PhD theses the outreach was elaborately addressed. To ensure that the outreach is systematically investigated for all PhD projects, apart from the individual claims special attention was paid to outreach for all projects in the evaluation.

Three categories of outreach were used:

1. 'exposed' farmers, i.e., the researcher made efforts to introduce the outcomes of the research work to other farmers;
2. Farmer-to-farmer, i.e., the closely involved farmers' group(s) introduce(s) the research work to other farmers;

3. Closely involved organisations. There are two pertinent questions concerning the outreach: 1. Were the communicated outcomes of the CoS programme applied? 2. Was the specific CoS action research approach applied?

## **Outcome of the evaluation**

The data collected indicates that in all CoS projects the researchers had real positive impacts on the livelihoods of the involved farmers in terms of human capacities and economic development. Involved farmers claim their income increased 2 times or more, they continued experimenting new ideas to improve crop production, some farmers became adviser to other farmers.

The CoS approach was new to the involved farmers. All of them very much appreciated it, especially because they felt they were equal partners in the research. That is, they were invited to share their knowledge, their suggestions for research activities were taken seriously and they were involved in the analysis of the collected data.

In the majority of the projects extension service officers and researchers from relevant research institutes were involved in the work of the PhD student in the field, i.e. they participated in the meetings and field experimentation. The impact of the CoS programme on the involved organisations, i.e. the extension service and research institutes, is negligible. Farmer-to-farmer communication has taken place in some projects but not in all. The most significant farmer-to-farmer communication took place after the CoS programme ended. Probably the impact of the CoS programme could have been significantly larger when the programme would have been followed up. Now, the developed human capacities have not been used to their full potential. One specific Ghanaian project provides supporting evidence for this statement. In this specific case, a NGO came to work with the farmers who were involved in the CoS programme after the PhD student left the community. In five years time a organic cocoa production cooperative developed, hosting 300 members. According to the NGO the CoS farmers were particularly instrumental in the development of the organisation and knowledge base of cooperative.



### **3. Reflections of the National Coordinators on the SCC Mission Report**

## **BENIN**

### **Analysis of the SCC Report**

*Comments from Benin CoS-SIS Team*

#### **1–Methodology**

Meeting with team members

#### **2– Analysis of the methodology**

- Strengths
  - Diagnostics of the activities and the relationship among members as a sub group and as individual
  - Triangulation of information provided by members
- Weakness
  - Lack of general discussion among team members and the SCC
  - Lack of convergence of views of the results
  - Misinterpretation of some results of the participatory studies (tractor business)
  - The different topics sent to the country team members should be the ToR of the SCC mission
  - Lack of trust
- Opportunity
  - Follow up for the way forward
  - Better understanding of how to institutionalize the CoS SIS process
  - Exchange on CIG concept
- Constraints
  - Top down approach and the results have been not been sent back to the team members

#### **3-Key answers to the topics raised**

3.1 – What aspects of the report by the SCC mission do you in your country not agree with, please specify for each domain?

## **Cotton**

### **Aspects**

- The misinterpretation of Gunin CoS 1 team as one of the core CIG of cotton
- The suggested institutionalization process seem not to be compatible with the reality of the ground
- We agree with a CIG on cooperatives
- The report idea related to the Gunin team as NGO is a misinterpretation of the RA presentation
- At Page 17, Pg4 the AIC should not be considered as 'an excellent example of a CIG' because power relationship is biased....

## **Water and Agriculture**

### **Aspects**

- Conflict matter raised on the report on page 16 related to actors appeared only between farmers and herders
- Contrary to what is put in the report, there is advanced initiative for CIG implementation
- RAs subject and the PhD subject need to be rephrased according to the diagnostic studies. This also applies to the other domains

## **Oil palm**

### **Aspects**

- Based on the CIG building process, the remark on page 15, 'there was no indication that any higher level actors' seemed not to be appropriate
- Page 16 the gap in Rolland's work and the RA's one's seemed to be misinterpreted because the participatory study results of the RA were the tool used as linkage by the PhD student to identify the entry point to his experimental site.
- Page 40: there was a general relationship between the RA and the PhD's topic. The report revealed that there no communication between them. Entry point opportunities and constraints emerged the participatory studies of the RA. The document was sent to PhD students to be explored by them, so the word 'refused' use on page 40 of the report credited to RA Vissoh Pierre is too strong.
- On Page 42 the report on Rolland's work seem not to reflect the student activities on the ground; it is not a replication of Jan Brouwers (1993) and the comment of the MCA project on land tenure issue is misunderstood. In fact the MCA project aims to empower local initiative for land tenure management.

Rollands work is ‘**integrated food crop management in oil palm system**’

- Akpo’s doctoral work will cover three sites. The main site is located in the main oil palm site (Sakété). So talking about non coordination in RA’s and student plans cannot be validated

### **3.2 – Concerning the CIG concept used**

The CIG concept had been defined on page 6

#### **Objectives**

- Removal of institutional constraint
- Scaling up and out of the majors findings (technical, socio economical, institutional....)
- To improve policy regulation in each domain at national / international level

#### **Composition**

CIG composition will vary from one country to another and within a country from one domain to another. However core CIG require the key stakeholders to ensure the process to develop and mature. The CIG stakeholders share mutual interest for achieving common goal

#### **Activities**

The activities will be revolved around the opportunities identified.  
e.g negotiations, conflict management ...

#### **Experiments**

Experiments will evolved from the constraints identified, namely, technical, socio economical, and institutional.

#### **Organization**

CIG is a dynamic group in which the composition may fluctuate as the process proceeds. Different tools, such as group dynamic, farmer field school, regular meeting, and exploiting experimental results, may be used depending of the nature of the domain of the functioning of the CIG.

#### **Roles of different actors in the CIG**

- RA**: coaching, facilitation, brokering, documentation of the CIG process, assessment
- PhD**: feeding the CIG through experiments, follow up.

**-Coordinators** : supervision of the group, assist in the functioning of the PMT, management of the budgets, management of the national CIG , coordination of the PhD studies with the different graduate schools, coordination of on-going activities of the different CIG and cross fertilization of the different domain activities.

### **3.3– Linkage between PhD student and issue around CIG**

- Regular meetings between PhD students
- Regular meetings between RA
- Regular meetings between the Coordinators, RA and PhD
- Plan meetings between PhD student and local supervisors
- Field visit for local supervisors per domain

### **4 – The Conclusion about the effectiveness of using CIG**

- Co management of CIG activities mainly those related to the PhD studies (3.2)

### **Major issues raised by the team**

- 1- Avoid citing the names of key informants in the report (cotton sector in Benin)
- 2- Could the actual domain on which CoS SiS is focusing and the methodologies used enable achievement of the targeted objectives in CoS SIS ?
- 3- What are the weaknesses of the design used in CoS 1
- 4- It is urgent to review the strategy of PhD student supervision between the south and the North
- 5- Why is the SCC seem to be disconnected from the CoS 1 approach ( convergence of sciences, of ideas, of actors)
- 6- Could the needs expressed by the beneficiaries be funded by the CoS SIS?
- 7- Should the socio political context in Benin be a component of CoS SIS ? if yes how?

# GHANA

**by Owuraku Sakyi-Dawson**

*National CoS-SIS Coordinator*

**Compiled by William Quarmine**

The SCC had requested the countries groups to discuss its report on the country visits in four thematic areas.

- The Aspects of SCC report we do not agree with
- Suggestions with respect to criticisms on CIG concept in terms of objectives, composition, activities, experiments, organization, roles of RA, PhD students and coordinators in the CIG .
- Suggestions with regards to criticisms on links between entry of the PhD student and the issue around which CIG is being formed
- Suggestions on division of labour between PhDs work and RAs on CIG experiments to enhance scientific conclusions.

## **1. Aspects of SCC report the Ghana group disagreed with**

With respect to the **food security**, the Ghana team made the following corrections:

- On page 24, paragraph 1, line 2 read the word ‘including’ should be inserted before ‘...stakeholder identification’
- On page 24, paragraph 4, it should be noted that PRA became necessary due to lack of transport to visit villages which were far apart.
- On the SCCs criticism of lack of network in the food security domain, the workshops being organized will be used as a basis for forming a network in the Food Security Domain. Alternatively, already ActionAid Ghana has been facilitating a food security network called FOODSPAN (Food Security Policy Analysis Network) interested in food production and marketing and natural resources management. We will explore the possibility of using FOODSPAN.

For the cocoa domain,

- Page 18 paragraph 3 line 4: the word *coffee* should read *cocoa*
- Page 22 paragraph 1 line 2: *CODAPEC* as explained down the page should read *Cocoa Diseases and Pests Control Programme*
- Page 22 paragraph 2 first sentence: The impression that the many reasons for poor quality does not relate to incentives is wrong.

- Page 23 paragraph 2 lines 5 & 6: In response to the comment of the SCC that ‘.....so forming a CIG might be a bit premature.’ We think it is not premature to form the CIG in the cocoa domain now. We agree we need to do so more carefully as the coordinator believes. We also believe that it is only when the CIG(s) has been formed that COCOBOD could be convinced with proposals for tackling the identified constraints via action plans.

Concerning the oil palm domain,

- Pg 21 Para 2 Line 1 & 4: ‘selling to mill owners and pre-financed by mill owners’ should read ‘selling to palm oil buyers and pre-financed by palm oil buyers’
- Pg 19 Paragraph 2 Line 1: ‘A sub-set of these actors (marked with \*) have been selected’ should read ‘The identified ones have been contacted and the rest are yet to be contacted’
- 2. Pg 20 Paragraph 3 Line 4: ‘representativeness presents some headaches’ should read ‘District is divided into 3 parts for site selection, this gives representativeness of the diversity in District but also increases workload
- 3. Pg 21 Para 2 Line 1 & 4: ‘selling to mill owners and pre-financed by mill owners’ should read ‘selling to palm oil buyers and pre-financed by palm oil buyers’

## **2. Roles of PhD, RAs and coordinator in CIG**

### ***Role of RA in CIG***

The logical way to view the role of the RA in the CIG process is that the RA begins with facilitation of the identification and prioritization of institutional and technological (I/T) constraints/ opportunities for innovation. For example the policy of no differential pricing for different grades of cocoa bean at purchasing point has been identified. Next the RA identifies and validates alternative institutional experimentation that addresses identified I/T constraints. Hence in the case of cocoa, an alternative institutional experiment could be purchasing of cocoa based on price incentives for quality. Next, the RA is responsible for identifying changes in activities that need to occur in the domain in order to ensure innovation in the domain. Hence, farmers need to use appropriate pre harvest activities (E.g. agronomic and phyto-sanitation practices) and good post-harvest activities (E.g. fermentation for 6 days and thorough drying).



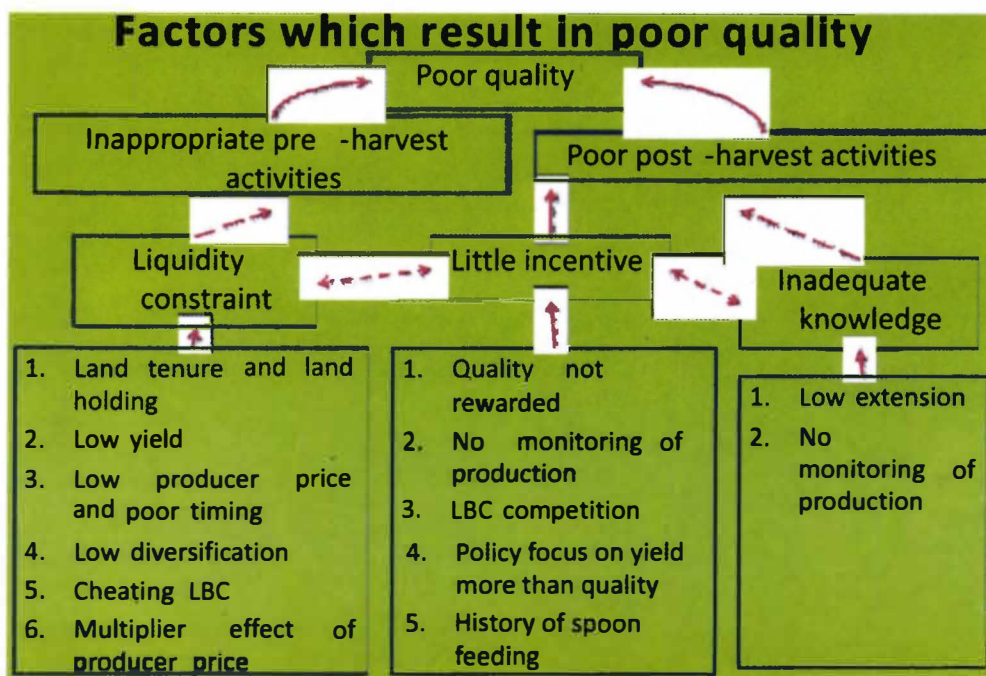


Figure 2: Factors which need to change to achieve the quality objective

Having identified what needs to change, the RA goes on to identify stakeholders who need to be involved at the “above-farmer-level”. From this pool of stakeholders, potential CIG members with “right attributes” E.g. Enthusiasm to champion smallholder course are then identified. The RA then goes on to facilitate the identification of when specific concerted actions are required hence when potential CIG members should come on/off board.

The role of facilitation of the CIG in order to take concerted action to bring about innovation involves setting agenda and calling meetings, assigning tasks at each meeting to move the process forward and setting timelines on activities to be done. It also involves deciding on the next activity to undertake following up on members to ensure that assigned roles are being pursued, facilitation of CIG to a point where they identify additional information needed for work to progress (through 2 way action of CIG and PhD). Regular and continual linking up with PhD to bring up issues identified at local experimental group level which needs higher level attention and vice versa will also be required.

Besides the CIG facilitation, the RA is supposed to write proposals on behalf of the CIG and to document the processes in a scientific and analytical manner

### ***Role of the PhD***

The PhD is supposed to conduct scoping studies to explore the I/T constraints and opportunities identified by the RA. Then he goes on to conduct a diagnostic study. In that study, the PhD student address the question of what are the main impediments to smallholders benefiting from the domain, specified for entry points? Having conducted a diagnostic study, the PhD student then goes on to conduct a number of Beta-Gamma studies. Using the cocoa domain as an example, the Phd student has proposed the following beta-gamma experimental issues

- Did farmers who learnt about cost-effective methods choose these methods?
- Is there a cost effective method mix of producing quality beans
- Does paying farmers a premium influence their choice of production methods?

### ***Role of Coordinator***

The coordinator is required to advice on CIG process implementation issues. Also, he facilitates the RA and PhD activities, acts as a technical back-stopper and ensures process monitoring, process reporting and publication. Another important role is that he bring issues of concern arising from CIG to PMT and SCC attention



## MALI

### 1. Aspects of the SCC mission report with which you do not agree

#### 1.1. *Field missions were organized together with workshops for local actors at Ségou, Macina and Niono*

There was only one workshop in Segou attended by members of the management committee; participants at this workshop included the following:

- Directors of the Macina, Niono and Molodo areas,
- The Macina prefect and the Kolongo sub-prefect,
- The Mayor of Niono,
- The representative (female) of the President of the district advisory board,
- The local heads of extension and research departments,
- Farmers,
- The coordinator, Research Associates and PhD students,
- The opening speech was made by the Chairman of the SCC and the closing speech by the Niono Zone Director who was representing the Managing Director.
- There were 2 working groups, one on agriculture-livestock farming integration and the other on integrated management of water resources.
- The workshops identified potential members of the CIGs.
- The potential members were identified during the various field missions.
- They were installed during the workshop

#### 1.2. *During the following meeting the PMT agreed with the idea of CIG*

- The PMT meeting led to the establishment of the CIG.

##### 1.2.1. The workshop on integration of agriculture and animal production was held on 22<sup>nd</sup> and 23<sup>rd</sup> April at Segou

- The Segou workshop established the CIG in the fields of agriculture-livestock farming integration and integrated management of water resources.

##### 1.2.2. Decisions were made on the composition of the CIGs, their constitution (statutes) and members tasks and responsibilities

- The 2 CIG were established and the workshop gave its opinion on the responsibilities.

- The workshop then approved the development of the Constitution and the regulations.
- Local supervisors in livestock farming/agriculture integration attended the Segou workshop while those of integrated management of water resources participated in the supervisory mission of Professor Stroosnijder”
- Supervisors did not attend the Segou meeting. They rather attended a meeting in Bamako together with members of the management committee, the coordinator, the Research Associates and PhD students.
- On our initiative, one of the supervisors in integrated water management accompanied Professor Léo Stroosnijder, the Research Associates and the PhD student of Niono.

1.2.3. By and large, very serious problems were raised and activities carried out so far are not constituent with the objectives of CoS-SIS.

- In our opinion, the CoS-SIS aims to improve the livelihoods of the Malian small-scale farmer. This is also the objective of the 3 CoS-SIS domains in Mali. It is only the approach, which is different.

**1.3. *Instead of the 50% for which they are paid***

- Compensation for the RAs covers 100 days per year. This, in our opinion, is not equivalent to 50%.

1.3.1. Their development role (actually research-action), as planned in the CoS-SIS, conflicts with their role as scientists and academics in the IER and IPR / IFRA

- There is no conflict in our opinion. We think that retraining is still possible.

**1.4. *The shea RA suggested a purely technical study on the field to find out reasons for the Shea varying yields***

- The irregular yield of the shea is a problem which has strongly been emphasized. What should be done to take into account this problem of female producers and processors?

**1.5. *Women who are owners/users of the Shea trees studied.***

- Women do not own the Shea trees studied. They gather nuts in the fields of various owners.

**1.6. *The RA proposal implicitly gives the PhD student the opportunity to face the establishment and coordination of the CIGs.***

- This sentence is a bit confusing. It was not understood.
  - because of the recent return of the PhD students and the beginning of serious activities.
  - This expression should be reviewed.
2. For each field, how do you suggest to respond to some of the criticisms?
- 2.1. *With the CIGs planned in order to improve the inclusive nature of the membership to the Shea cooperatives.***
- The CIG for Shea tree is yet to be established.
  - This question was the subject of a discussion between the PhD student and his Dutch supervisors.
- 2.2. *Experiments on the irregular yields of Shea trees***
- They were criticized by the mission.
  - During our last mission we had a discussion with the producers and we obtained their total support at Zantiébougou and Siby. Plans are underway to conduct the same type of mission to Dioïla.

We can draw inspiration from the following issues:

- The experience of Karim Touré of Zantiébougou, who said that there was never irregular yields in his field. For him the only explanation is that he properly cultivates his field and fertilizes it.
  - And the experience of Balla Camara of Siby, who grafted the stalks of the wild stocks of his fields and fallow lands.
- 2.3. *It is difficult to exclude the Director because of the procedure of their installation in the workshops with civil servants.***
- In Mali, the Prefects and the Mayors were persuaded to withdraw from the CIGs. They accepted to do it without any problem.
  - Was it right to ask them to withdraw from the CIGs?

## **4. Exploring the Conditions for Success of the CoS-SIS Programme: Country Domain Reports**

### **Introduction**

One session at this workshop focussed attention on exploring the key conditions that should be addressed to ensure success of the CoS-SIS programme. Discussions were conducted in working groups in the context of the research domains in each country. The recommendations from these discussions would be helpful in guiding the process of implementation of CoS-SIS.

### **1. BENIN: Country Domain Reports**

#### **Participants**

- Vissoh Pierre
  - Akpo Essegbemon
  - Yemadje Roland
  - Kossou Dansou
  - Kpera Nathalie
  - Togbe Euloge
  - Zannou Elisabeth
  - Roling Niels
  - Youdeowei Anthony
  - Codjia Jean Claude
- Secretary: Kpera Nathalie

#### **Water management domain**

##### **1. What is your joint vision for the domain?**

**Joint vision:** Integrated water management in Benin by:

- Making natural resources sustainable
- Improving productions (crops + animal)
- Building durable partnership among stakeholders in order to capture the opportunities identified.

**2. How do you see your respective contributions to achieve your joint vision?**

- Conservation of natural resources for durable use (could be done by Nathalie)
- Protecting vital ecosystems (could be done by Nathalie by looking for strategies for better crocodile habitat protection and developing strategies for herders' animals to have free access to the dams; Totin could also looking at tenure management on the productivity of local rice, etc...)
- Identifying adapted technologies to improve productivity (in partnerships with Africa Rice Center, FSA/UAC, INRAB, IITA, and DGR). This will be developed by the RA by contacting suitable research institutions to document on strength and weakness of some available technologies relevant to address the constraints mentioned by the farmers. These technologies will be available for the PhD students that could jointly with the farmers test their effectiveness in comparison with the actual practice (used as control) in a participatory action research in farmer condition. The aim of such research activities carried out by the PhD student is to provide to the CIGs relevant answers to technological constraints mentioned by the farmers during the on-going of the research program.
- Addressing institutional constraints (market, policy, etc...). This will be carried out by the RA (assisted by the National coordinator and the PMT members) in the CIG activities. The role of the PhD students will consist of designing methodological tools to monitoring process in relation with their PhD program.

**3. What are the conditions for success?**

- Identification of key stakeholders to be involved and they availability
- Research activities should be relevant by addressing the main constraints
- Economic viability: increase incomes (market), access to capital
- Value-added (increasing production, quality of the produce, human and social capitals...)
- Feasibility: availability of technical inputs, new networks needed, potential institutional constraints faced...
- Sustainability: empowerment of local initiatives
- Gender dimensions: meaningful involvement of women, youth or the different socio cultural category of farmer.

## Comments from Benin team

Many comments were made by Benin team members viz.

- The RA should contact the project PROF-water of Abomey Calavi University in order to see how he can take advantage on this project
- For diagnostic and baseline studies, the PhD should collect data on endogenous knowledge on crocodile, census all the activities around agropastoral dams and design proposal for experimental tools for crocodile and also see why people protect them or kill them.

The RA should contact some actors in the case of Nathalie's project:

- The ministry of tourism
- Ministry of environment and natural resources
- Service of forests and natural resources management
- Focal Point of biodiversity
- Crocodile Specialist Group for West and Central Africa

## Oil palm domain

### 1. What is your joint vision for the domain?

**Vision:** Oil palm productivity improved through

- Organizing of the oil palm producers to get access to and use good planting material and appropriate inputs
- Practicing better integrated crop management

### 2. How do you see your respective contributions to achieve your joint vision?

#### ❖ Contributions of the RA

- Identify potential stakeholders for the CIG
- Prioritization of constraints
- Planning of activities
- Facilitation the writing of the CIG proposal
- Integration of PhD students research activities
- Implementation of the planned activities
- Evaluation of the learning process
- Documentation of the process
- Integration of technical, social and socio-economic issues

❖ **Contributions of the PhD students related to the seed system theme**

- Documentation of the functioning of the oil palm seed system at local level
- Identification and prioritization of constraints and opportunities for improvement
- Come up with propositions socio-institutional experiments

❖ **Contributions of the PhD students related to the integrated crop management in oil palm system**

- Map the current crop management practices at the local level
- Identify and prioritize institutional and socio-economic constraints hampering crop management
- Design/map the natural land tenure arrangement change

**3. What are the conditions for success?**

- Good facilitation of CIG and interaction with PhD students, supervisors, PMT and PC.

## **Comments of the Benin country group**

The presentation shows two themes. The first, the oil palm seed system (linked to Akpo) and crop management in oil palm cropping system (linked to Roland).

With regard to the seed system (linked to Akpo) a comment was that the RA's work in relation to the theme is not well specified. The group proposed that the RA focuses on the issues related to the improvement of the seed system. The baseline carried out by Akpo will come up with institutional experiment to feed the RA's work.

With regard to crop management in oil palm cropping system (linked to Roland), one of the participant expressed that he does not see the institutional experiment for the RA and proposed the MCA initiative as a natural experiment. The PhD student linked to the theme explained that he can foresee two potential CIGs, the first around the crop management issues and the second around the land tenure issues. He added that the MCA initiative is already at its end and we should take care of drawing too earlier conclusions on it.

The conditions for success mainly are about the collaboration between PhD and RA. Even though this is important, the conditions for success should be formulated in such a way that it is linked to the achievement of the PhD works.



## Cotton domain

### 1. What is your joint vision for the domain?

**Joint vision:** Revival of the cotton sector in Benin

### 2. How do you see your respective contributions to achieve your joint vision?

#### ***RA's Contribution***

Selection of appropriate CIG Members

Building up of CIG

Facilitation of proposal writing for CIG activities funding

Up-scaling of innovations emerged (facilitation, coaching, negotiation)

#### ***PhD student Contribution***

Participatory experiments at local level on LEC and IPM

Using of the result to feed the CIG

Contribution for setting up a good and appropriate institutional experiment

### 3. What are the conditions for success?

- Appropriate financial support
- Allocation of sufficient time
- Good cooperation between RA-PhD-PC-PMT
- Good supervision of PhD student work
- Monitoring of CIG activities
- Strengthening farmers' capacity

## Comments

**Prof. Youdeowei talked mainly about the conditions of success by pointing out two key remarks:**

- Prioritization of the conditions for success to find out the 2 most important conditions for the success
- Monitoring is not a condition of CIG success. We should come up with some criteria. Examples for criteria: Performance du CIG, commitment of CIG members.

### Prof. Niels Roling mentioned that

The joint vision for cotton sector is too broad. We should focus on very more specific issue, especially because the PhD student would like to focus on LEC and IPM Issues.

Taking into account the remarks of all the participants a new vision has been suggested as follow:

**Suggested vision:** Adoption of new methods, technologies (innovations) as national pest management strategies for cotton production to improve the farmers' livelihood in Benin

### 4. Practical measures (Decision of the 3 domains)

Conditions for success	Practical measures
1- Identification of key stakeholders in the CIGs	<ul style="list-style-type: none"> <li>- Stakeholders analysis per domain</li> <li>- Involvement of RA, PhDs+ MSc.</li> </ul>
2- Relevance of research activities to feed the CIGs	<ul style="list-style-type: none"> <li>-Revising and ranking of constraints and opportunities through workshop</li> <li>-Identification of priorities at research level, institutional level, socio-economical level</li> <li>-Involvement of RAs + PhDs+ MSc. Students+ PMT+ PC</li> <li>-Feedback of research results (CIGs, local level)</li> </ul>
3- Technical input	<ul style="list-style-type: none"> <li>-Assessment of existing technologies</li> <li>-Involvement of CIG members, PhDs, RAs+ Ir., MSc., PC + PMT</li> <li>-Negotiation with key stakeholders</li> </ul>
4- Network development for empowerment	Setting up network and facilitation by PC, PMT
5- Proposal Writing	-Facilitation of process by RA, PMT
6- Availability of allowances on time	Students 'research budget availability
7- Documentation of the process	Taking field notes
8- Periodic exchange among Ras	Calendar basis

## **GHANA: Country Domain Reports**

### **Domain: Oil Palm in Ghana**

#### **Charity Osei-Amponsah**

This presentation was given during the second half of the planned programme as one of the activities lined up for day two. The presentation preceded the pairing of Research Associate (RA) and PhD to discuss their vision, contributions and conditions for realising the set vision. The objective of the presentation was to show how the PhD's and RA's work are linked and how the issue to be addressed by both of them emerged from one entry point. In this regard, one power point presentation was each given by the RA and PhD from the oil palm domain. This narrative report focuses on the PhD student's presentation.

The title of the presentation was “The Road from Elmina to Bamako: how we have travelled”. The presentation generally looked at what activities were done before Elmina; at Elmina workshop; after Elmina, at Wageningen; before Bamako and then what will be done after Bamako.

During her presentation, the PhD student for oil palm domain in Ghana explained that before Elmina workshop, the RA did exploratory and in-depth studies to identified problems in the oil palm domain. Some examples of the problems identified were use of voluntary seeds which gives poor bunch yields, low quality of palm oil produced by small scale processors, lack of credit and low extraction rates. The work of the RA also identified some opportunities key of which was that a huge market exist for palm oil, however processors cannot assess this market.

The presenter went on to elaborate that, at the Elmina workshop, the agenda for the scoping study to be done by the PhD to validate the findings of the RA was set. Other issues on target actors for the study, areas of study, methods of data collection and role of RA/PhD were discussed and agreed upon.

After the Elmina workshop, the PhD mentioned in her presentation that, she went to the field (Kwaebibirim and Ejisu Juaben District) and did a scoping study. The study identified a number of constraints which were later prioritized at a local stakeholders' workshop. The prioritized constraints and opportunity identified was then formulated as an entry point for PhD research and RA CIG formation. She narrated that at the

Wageningen workshop, this entry was reformulated based on inputs from participants. Her research proposal was thus centred on the reformulated entry point.

Before the Bamako workshop, the student in her power point presentation said that a second local stakeholders' workshop has been organized. This was to get inputs from actors to help shape out her diagnostic and baseline study. According to her, six (6) communities have been selected. The RA has introduced her to the processors, framers, mill owners, buyers and other actors in these communities through sensitization workshops. After these workshops she has started collection data from key informants, focus groups and individual interviews at the local level to have a deeper understanding of the entry point. The PhD student mentioned that she is not sure on what will happen at the current Bamako workshop but she is posed for comments to improve her work.

After Bamako she hopes to go back to the field to continue with the key informant/personal interviews, focus group discussions, start laboratory analysis on quality and on-site analysis of water in the pulp issue.

A summary of this presentation which was done in English was done in French by Sussane for the Francophone participants present. After the RA's and PhD's presentations the following questions and suggestion were asked by some of the participants.

### **Questions on presentations**

**Prof. Niels Roling** - if the PhD does the diagnosis and baseline line also, does that mean that she will be doing the impact assessment of the RA after the project.

He also wanted to know what coordination exists between RA and PhD to understand when RA to start his work since PhD first wants to study and understand the domain before her main experimental activities.

**Prof. Kossou** stated that the presentation by the PHD seems too descriptive and he was wondering what experimental design has been put in place to ensure that the poor quality issue identified is addressed.

**Prof. Ahunu**- suggested that a set of indicators for quality palm oil be outlined by the PhD based on usage of the palm oil. e.g consumption and industrial uses.

## **Ghana: Relationships between the research activities of the Research Associates and PhD students.**

**Samuel Adjei-Nsiah**

The presentation was made to show how the activity of the Research Associate relates to that of the PhD students. Activities carried out in the year ranged from formation of Concertation Innovation Group (CIG) to field activities. New and emerging issues and the challenges associated with the work are also discussed.

### **Formation of Concertation and Innovation Group**

A number of organizations and individuals have been identified as potential members of the CIG. These include Kwaebibrim District Assembly, Kwaebibrim Palm Millers Association, Representatives of small farmers and processors, Oil Palm Research Institute (OPRI) of the Council for Scientific and Industrial Research (CSIR) and the Ministry of Food and Agriculture. Other organizations include Association of Ghana Industries (AGI), Fateco/AGRICO, GRATIS Foundation, Institute of Industrial Research (IIR) of CSIR, Ghana Standard Board, Export Promotion Council, Foods and Drugs Board, Ministry of Trade and Industries and Investment Promotion Council.

Some of these identified organizations have already been contacted and initial discussions held with them to explore their interest and the possible roles they could play in the CIG. These organizations include Kwaebibrim District Assembly, Kwaebibrim Palm Millers Association, Representatives of small farmers and processors, Oil Palm Research Institute (OPRI) of the Council for Scientific and Industrial Research (CSIR) and the Ministry of Food and Agriculture. Others are Ghana Standard Board, Export Promotion Council and Foods and Drugs Board. Other potential members of the CIG have been left out now for fear of their possible disruption of the CIG due to their negative perceptions towards the small scale processors.

### **Field Activities**

Some of the field activities that have been carried in the year include National stakeholders' workshop, Local stakeholders' workshop and Primary stakeholders' workshops. Upon the return of the PhD student from Wageningen University in March, 2010, we organized a local stakeholders' workshop at the District Directorate

of the Ministry of Food and Agriculture at Kade. The objective of the workshop was to update the stakeholders of the progress that had been made in the project since the last workshop held in September, 2009 and also to provide a platform for the PhD student to present her research proposal to the stakeholders to make their inputs.

During the workshop, the Research Associate made a presentation on the progress made, recapped the constraints identified in the Exploratory and In-depth study by the Research Associate and the scoping study by the PhD student. The action theory of the oil palm domain was also explained to the stakeholders. This presentation was followed by a presentation by the Student on her proposal. Stakeholders who included Scientists from the OPRI of CSIR, farmers, processors and Extension Officers made a number of inputs into the PhD work ranging from the need to establish quality standard for the palm oil as well as the quality of the palm oil currently being produced in the District. Other inputs included methodology, location of the experiments and those to be involved.

On the 21 April, the RA and the Student made a presentation on the progress of work in the Oil Palm domain during a national workshop organized by the project secretariat at the Nouguchi Memorial Institute for Medical Research at the University of Ghana, Legon. Inputs that were made into the work include the need to extend the work to cover other oil palm growing areas other than the Eastern Region such as the Western Region of Ghana and the need to explore the attitudes, beliefs, taboos and livelihoods of processors.

As a first step in Action Research Programs, primary stakeholders' workshop was organized in six communities in the District where the PhD student would be undertaking her Baseline and Diagnostic studies to mobilize resources and build team members for the Action Research. These workshops were also used as platforms for introducing the PhD student to the communities in which she would be working to mobilize support for the work and also to discuss the concept of CoS-SIS program to the communities.

## **Networking the PhD student with Relevant Organizations**

Efforts have also been made to link the PhD student to relevant organizations from where she would need assistance and resources for her work. These organizations include the Quality and Testing departments of Ghana Standard Board, the District Directorate of the Ministry of Food and Agriculture at Kade and the Oil Palm Research Institute. At the OPRI, the Director shown keen interest in the Cos-CIS program because he felt that Charity's work would answer a number of questions the



Institute have not been able to find answers to. He was prepared to put the facilities of the Institute at the disposal of Charity for her work and ask her to bring a formal introductory letter to the Institute.

## **Emerging Issues**

Issues that have emerged from the field work that need to be addressed include

- Emergence of New oil palm market from Nigeria where the Hausa community at Kade are being used as Agents to buy palm oil cheaply from the small scale processors. There is the need to investigate the contribution of this new market to the industry
- Type of processing equipment used , its availability and affordability and its effect on the environment with respect to affluent disposal
- Factors affecting palm oil quality
  - Availability of strippers (equipment for removal of fruits from the bunch)
  - Availability of labour for fruit cleaning
  - Availability of boilers to speed up fruit boiling
  - Access road to Kramer sites (factory sites)
- Other factors affecting oil extraction rate such as
  - Boiling time
  - Type of boiler
  - Age of palm plantation

## **Challenges**

Challenges encountered include:

- Difficulty in mobilising people
- Work load due to diversity of the system
- High Expectation by processors
- Interview Fatigue

## **Activities for the next six months**

Activities to be conducted from July to December include a workshop to bring together all the potential CIG members that have already be contacted to discuss with the issues about system innovation, the role of the CIG members and proposal development. This will be followed by another workshop to develop a proposal for funding to implement CIG activities. The activities of concrete concerted actions that will be planned to achieve our set goals will then be implemented.



## **MALI: Country Domain Reports**

Key conditions should be translated to practical measures. Conditions might be related to: Technical issues, Methodological issues, CIG Operations issues, RA-PhD collaboration issues, Publication issues, National coordination issues, Attitude issues.

**Technical issues:** The RA is responsible of analyzing the identified institutional constraints and identifying the existing institutional constraints at the upper level.

Strengthen the existing organised groups (potential CIGs) by identifying the potential members from the upper level.

The PhD deepens the analyses of institutional constraints at the lower level and informs the analyses of the RA at the upper level.

The PhD follows up data collection by master students on the irregular productivity of karité in cultivated fields and fallows as part of the material context of Shea supply.

### **Methodology:**

Key informants interviewing, focus group meetings, participant observations

### **CIGs operations:**

Identify the potential members of CIGs capable of making contributions to the issues of enlargement of cooperatives.

### **RA-PhD collaboration:**

Organising meetings or exchanging by mail or by phone at least once in the week.

### **Publication:**

Leave space for RA participation in the field research activities for them to be co-author.

### **National coordination:**

Facilitate the coordination of the overall process and funding of activities at the right time.

Make the link with the upper level to remove institutional constraints.

### **Attitudes:**

Team spirit (tolerance to criticism, mutual understanding...)

## **5. Workshop Recommendations to achieve success of the CoS-SIS programme**

### **Introduction**

To formulate recommendations emerging from the workshop deliberations, participants were organized into four major groups and assigned tasks to discuss specific issues and make recommendations regarding actions that need to be taken to achieve success of the CoS-SIS programme. The specific topics addressed are as follows:

- Group 1 Concertation and Innovation Groups
- Group 2 Interactions between the actors in CoS-SIS
- Group 3 Publications
- Group 4 Methodology

### **Reports of Working Groups**

#### **Group 1 Concertation and Innovation Groups - CIGs**

##### **Reported by Samuel Adjei-Nsiah**

Group Members comprised of the following persons:

1. A. van Huis
2. Mamoudou
3. Samuel
4. Richard
5. Elizabeth
6. Rolland
7. Sidibe

##### **Definition of CIG**

We defined CIG as an impermanent platform for interaction among interdependent actors who appears to make a key contribution to innovation in relation to an entry point. The actors may or may not have the same interest.

##### **Objective of CIG**

The objective of CIG is to achieve institutional transformation in a domain in order to improve the livelihood condition of smallholders.

## **Methodology of CIG Formation**

Entry point is identified. This is followed by Identification of stakeholders (through stakeholder analysis) who can make contribution to the identified entry point. We described criteria for selecting potential CIG members as follows:

- Adherence to CoS-SIS principles
- Actors who are not likely to disrupt process
- Actors willing to contribute to the sector
- Open minded people

CoS-SIS principles should be explained to the identified members, and their interest and the possible role they could play discussed. CIG formation should be done step by step. The CIG must start with a core group of actors and then expanded later. The core group of actors should not exceed nine people. The number of actors who will constitute the initial core group should include at least a farmer representative. The participation of the farmer should be strengthened.

### **Criteria**

- Replicability
- Up-scaling

## **Levels and number of CIGs per domain**

The level and the number of CIGs that need to be formed should depend on the domain and the type of the institutional constraints identified in the domain.

### **Per Diem**

Per diem should not be paid by members but members should be paid their cost of participation (cost of travelling, boarding and lodging)

## **Facilitation of the CIG**

We agreed that CIG facilitation should be done by the Research Associate. The decision on who should be invited for a meeting at a particular time should be taken by the RA and the National Program Coordinator.

## **Experimentation**

PMT set criteria for proposal by CIGs. PhD student carry out experimentation at the local level with the experimental group while RA carry out Institutional

experimentation at the higher level with the CIG. We should think about the kind of experimentation that could be undertaken by the CIG such as the effect of training of primary stakeholders on their performance.

## **Group 2 Interactions**

They decided on the following

- Establish advisory groups as soon as possible
- PMT facilitates establishment of domain advisory groups
- Suggested relationships of each advisory group. RA , academic supervisory, specialist subject matter, agriculture sector, NGOs
- The advisory group has a facilitation role for PhD in all emerging issues
- They group also functions by serving as technical advisory of PMT, CIG, conflict management, conduct field monitoring and supervising of progress implementation of the programme
- Barbara- How many groups are needed per country
- Suzanne- Is there a need for a private sector in the advisory group.
- Ahunu- He was in the group and the question on the private sector was asked and the answer was no, why the change to yes now.
- Niels- does it satisfy you that a similar thing like the working group will be implemented
- Richard- wanted a clear understanding of the interactions you are expecting in these advisory groups.
- Niels- mentioned that the advisory group be up and running before October so the visit of the Dutch supervisors is better coordinated. (PhD, RAs, Supervisors should be in the field to prepare the grounds)

## **Group 3 Publications**

### **Publication ethical issues**

#### **Authorship**

### **Ethical issues related to how authors are listed in publication**

- The name and order of authors must be agreed by all of the research members,
- PhD and RAs should negotiate whose name must appear and order before papers,
- As they create a research platform, PhDs & RAs must negotiate joint publication issue.

**Patenting issue:** in case someone wants to patent some research outcomes, he needs to get permission from the Project.

**Diagnostic/Baseline publication**

- The selection of journal must be done through the writing up of papers by the authors and programme coordination,
- Timeframe must be discussed with PhDs and RAs for a paper to appear,
- Suggestion of publication of D/B by October seems not realistic. A 1<sup>st</sup> draft is achievable by October 2010.

**NB:** PhDs, RAs and supervisors should have a tentative publication plan by December 2010.

**Communication strategy**

A communication strategy for COS-SIS must provide for special publications.

**Public relations**

- Regular newsletters must be made.
- In COS-SIS main activities, public media (radio, TV, journals) must be invited to cover our events for promoting COS-SIS.
- PMT coordinators should be sure that our activities are covered.
- Small briefs must be provided as well.

## **Group 4 Methodology**

The group was composed of Niels, Suky, Koffi, Lassine, Kwadow and Drissa  
The group worked on the following points:

1. Research linked to development action research
2. Exit strategy for PhD and RA after Cos-sis program ended
3. Research design-Data collection-Data analysis and impact assessment
4. Monitoring /Evaluation of comparative studies

After agreed on the different element to discuss the work had started with:

**1. Research linked to development action research**

The discussions lead to the following elements:

- Both PhD and RA are coming from the same institutional level and goal
- Both will do the Diagnostic & Baseline (Beta Gama) study
- Institutional reconfiguration and Documentation will be done by RA
- Monitoring/Impact assessment will be done by both RA and PhD

- Before activities of stakeholders
- Interaction of stakeholder/ dysfunction during and after preferred activities might require the formation of new network of stakeholders-rules and regulations
- Interaction within actors in CIG lead to concerted action to solve problems at niche level
- (interaction, activities and rules ) that require institutional reconfiguration (which and what)
- What actions are required in concerted form

Research by RA	Concerted Action decided by the CIG	Option for research
Domain	A1, A2, A3...	<p>A ,B C etc.. how the choice influence the institutional constraints and the livelihood of farmers? What are the theoretical perspectives that guide the choice? How to implement it?</p> <ul style="list-style-type: none"> <li>- Evolution of the emergence of interdependence of the CIG</li> </ul>

In conclusion to the first the following conclusions were retain:

- Involvement of RA in Baseline and Diagnosis study
- PhD involvement in impact assessment with RA

## 2. Exit strategies

The second element discussed within the group was regarding the exit strategy after completion of the research activities of PhD, facilitation and research of RA

PHD	RA
<ul style="list-style-type: none"> <li>• PhD should maketime table for the work plan clear to stakeholders</li> <li>• regular feedback sessions with stakeholders</li> <li>• organize forum to thank stakeholders e.g. target farmers, CIG members, value chain actor of the domain</li> <li>• true participative research for farmers to continue (process, technology, negotiation and communication)</li> <li>• farmers establish their own evidence observation</li> </ul>	<ul style="list-style-type: none"> <li>• Make time table /line clear on lifespan of cossis to stakeholders</li> <li>• regular feedback sessions with experimental stakeholders to the wider numbers ofstakeholders</li> <li>• organize forum to thank stakeholders e.g. target farmers, CIG members, value chain actor of the domain</li> <li>• Identify indicators of state of maturity</li> </ul>

### **3. Research design-Data collection-Data analysis and impact assessment**

We define design as structure of proof that specifies the range of data required to answer research questions convincingly (Yin, 2003; de Vaus, 2006)

In addition to the development work using a CIG approach each RA /PhD team design a study to convincingly (based on proof of evidences ) to show the usefulness of the approach

#### **3. Monitoring /Evaluation of comparative studies**

- Process : activities , outputs, effect, outcomes  
(and hierarchies of these ) why, what, how, when, who ?

### **Observations and comments**

After the presentation the participants did the following observations and comments:

- Not disconnect the RA and PhD studies
- In the table the 3<sup>rd</sup> column should read option for action not research option
- Regular feedback to wider stakeholders
- After defense of the PhD need period to allow comparing studies across the thesis
- It is not only the PhD to ensure the pursue to the activities
- The question of when , who are important to answer during the evaluation
- Define the criteria for impact assessment for the entire COS-SIS programme - for smallholding farmers.



## 6. Emerging Issues from this Workshop

### Programme Time frame and other Issues

**Arnold van Huis**

*International Coordinator, CoS-SIS*

At the end of the workshop the International Coordinator mentioned the time frame during the course of the programme, the publication procedure and some other issues.

**Time frame** The International Coordinator first mentioned the general time frame of the programme. For the PhD students this is as follows: 1<sup>st</sup> March 2009 – 1<sup>st</sup> of March 2010 preparatory phase Wageningen University; 1<sup>st</sup> of March 2010 – 1<sup>st</sup> of September 2012 field work; 1<sup>st</sup> of September 2012 to 1<sup>st</sup> of March 2013 finalizing theses Wageningen University; 1<sup>st</sup> of March 2013 submission of theses to reading committees; between October and December 2013 PhD defence at the respective West African universities, although this still has to be negotiated. The time frame of the RAs is that they can continue till the end of the programme in September 2013. During the course of the programme there will be each year one small and one large international workshop respectively in June and October: Bamako and Cotonou in 2010, Accra and Bamako in 2011, and Cotonou and Accra in 2012.

**Publications** For the PhD students two chapters of the thesis are common: 1) baseline/ diagnostic study to establish the current situation with respect to the interface between smallholder and institutional framework conditions specific to the domain; 2) impact assessment against the variables measured during the baseline study. It is intended to publish the chapters on each topic in different special issues of refereed journals. It was agreed that the PhD students propose a first draft of the diagnostic and baseline before the 15<sup>th</sup> of October 2010. It is also proposed that the Research Associates prepare a career and publication plan before the 15<sup>th</sup> of October, so this can be discussed during the supervisory visits which will happen between 15 and 25 October 2010

### Other issues

- ⇒ *Domain Advisory Groups.* It is proposed that the domain advisory groups will be established as soon as possible (RAs, PhDs, all supervisors and some subject matter specialists).

- ⇒ *Terms of Reference for the RAs.* This will be proposed by the SCC before the 9<sup>th</sup> of July.
- ⇒ *Methodology of the programme.* Some Dutch supervisors under the guidance of the SCC will form a small brainstorming group about methodological issues of institutional experimentation of the programme. They will prepare a first draft which will be proposed to the CoS-SIS community. This will be further discussed during the large international workshop in October 2010.
- ⇒ *Social Science skills of the RAs.* It was indicated that most of the RAs are natural scientists with not much experience in social science issues. For that reason in-country training on methodologies on social experimentation may be organized by the national coordinators. If this is not possible than we may think about other solutions.
- ⇒ *Guidelines to evaluate CIG proposal for the PMTs.* The SCC will propose guidelines for the Programme Management Teams on evaluation of proposals from the Concertation and Innovation Groups (CIGs).
- ⇒ *Title CoS-SIS Newsletter.* It was also agreed that we launch a competition (€100,-) on finding an appealing name for the CoS-SIS newsletter which would start as an internal newsletter.
- ⇒ *Progress reports.* The importance of the timely submission of trimestrial reports by PhD students and RAs, and the semestrial reports by the Programme Coordinators was mentioned.
- ⇒ *Financial reports.* Concerning the financial reports by the coordinators it was stressed that the appropriate protocol for producing these reports would be respected.

## **7. Comments by the Chairpersons of the Programme Management Teams, PMT**

This session of the workshop was designed to gain experience of the chairpersons of the PMTs in the three CoS-SIS implementing countries on their perceptions of how the CoS-SIS programme has been institutionalized in the countries and how much influence the programme has had on the relationships between agricultural research, extension and the agricultural producers in the agriculture value chain.

### **BENIN**

**CODJIA Jean T. Claude**

*Chairman Programme Management Team, Benin*

1. The CoS Programme has had a profound influence in the revision of the training curriculum in the faculty of agriculture at the University of Benin. The Convergence of Sciences concept is now integrated into the curricula of agriculture at the University of Benin Abomey-Calavi at the undergraduate and postgraduate courses. This is an example of the outcome of efforts to institutionalize the CoS programme in Benin. Research topics for university lecturers and students are now selected from emerging issues from the implementation of the CoS programme.
2. Cooperation with the Netherlands has been significantly strengthened, resulting in the successful completion of higher degrees awarded by the Wageningen University. The institutionalization of this cooperation is also evolving, this will continue with the CoS-SIS approach.
3. The programme also has impacted on agricultural extension through a shift in the pattern of engagement between extension agents and farmers. Through adopting the CoS approach, and involving the domain working groups, the new pattern involves sharing knowledge and experiences in the identification and characterisation of agricultural production constraints through the entire agriculture value chain.
4. Support for the CoS-SIS programme in Benin is absolutely vital for the programme to achieve its objectives. Support could be achieved through the on-going process of institutionalization of CoS, lobbying policy makers for example the Vice Chancellors of the Universities involved and the heads of relevant departments in the Ministry of Agriculture and development agencies. Thus proper communication and lobbying is needed to bring all the

influential policy makers on board if success is to be achieved.

5. Finally success of the CIGs will depend on how the balance of interests is managed. Space should be given to smallholders for example in the cotton industry sector. Empowering such smallholders will strengthen their capacity to negotiate for their interests.

## **GHANA**

### **Institutionalization of CoS-SIS in Ghana**

**Ben Ahunu**

*Chairman Programme Management Team, Ghana*

The Convergence of Science (CIS) idea is reckoned as a multidisciplinary approach to research and innovation. From COS-1 the Department of Agricultural Extension of the Faculty of Agriculture (now College of Agriculture and Consumer Sciences, CACS) developed a new curriculum in consonance with the COS idea. The curriculum was approved in principle by the School of Research and Graduate studies subject to a few amendments. The curriculum was never run. One reason was that during the course of COS-1, it became clear that the students on the project opted for graduation at the Wageningen University but even more importantly was the rationale that the curriculum would be better informed and enriched by the experience and lessons learnt in the execution and successful completion of COS-1. Currently, the curriculum is being reviewed and reorganised for effective takeoff in the near future. In the revised edition would be included a course on Approaches to Agricultural Innovation as a core course to meet this requirement. Besides these courses, which are specific to COS would be outlined. Thus the foundation for institutionalisation of the COS idea has been firmly laid for graduate work at the University of Ghana, Legon.

1. The composition of the PMT sought to bring on board various influential institutional stakeholders. The membership is as detailed below:  
Provost, CACS (Chairman), representing the University, the Coordinator of the COS-SIS programme in Ghana, the Representative of the Director, Extension Services Directorate of Ministry of Food and Agriculture, representing the formal Government sector, The Director, Science and Technology Policy Research Institute (STEPRI) of the CSIR, the Deputy Director of the Cocoa Research Institute of Ghana (CRIG), the Managing Director of the Ghana Oil Palm Development Company (GOPDC)

representing both the producing and manufacturing facet of the Private Sector, the Director of IFDC and a Female Director of the Peasant Farmers' Association of Ghana, representing the Farmer based organisations.

The composition broadly reflects not only the relevant actors of the Ghanaian agricultural industry but also the research domain of the programme.

2. We have conducted national workshops to which we have invited several other stakeholders like Food and Drugs Board (FDB), Ghana Standards Board (GSB), Oil Palm Research Institute (OPRI), District Assemblies, various personnel in the hierarchy of MOFA, other relevant Departments in the University, the Parliamentary Select Committee on Poverty and Agriculture and several other individuals in positions of influence who are perceived as amenable to advance the cause of COS-SIS.
3. Supervisory Team members have also been chosen bearing in mind not only the quality of expertise they could bring on board but also the wider concept of institutionalisation. Thus we have supervisors from the University of Ghana, Legon, the University for Development Studies, Tamale, and the Animal Research Institute of the CSIR.
4. To date all the COS-1 and COS-SIS publications have been widely distributed to all the national libraries, libraries of the universities and tertiary institutions as well as the libraries of the relevant analogous research institutions and also to the Parliamentary Select Committee on Poverty and Agriculture. We note for the future, however, that there is the need to specifically craft these publications to make is attractive for our clientele to read and get the message.
5. It is important to put on record the very warm support that COS-SIS enjoys from both our Vice-Chancellor and the Dean of Graduate Studies. Indeed the Vice-Chancellor is keenly looking forward to heightened relationship that COS-SIS can forge between the University of Ghana and Wageningen University. He is hopeful that it should be possible for the University of Ghana and the Wageningen University to jointly graduate students on the programme. There is every indication that although the Vice-Chancellor is leaving office at the end of July, he would strongly convey such antecedents to his predecessor. As members of the PMT, we will avail ourselves of every opportunity to work towards the realisation of the COS-SIS agenda.

# MALI

## **Institutionalization of the COS-SIS Programme Approach in Mali**

**Adama Traore**

*Chairman Programme Management Team, Mali*

### **Introduction**

Institutionalization is a very important aspect in the perpetuation of the achievements of the CoS-SIS programme. Appreciable results were obtained in Benin and in Ghana during the 1<sup>st</sup> phase of the project. These results played a decisive role in the approval of the CoS-SIS. Studies are underway in Mali in order to promote the results obtained on a permanent basis.

### **Lessons learnt in Mali**

- Convergence of various subjects, social, natural and accurate sciences within each field;
- A need for each associated researcher specialized in accurate or biological science to switch to social sciences;
- The role played by the coach associated researchers in the coordination of the CIGs;
- The decision-making role played by members of the CIG in the identification of the institutional constraints and their involvement in the removal of those constraints.

### **Conditions that favour institutionnalisation**

- Diversity of the composition of the Management Committee:  
The management committee is made up of the heads of the following departments: The Executive Secretary of the National Agricultural Research Committee (CNRA), the Director General of the Rural Economic Institute (IER), the Director General of the Laboratoire Central Vétérinaire (LCV), the Director General of the Institut Supérieur de Formation et de Recherche Appliquée (IPR/IFRA) of Katibougou, the National Director of Agriculture (DNA), the National Director of Animal Production and Industries (DNPIA), the President of the Permanent Assembly of Mali Chambers of Agriculture



(APCAM), the President of the Regional Committee of the Users of the Research Results of the Koulikoro region and Bamako district and the Representative of NGOs active in Mali.

- Diversity of the institutes from which the supervisors come:  
2 of the supervisors are from IER, 1 from IPR/IFRA, 1 from the National Department of Agricultural Engineering and 1 is a lecturer of the University of Michigan State who resides in Mali.
- The PhD students are from various places:  
1 of the students is from the National Department of Agricultural Engineering, 1 from the National Department of Agriculture and the 3<sup>rd</sup> one from the National Forestry Authority.

Though this diversification all the departments involved in rural development in Mali are partners in this CoS-SIS programme. We should now take advantage of the situation to convey all the information within these services for a better understanding of the philosophy of the CoS-SIS programme.

### **Strategies:**

- Increased involvement of all member institutes of the Management Committee in the activities (many meetings and workshops);
- Increased involvement of all institutes to which the PhD students belong;
- Increased involvement of all the institutes to which the supervisors of the PhD students belong;
- The good selection of members of the CIG and the consultative groups and the clear definition of their tasks and operating methods.

### **Conditions for success:**

- The CoS-SIS results should be pertinent. If the results come up to our expectations, that is the expectations of those for which the experiments were carried out, their adoption will seem obvious.
- All the institutes involved as members of the Management Committees should be stakeholders in all the activities.
- All the institutes from which the PhD students and their supervisors originate should be kept informed by their agents involved in the project.
- The CIG and the consultative groups should correctly play their role.
- The associated researchers should also play their role with students, the CIG and the Consultative Groups.



## 8. Follow up of this Workshop - The Next Steps

During this session of the workshop, the Research Associates and Postgraduate students met in domain country groups to review progress of their CoS-SIS research projects and formulated action plans for the different CoS-SIS research domains. Participants visited these domain groups to comment on the action plans which were subsequently revised on the basis of comments received. The action plans endorsed by the workshop are outlined as follows:

### Domain Action Plans

#### BENIN

##### Domain: Oil Palm

**Joint vision:** Improve the benefit smallholders farmers get from oil palm through

- Organizing smallholders' oil palm farmers to demand and negotiate improved planting material and appropriate inputs, control the nursery managers
- Practicing better integrated crop management

#### RA's Action planning

Actions	Who	When
- Towards CIG building	RA	July
- Revisiting ranking constraints and priorities	RA	July - August
- Facilitating proposal writing by CIGs	RA	August - September
- Validation of proposal by PMT	RA	
- Writing paper for Cotonou workshop	RA	Sept. - Oct
- Operationalizing of CIG activities and integration of PhD students activities	RA + PhD +CIG	Nov. - Dec
- A publication plan for October	RA	Oct.

**Domain: Oil Palm: PhD Student. E. Akpo***Sub-vision: Improvement of the oil palm seed system in Benin*

Activities	Who	When
- data collection on the functioning of the oil palm seed system (diagnostic and baseline)	PhD	July – August
- Village level workshop for result validation	PhD + RA + Stakeholders	1 mid- September
- National workshop (decision on intervention)	PhD + RA + Stakeholders + CIG + PMT	End September
- Intervention design	RA PhD + CIG	October - November
- First draft of article on diagnostic and baseline	PhD	10 <sup>th</sup> October
Research proposal write up on the arising matters	PhD	November December
- Presentation of diagnostic and baseline findings at the Cotonou Workshop	PhD + RA	End October

**Domain: Oil Palm. PhD Student Yemadje Rolland**

*Sub-vision: Improvement of the food crop yields in oil palm based cropping system in Benin*

Activities	Who	When
- Follow the RA for CIG building	PhD+RA	July
- Submit a revised version of research proposal to graduate school	PhD + supervisors	July
- Collect complementary data at households level for diagnostic & baseline	PhD	August
- Data analysis and 1 <sup>st</sup> draft writing	PhD + supervisors	September
- First draft and follow operationalization of CIG with RA	PhD+RA	October
- Field experimentation: identification of options to test	PhD + RA+Farmers	October
- Presentation of paper at international workshop	PhD+RA	15-30 <sup>th</sup> October
- Field experimentation: building learning platform at local level & discussion of option to test	PhD+RA+Farmers	1 <sup>st</sup> - 15 November
- Field experimentation: implementation of options	PhD +RA+Farmers	November - December

## Domain: Water Management

**Research Associate** Aliou Saidou

*Vision: Integrated water management in Benin through*

- Making water resources sustainable
- Improving productivity (animal + crop)
- Building partnership among stakeholders to exploit opportunities

Activities	Responsible	Periods
Stakeholders Analysis in the river valley & dams	RA, PhD, Pc	By September
Setting up of the CIG with keys actors	RA + Pc	August
Revising and Ranking of constraints	RA, PhD, CIG	August
Presentation of the results to the PMT	RA, PhD, Pc	August
Identification of technical inputs to address constraints	RA, PhD	November
Validation with the CIG technologies to be tested	RA, PhD	November
Preparation of students supervision and Cotonou workshop	RA, PhD	Octobre
Proposal writing by CIG	RA + CIG	December

**PhD Student: Natalie Kpera**

*Vision: Integrated water management in Benin through*

- Making water resources sustainable
- Improving productivity (animal + crop)
- Building partnership among stakeholders to exploit opportunities

Activities	Responsible	Periods
Complete diagnostic and baseline studies	PhD,	By September
<ul style="list-style-type: none"> <li>• Study of activities around</li> <li>• Mapping stakeholders</li> <li>• Identification of technical and institutional constraints/opportunities</li> <li>• Endogenous knowledge on water resources</li> </ul>		
<ul style="list-style-type: none"> <li>• Validation of diagnostic and baseline studies results</li> <li>*Stakeholders workshop (local level)</li> <li>*Validation workshop by theCIG</li> </ul>	RA + PhD+ CIG	September
Writing 1 <sup>st</sup> paper	PhD	Sept - October
Supervision + 3 <sup>rd</sup> CoS-SIS workshop (local level)	RA, PhD, Pc	October
Identification of available technologies	RA, PhD	November
Research proposal writing for each constraints	PhD + MSc.	Nov -December
Start implementing experiments	PhD	December

**Comments from participants**

*Consultant:* He advised to document endogenous and indigenous knowledge.(he gave a document of world bank for this documentation)

*Prof Codjia:* he gave 4 recommendations:

- Check strategies developed by local people to face climate change problem

- Endogenous knowledge on water resources
- Document the variation of water level in the 3 agropastoral dams
- Add to Nathalie's action plan "preparation of workshop and presentation of results at the workshop"

*Suzanne:* She suggest to identify indicators for learning process (there are tools for the monitoring of learning process)

*Prof Saky:* he proposed the title "networks and rules of networks for the diagnostic and baseline studies. In additions for the activity related to "Identification of available technologies "he suggested to see it in terms of

- Resources use
- Conflict resolution
- Management for win-win use

# GHANA

## Domain: Food Security

*Vision: To improve livestock productivity in the Northern Savannah Zone in Ghana and its marketability for improved livelihoods and food security.*

### Kofi Adade Debrah. Research Associate:

Activity	Responsibility	When
Contact potential CIG members and form CIG	Research Associate, National Coordinator and Domain Advisory Group	2 <sup>nd</sup> Week, July 2010
Validation of draft vision and draft critical institutional constraints (from institutional assessment workshop). Identification of new institutional "form".	Research Associate, Emerging CIG and Domain Advisory Group	4 <sup>th</sup> Week, July 2010
Development of CIG action plan for CIG proposal	Research Associate, CIG and National Coordinator	3 <sup>rd</sup> Week, August 2010
Preparation and submission of CIG proposal to PMT	Research Associate, CIG and National Coordinator	4 <sup>th</sup> Week, September 2010
Initiation of implementation of CIG activities as per proposal	Research Associate, CIG and National Coordinator	October to December 2010



**PhD Student: Kwadwo Amankwah**

Activity	Objective	Method	Whom	When
Conduct diagnostic and baseline studies in 3 villages	1). To describe the prevailing levels of livestock production and market participation by smallholders and examine factors that affect productivity and marketing. 2). To identify and prioritize the socio-institutional constraints and forward are above farm-level to CIG for redress. 3). To examine options for experimentation in three villages with smallholder keepers.	Group discussions, Semi-structured interviews with individual households, Key informant interviews, Focus group discussion and validation.	Individual household members in 3 villages, opinion leaders, agriculturists, traders	1 <sup>st</sup> Week, July to 4 <sup>th</sup> Week, September 2010
Analyze and write report	To prepare for publication	Data analysis	PhD student	4 <sup>th</sup> Week of September, 2010
Supervisors visit	To be familiar with PhD's fieldwork		Supervisors	1 <sup>st</sup> Week of October, 2010
Replicate study in 3 other villages	To identify and prioritize the farm-level constraints and forward to CIG for redress	Focus group discussion and validation	Individual household members in 3 villages, opinion leaders, agriculturists, traders	4 <sup>th</sup> Week, to October, 2010
Analyze and write report	For publication	Data analysis	PhD student	3 <sup>rd</sup> Week, to December, 2010

## Domain: Cocoa

### William Quarmin - PhD Student

*Vision: Smallholder farmers will be empowered to get the satisfaction to contribute to ensuring that Ghana is a leading exporter of the best quality cocoa*

ACTION	By Who	When
Continue with the diagnostic studies	PhD with support from R.A and supervisors	July to September 2010
Participatory experimental design	PhD, Domain advisory group	October 2010
Implementation of agreed upon experiments	Phd	October to December, 2010
1 <sup>st</sup> draft of diagnostic studies paper	PhD	October 2010
Supervisors visit	PhD and supervisors	October 2010

## Domain: Cocoa

### Research Associate: Richard Adu-Acheampong

*Vision: Smallholder farmers will be empowered to get the satisfaction to contribute to ensuring that Ghana is a leading exporter of the best quality cocoa*

ACTION	By Who	When
Individual meetings with potential CIG members	PhD with support from R.A and supervisors	July, 2010
Selection of CIG members for CIG formation, validation of vision and ownership of vision	PhD, Domain advisory group	October, 2010
Input from William's work		
Workshop to collect input on how to go about the changes in and around the bottlenecks to ensure positive changes in activities on the ground using appropriate tools	CIG, COCOBOD, CARGIL, CRIG, CMC, QCC, LBCS, CODAPEC, CIC, CPC etc	October, 2010
Facilitate knowledge exchange among actors	CIG	October to December, 2010

**Domain: Oil Palm****RA: Samuel Adjei-Nsiah**

*Vision: Small-scale farmers and processors organized to produce good quality crude palm oil to meet the local industrial and export market*

Activity	Objective	Methodology /tools	With whom	Date	Resources
CIGs formation workshop	To bring together identified CIG members to discuss with them the nature of problems faced by small scale farmers and processors, Issues of innovation system, our Vision, Proposal writing	Power point presentation, Visioning, Meta plan, Brainstorming, Buzz Group	Identified CIG members (Farmers Rep, MOFA, Processors Rep, Export Prom. Council, Ghana Standard Board, Dist. Assembly, Mill Owners Rep), RA	2 <sup>nd</sup> Week in July	Conference Room, Stationery, Funds for paying transport, boarding and lodging of members
Proposal development workshop	Develop proposal with concrete concerted actions towards achieving our set goals to access funding to implement our actions (To plan for the approach that will be used to achieve our vision)	Group discussions, Visioning, Meta plan, Brainstorming, Buzz Group	Identified CIG members (Farmers Rep, MOFA, Processors Rep, Export Prom. Council, Ghana Standard Board, Dist. Assembly, Mill Owners Rep), RA	3 <sup>rd</sup> Week in August	Conference Room, Stationery, Funds for paying transport, boarding and lodging of members

## Domain Oil Palm

### PhD Student: Charity Osei-Amponsah

*Vision- Small scale processors and farmers organized to produce quality crude palm oil for industrial and export market*

Activity	Objective	Who	When
Mobilisation and sensitization	Explain CoS-SIS programme and introduce PhD to community	PhD, RA and community	March -April 2010
Diagnostic and Baseline study Writing of 1 <sup>st</sup> draft paper	Understand better the entry point	PhD, community, institutions, supervisors and RA	April - September 2010 On-going
Local stakeholders' meeting	Discuss results of Diagnostic and Baseline	PhD, RA and local stakeholders	1 <sup>st</sup> week of October 2010
Dutch supervisors' visit Cotonou workshop	Present results of Diagnostic and Baseline study	CoS-SIS team	October 2010
Action planning with community and division of tasks	Participatory action plan	PhD, community	November 2010
Discuss method/approach for Beta-Gamma research	action plan for Beta-Gamma field experiments	Domain Advisory group, PhD, RA, Supervisors	November 2010
Implementation of planned activities	Conduct discussed Beta-Gamma experiments	PhD, RA, community, Domain Advisory group	December 2010 - onwards
Monitoring, evaluation and report writing	Track and report on progress of Beta Gamma experiments	PhD, Community	January 2010 - Onwards

## MALI

### Domain: Shea Butter

*Vision: Increasing the income of women who gather and produce Shea through the constant supply of good quality products.*

Key activities	Who	When
1. Increasing women's awareness for an adoption of better nut gathering and processing practices.	RA	June - September
2. Strengthening the capacity of member cooperatives (setting up and coordinating the CIG).	RA	July-October
3. Enlargement of the cooperatives (dissemination of the consolidated sale strategy).	RA	July-October
4. Involvement of laboratories in the quality control and in drafting the CIG development	RA	July-December

**Domain: Karite**

*Joint Vision: Improvement of Shea nuts collectors and processors income through stable supply of improved quality of Shea products to the domestic and international markets.*

**Action planning ( 6 months) Ph D**

Keys activites/Activités clés	Who/ Responsables	When/Période
1. In-depth study of social and materiel contexts of Shea production.	Ph D RA (Supervisors)	Jun-september
2. In-depth study of technical and administrative performances of organised structures (Coopératives)	PhD	Jun-september
3. Writing the draft of baseline and diagnostic study	PhD, RA	By october
4. Women perception in relation to technological and institutional changes (survey)	Ph D RA	October- December



## Domain: Integrated Water Management

### IWM/Mali: Joint vision 3-5 years

*Improving Irrigation water management at tertiary level in ON*

Action	Who	When
– Institutions identification	PhD	Currently
– Social organization mapping	PhD	Currently
– Assessment of level of networking among farmers	PhD	Currently
– Analysis of why canals are not maintained	PhD	Currently
– Investigation of nature & determinants of CA	PhD	Currently
– Assessment of current irrigation performance	PhD	July-September 2010
– Completion of D/B studies	PhD	August
– Deeper analysis of constraints	RA	August-September
– Revising CIG composition	PMT	July
– Producing D/B report	PhD/RA	September



## Domain: Crop/Livestock Integration

*Vision: The smallholder dairy farmers will be empowered to adopt fodder management practices, improve their livelihood situation*

ACTION	By Who	When
Finalization of Proposal	PhD	July 15
Preliminary visit to farmers and ON office	PhD	July
Diagnostic and baseline study : - Analysis of farming systems, value chain in office du Niger irrigation zone  - Identification of Organizational and Institutional and technical constraints for farming system development in rice and dairy value chains Define fodder management option with stakeholder	PhD with support from R.A and supervisors, CIG	July to October 2010
Participatory experimental design	PhD, Domain advisory group	October 2010
Implementation of agreed upon experiments	PhD	October to December, 2010
1 <sup>st</sup> draft of diagnostic studies paper	PhD	septembre 2010
Supervisors visit	PhD and supervisors	October 2010

## Annexes

### Annex 1. List of Workshop participants

	Name	Position	Address	Telephone No	E mail
1	ADJEINSAH Samuel	RA Oil Palm Ghana	Univ. of Ghana P O Box 38 Legon, Ghana	+ 233 245395251	y_nsiat@yahoo.co.uk
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Annex 2: Workshop Programme

	Monday 21	Tuesday 22	Wednesday 23	Thursday 24	Friday 25
	Feedback AI coach week	Dealing with divergences	From divergence to convergence	Feasibility and commitment	Way forward
	<p>Fun and engaging activity for team building (surprise)</p> <p>Feedback to PhD and SCC on progress of the past four days/ CiG</p> <p>Presentation elevator pitches CiGs by RAs</p>	<p>Introduction (objectives and agenda)</p> <p>Fears and expectations</p> <p>SCC presenting key features from May mission and implications (conditions for CoS-SIS programme success according to SCC)</p> <p>Country presentations: feedback and conditions for success of CoS-SIS in the country</p>	<p>Key lessons for CoS SIS from CoS-1 evaluation: presentation and discussion</p> <p>Clustering and prioritising success factors</p> <p>Reflection groups on emerging issues (addressing success factors- practical measures)</p>	<p>Making CoS-SIS feasible:</p> <ul style="list-style-type: none"><li>- presentations from reflexion groups</li></ul> <p>Including possibly:</p> <ul style="list-style-type: none"><li>- methodology</li><li>- publication policy</li><li>- institutionalisation</li><li>- motivation factors</li><li>- etc.</li></ul>	<p>Building on action planning RAs: feasibility and future commitments</p> <p>General issues:</p> <ul style="list-style-type: none"><li>- Cotonou workshop</li><li>- Mentoring programme KIT</li><li>- ADB</li></ul> <p>Addressing fears and expectations</p> <p>Closure</p>
LUNCH					
	<p>Action planning – posters on the wall</p> <p>Conditions for RA success</p> <p>Reflections SCC</p>	<p>Research field work and CiG functioning in practice</p> <ul style="list-style-type: none"><li>- presentation and discussion</li><li>- PhD- RA pairs discussing complementarities, respective roles and conditions of success for their domains</li><li>- Simultaneously: SCC, PMTs and PCs examining overall conditions for success</li></ul>	<p>Field visit Siby</p>		

## Annex 3. Summaries of Daily Proceedings

### Day 2 Tuesday 22 June 2010

*Rappouteurs : Samuel ADJEI-NSIAH and Elizabeth ZANOUE*

Day two began with a presentation by A. van Huis. He started by outlining the objective and the agenda for the workshop. This was followed by schedule of activities for the year 2010 which include the Bamako workshop, Visit of the PhD students by Dutch Supervisors, Cotonou workshop and AI coach training workshop by KIT for Research Associates and Program Coordinators. He said Local Supervisors and RAs will be present during the Supervisory Visit and every Student will be visited by 2 Dutch Supervisors.

Period	Activity
October 15-25	Supervisory Visits (11 persons from the Netherlands)
October 26-29	Large International Workshop
November 1-5	AI Coach workshop for PC and RAs by KIT

A. van Huis explained Innovation as a Network of organizations, entrepreneurs, individuals focused on bringing new products (Hardware), new process (Software) and new form of organization (Orgware) into economic use together with institutions and policies that affect system behavior and performance. He said that innovation does not only embrace the science suppliers but the totality and interaction of actors involved in innovation.

He went on to describe CIG as having the following attributes:

- Impermanent platform for interaction
- Selected actors capable of achieving an institutional transformation in the domain
- Outlook for replicability and upscaling (upscale – establish proof of principle in proto-type and apply at larger scales)
- Members should not be paid
- Funds available for activities and experimentation

He touched on the Mission of the Scientific Coordination Committee (SCC) and enumerated a number of problems encountered. He listed some of the problems as

follows:

- Functioning of RAs
  - Not responding and no reports
  - Did not spend enough time on programme
  - Engaged in other time consuming activities
  - Unclear relationship to PhD (no supervisor)
- Notion of CIG unclear
  - Mixing up experimental farmer groups and CIGs
  - CIG formed to alleviate constraints at higher than farm level (networks to achieve up-scaling) not understood
  - Non-permanent structure alien concept

He also outlined the roles of the various Actors in the program (PhDs, RAs, PC, PMT and SCC).

A number of problems that have bedeviled the program since its inception were also discussed. This included problems associated with the recruitment of RAs in the various Domain in the three countries, lack of involvement of RAs and local Supervisors and problems with local supervision of PhD students (too many or inappropriate local Supervisors).

Some issues associated with RAs and PhD were also raised. This involved whether an RA can advise PhD or not and what do they get out of helping the PhDs? Other issues raised about RAs also included intellectual sparring partner, professional career and publication plan

A. van Huis also raised a number of issues related to the PhD student. These included Contact with Wageningen and local supervisors, How to deal with supervision (hierarchy), A personal coach, Research Proposal & Graduate School (TSP, GO/no go decision) and Co-authorship.

A. van Huis also talked about timely submission of progress report by PhDs, RAs and Program coordinators.

A. van Huis presentation was followed by expression of fears and expectations by participants. This section was facilitated by Dominique. Participants expressed their fears and expectations on cards which were then clustered and kept until Friday for discussions.



The section on the expression of fears and expectations was followed by a presentation by Niels. Niels touched mainly on Methodological issues. He said that as key factors for success, CoS-SIS as a research program needs to develop effective approaches to removing constraints to smallholder development at the higher than farm level. He also said that it requires comparative case study methodology: comparative field experiments in each domain that trial multi-stakeholder approach to improve opportunities for smallholders.

He said that the unique contribution of CoS-SIS to the world agricultural development is its pioneering role in the area of innovation systems or system innovation in which institutional issues such as markets and value chains, legislation, rent seeking, unfair international trade, land tenure, service provision, etc that make technology relevant are taken into consideration in agricultural research. He said that the purpose of CIGs is to bring together different interdependent actors to agree on concerted action in which they all have stake in order to develop realistic opportunities for smallholder farmers.

Samuel and Charity also made presentations on their research activities to show how they have been working together in the oil palm domain. Samuel presentation ranged from CIG formation to field activities including organization of local stakeholders' workshop, primary stakeholders' workshop in the communities where Charity is working and participation in National Workshop organized by the National Project Secretariat. He also showed how he had connected Charity with other organizations such as Ghana Standard Board and the Oil Palm Research Institute for Institutional support for her work. Charity presentation traced her activities after Elmina workshop through Wageningen Workshop to Bamako Workshop. She touched on her scoping studies, presentation of the results of her scoping studies to stakeholders for validation and the presentation of her proposal also to the stakeholders for their inputs. She said she is currently undertaking her Baseline and Diagnostic studies after primary stakeholders' meeting in the communities to introduce her to the communities by her RA had been done. After Samuel and Charity's presentation the National Program Coordinators reacted to the reports of the SCC. They outlined key issues in the report they did not agreed to and in a number of cases reacted to the Issues raised by the SCC. The Coordinator for Ghana said that the Ghana Team largely agreed to the report except some few typographical errors which he corrected. The Benin Coordinator analysed the methodology used by the SCC and pointed out its weaknesses and strengths. He also outlined a number of issues raised by the Benin Team.

The day ended with Group work on discussions by PhD+RA; SCC+PM+PC; Country Teams on Joint Visions; Respective contributions and conditions for success of the domains.

### **Day 3 Wednesday 23 June 2010**

*Rapporteurs : Essegbemon Akpo and William Quarmin*

#### **1. INTRODUCTION TO THE DAY'S ACTIVITIES**

The day three of the workshop started with a short introduction by the facilitator who presented the menu of the day (presentation by Dr Barbara on the evaluation of CoS 1, country team meeting to continue discussion on practical measures for success achieving and the visit to Siby).

#### **2. EVALUATION OF CoS 1**

After this introduction, the recap of day 2 was presented by the two rapporteurs of the day. The floor was given to Dr Barbara for her presentation on CoS 1 evaluation. The evaluation focused on the impacts of CoS 1 on the farmers involved in the project. She started her presentation by stating that at the beginning, she did not know really what methodology to use.

After the discussions she had in Wageningen, she went through the PhD theses of the former CoS 1 students and drew a list of the different claims (with regard to technology, learning/human capacity improvement, social organization) they wrote down in terms of impacts on the involved farmers. Such claims of impacts had been verified in the field with the target farmers and other organization partners (extension and research services).

Due to local language limitation, the field works were conducted with the help of two researchers, one in each country. The field works lasted three months. All the former PhD students' sites of study were covered except the one of Comfort that was under conflict at that time. The presentation covered the major findings. The speaker held that the findings of CoS 1 evaluation were in accordance with the claims. She used the claims from Pierre's work as example.

The claims in Pierre's thesis are:

- Increase in maize yield as a result of weed management.
- Striga control as a result of improved methods of sorghum transplanting.
- Farmers who were part of the farmer-research groups have acquired dynamism (been empowered) for taking initiative with respect to social organization

The presentation underlined first the positive impacts mentioned by the farmers involved in Pierre's work and second, shortcomings. With regard to the positive impacts, the farmers involved mentioned the increases in their income (that had fourfold for some of them), increase in acreage of food crop such as cowpea and cassava, more availability of food for the family, ability to support household expenditure, human capacity improvement, women more independent from their husband for the household expenditures, work of infested field by Imperata because of the development of technology to fight the Imperata, reduction of area invested with Imperata up to 70%, Cajanus sold as wood, knowledge sharing from farmers to farmers, farmer becoming important source of information for others in soil and Imperata management, etc.

With regard to the shortcomings, the speaker mentioned that they did not like the way the projects ended. Since some of former CoS 1 PhD students left the project sites without informing the farmers and they have not returned since then. The farmers thought that the research activities were time consuming.

The presentation ended with the major conclusions that are as follow:

- The CoS 1 approach was new to farmers and impacted on their livelihoods but there was low diffusion and little impact on partner organizations.
- COS 1's Impact would have been significantly larger if it was followed up.

The discussions around the presentation underlined that the farmer-to-farmer diffusion was not a focus in CoS 1 design. The issue of technology diffusion is a tricky one worldwide. The evaluation had focused only on farmers. However the impacts of CoS1 goes beyond the farmer-level (example in University curriculum in Benin).

### **3. COUNTRY GROUP DISCUSSIONS ON PRACTICAL MEASURES FOR SUCCESS**

#### **Benin Group Discussion Presentation – *Dr. Aliou Saidou***

The Benin group mentioned that one key condition for success is identification of stakeholders for CIG. In order to achieve these they suggested a thorough stakeholder analysis. Another condition for success is technical input which can be achieved by assessment of existing technologies. Actors to be involved are CIG members, PhDs, RAs+ Ir., MSc., PC and PMT.

It is important that research activities should feed the CIG process. Practical measure to achieve this includes revising and ranking of constraints and opportunities through workshop.

Network development for empowerment is a condition for success. This is to be achieved through setting up network and facilitation by PC, PMT. Again, if the programme will succeed, allowances of students need to be available on time. But this will also depend on how fast PhDs make their budgets available.

#### **Ghana Group Discussion Presentation – *Kwadwo Amankwaah***

Ghana's group discussed the practical measures for success around the issues of project process, documentation, strategic planning and functioning of the domain team.

With regards to the project process, the following practical measures were suggested:

- Working group meetings and visits
- Having proper flow chart of actions and issues to be addressed and matching them with relevant actors
- Exit of CIG membership should be done with a human face
- Transparent, logical recruitment of CIG members
- Structure of conflict management within communities
- Proper way to introduce COS-SIS Agenda

With regards to proper documentation, the Ghana team suggested the need for a clear publication policy and an accepted, captured, mutually enforced documentation and communicative plan.

On strategic planning, it was suggested that a stepwise execution of inter-related activities should be adopted. Also, an exit strategy is required. Again, there should be

opportunity for researchers to finally present their findings to the community as well as opportunity to acknowledge and thank the community for their cooperation in the study.

In order to have the project teams functioning well, the Ghana team suggests the need for working group to support domain work regular meetings (formal and informal). Developing mechanisms to resolve conflicts within experimental groups, developing mechanisms to resolve conflicts within the domain team, being conscious of personality traits and openly discuss issues within team members were all important critical measures suggested for functioning of the domain teams.

### **Mali Group Discussions – *Amadou Sidibe***

The Mali country group discussions were organized around technical issues, methodology, CIG operations, RA-PhD collaboration, national coordination and attitudes.

**Technical issues:** The RA is responsible of analyzing the identified institutional constraints and identifying the existing institutional constraints at the upper level. Another condition for success is that the RA plays his role well by identifying the potential members from the upper level. Also, the PhD deepens the analyses of institutional constraints at the lower level and informs the analyses of the RA at the upper level. Again, the PhD follows up data collection by master students on the irregular productivity of karité in cultivated fields and fallows as part of the material context of Shea supply.

**Methodology:** Key informants interviewing, focus group meeting, participant observations

**CIGs operations:** Identify the potential members of CIGs to reflect on the issues of enlargement.

**RA-PhD collaboration:** Organising meeting or exchanging by mail or by phone at least once in the week.

**Publication:** Leave space for RA participation in the field research activities for them to be co-author.

**National coordination:** Facilitate the coordination of the overall process and funding of activities.

Make the link with the upper level to remove institutional constraints.

**Attitudes:** Team spirit (tolerance to criticism, mutual understanding...)

#### **4. VISIT TO SIBY**

The afternoon of the day three was used for field visit at La maison du Karite in Siby, a village located at 35km from Bamako. After our introduction of the group to the cooperative, the members presented their association. La Maison du Karite is a Cooperative of Karite producers created since July 2006 with 650 women. Today, 1245 women are members of the cooperative. The membership is limited to women of at least 18 year.

The cooperative's activities are: purchase of butter, processing into different byproducts, marketing, service proving to others with their available equipments, protection and management the existing Karite park. The cooperative is supported by ACoD NGO through technical support (in improved butter production, byproducts production), fund research. The cooperative has 71 employees and within whom 4 are permanents. Beside ACoD NGO, SIDO (a network of all Karite cooperatives), ReNaPES, big stores in Bamako cooperate with the cooperative for its products marketing. FED provides them with fund.

The answers of the cooperative to the questions asked helped the group to understand their functioning. The cooperative buy only improved shea butter as no market is available for the traditional one. The main use of the traditional one is for soap making. The cooperative might not survive currently if the ACoD NGO withdraws as it helps them to organize the whole process. However the ACoD NGO is empowering the cooperative for its autonomy.

The cooperative is installing grafted shea butter trees and the first harvest will happen two years time. For this campaign, 5000 young trees are available. The cooperative sells its products at local level (Siby, Bamako) regional (Ghana, senegal, Mauritania) and international level (Canada, Germany, Italy, France). The karate accounts for 80% of the women income. The cooperative buys butter from its members with a premium price with rebate based on the amount sold to per year. The capital of the cooperative in 2008 was 15.000.000 FCFA, and 31.000.000 FCFA en 2009. Among the key factors of success for the cooperative are patience, mutual understanding, commitment, 'spirit of keep going', etc.

The major constraints faced by the cooperative are: water availability, lack of education/illiteracy, training, stand for drying, mean for butter and its byproducts transportation, etc.



## 5. VISIT TO KAMADJAN PARK

Participants of the workshop visited the Kamadjan national park after the Siby visit.

### Day 4 Thursday 24 June 2010

*Rappouteurs : Togbe and Charity*

#### Activity 1- Recap of previous day

The day's programme started with a recap of the previous day's activities by 2 rapporteurs responsible for that day.

In their presentation, the mentioned the day's activities was outlined by facilitators after which Samuel and Elizabeth gave a recap of previous day's activities. After this Barbara gave an evaluation report of CoS 1. Her conclusion was that CoS was new to farmers and impacted on their livelihoods but from farmer to farmer.

Then the spoke briefly on the country team group work which discussed practical ways of achieving success factors for the various countries. There was a visit to Silby, there house of shea butter, then a tour to the site of Kamadjan.

#### Comments

- 'Negative' aspects used to in the report of Barbara could be replaced with 'shortcoming'.
- Kossou- he thinks that the 2 groups that were visited in the 2 weeks of the workshop (Gounin and Silby) should be compared, especially on issues of marketing.
- Dean of Benin-he thinks that the visit to Silby should have been organized in a way that participants could have interacted with different actors to be able to clearly understand their interdependency. Amadou responded that these are issues that he will be exploring in his research work.
- Lassine- the 2 groups cannot really be compared, because Silby desires to relate to the Major but Gounin have an attitude of not having anything to do with their community and Major



## Activity 2- Presentations by Chairpersons of PMT

It was explained that Dr. Mamadou will present on behalf of Mali because the chairperson was at a Farmer's day programme with the president of Mali.

### BENIN by Professor A Codjia

- i. CoS had influence on the department of Agric at the university- it is now integrating the CoS approach in their teaching and training of their BSc, MPhil and PhD programmes. These has come about because of the institutionalization of the CoS programme. Now research topics emerge from issues from the field instead of lecturers having to choose topics for the students. Cooperation with the Netherlands has gone a long way and many lecturers from the universities got their degrees from the Netherlands. The institutionalization of this cooperation is also evolving, this will continue with the CoS-SIS approach.
- ii. The programme also has impacted on agric extension. It is now spreading and their reversing their guidelines used for engaging with farmers. Now they do not build packages but are now engaging with farmers to share knowledge and solve constraints. This is because of their involvement with the CoS programme as working groups.
- iii. It is better to look for a anchorage for CoS-SIS, there should be ownership with the MOFA and also stress institutionalization to reinforce the sustainability of the programme. This also requires lobbying at the Vice Chancellor level of the Universities involved. In political terms there are many changes going on there is need of institutionalization with organization not with individuals. The political influence has too must impact on the development work we are engage in. Thus proper communication and lobbying is needed to bring all the influential policy makers on board if success is to be achieved. The last point is on CIGs success will depend on how the balance of interests is managed. Space should be given to smallholders. He uses the cotton industry as an example and says that smallholders should be empowered so that they can negotiate and fight for their own rights.

### Comments

**Arnold-** the presentation has raised issues which are very important and he thinks that they should be further discussed. And then ways should be outlined to document all the changes and institutionalization that occurs.

**Ahunu-** wanted to know the workforce of extension office in Benin, and how much of the workforce is engaged in this change.

**Dominique** explained that the use of specific package books by the extension department has changed and things are more interactive now.

**Kossou** reacted that the secretary general of the interdisciplinary professional association of Cotton is now member of PMT.

**Anthony-** he mentioned that the presentation raises an important issue which is lobbying. For him, part of lobbying depends on documentation of the experiences in various forms. The PMT has a role of delivering such benefits of CoS-SIS to policy makers who can influence the process and push the agenda forward.

**Dominique-** he mentioned that the Dean said something in the past to SCC which is very important to him. That national institutes should be strategically be involved in the CoS-SIS programme to ensure institutionalization.

**Kossou** also mentioned that last week when the names for ministers in Benin were mentioned he was anticipating that the Dean's name will be mentioned. This is because of his advocacy and lobbying role he is playing for the programme. For him, if the dean moves to that level, it will be better for the programme because he will exert more influence.

## **GHANA by Professor Ben Ahunu**

- iv. He started his speech from the operation of CoS 1, he said, during the early stages of that programme, the college of agriculture of the University of Ghana saw that the programme will impact positively on their activities. A curriculum was design in this effect which was submitted to the Graduate school and even accepted. But this curriculum could not be put into use because of some challenges. They were also advised to wait for the completion of the CoS programme before implementing the curriculum. Currently, the curriculum has been revised and lessons from CoS 1 has been incorporated. He mentioned that the vice chancellor and dean of Graduate school have been much supported and he hopes that the collaboration will be stronger in future.
- v. His next his was on the PMT. He mentioned that from CoS 1 members of PMT were made up relevant stakeholders which met in the Director of extension services office. Someone from extension service is now on PMT but not the chairman. The PMT is currently made up of representatives from CSIR, Directorate of Extension services, college of Agriculture, private sector

- (GOPDC), NGOs, and farmer representatives. There have been national workshops during which issues on institutionalization have always been discussed.
- vi. On documenting success stories, he said all official documents have been distributed to most stakeholders including the Parliamentary committee on Agriculture and Poverty. The supervisory committee has also expanded to include lecturers from other universities and institutes. Other people who may have influence on moving the process forward have been brought on board for special functions such as advocacy and others when CoS-SIS cannot play that role. He stressed that there is support from the top hierarchy, and they are asking the SCC to consider the idea of jointing awarding the PhD degree of the PhD students. Currently the Vice Chancellor is leaving his office by July and discussions have been held with him to ensure that pious notes for his successor. The PMT is positive that this discussions and collaboration will be carried on when the new Vice Chancellor comes into office. He also mentioned that, the PMT is intensely expanding relationship with the extension service. Sometimes the service has been asked to give presentations at CoS-SIS programmes organized by the PMT. He believes that such collaborations will continue.

## **Comments**

**Niels-** acceptance of inter- disciplinary work for academic programme is sometimes difficult. He wanted to know what extend has CoS-SIS impact or create space for such work to be accepted. He used the case of cocoa quality as an example where there be technical and social science issues.

**Ahunu** explained that science started as purely science but with the changing of the world, things have changed. He said yes, at the beginning things were difficult but with time it will improve, besides the inter-disciplinary trained students are 'hot cake' now.

**Sakyi-Dawson-** mentioned that the blueprint for formalised regulations is found in the informal systems. He used the micro-finance processes to explain how, the issue of institutionalization in the University system in accepting inter-disciplinary work. He mentioned the Prof. Abekoe's promotion as an example where the articles submitted for the promotion was mainly inter-disciplinary ones. He stressed that as people become more involved in the process informally, they accept such academic articles. If there is a strong push form the Dean of

graduate school, VC and College of Agriculture then there will not be a problem. He mentioned that since in the University, most innovation start from College of Agriculture, this could be another example.

## **MALI by Dr Adama Traore**

- vii. **Adama Traore** apologizes for his absence; he was at a Farmers' day celebration programme and thus could not for the morning's presentation. **Mamadou** had to do the presentation on his behalf. In his submission, the PMT has 9 representatives from Universities, Central Veterinary, Chambers of Agriculture, Committee of end users and NGOs. These have been chosen to cover the domains of CoS-SIS in Mali. They are now working on effective collaboration of members to ensure a common voice by all. The reality is that, the biological and social scientists are not appreciating what the programme is preaching. Each group is so entrenched to their domains and PMT is looking on this to create more convergence.
- viii. He concluded that, lessons learnt from the process of institutionalization will help the programme move forward but was quick to add that results of the research works should be what to speak better and louder.

## **Comments**

**Anthony**- he made a general comment that sending documents to various levels seems good, but information may be overlooked. People are usually busy and may not have the time to read everything that is sent to them. He suggested that, there should be effective ways of communicating the documents of CoS-SIS successes. Dominique contributed to this suggestion that different means of communication should be used for different target groups.

**Kossou**- he said communicating is very important to take into consideration of cultures into account that, it is not only books that are needed, Videos, voice recordings and other means of communication can be used.

## **Activity 3 - Group work on agreed decisions on success factors**

This group work was done for a period of 2 hours after coffee break, groups which do not complete the task were given additional time to continue.

In this group work, clusters of conditions of success which had been categorised by

facilitators as (CIG, methodology, interaction and Publication) were shared for 4 groups. About 7 participants formed a group which each group being lead by a SCC member. The groups were mixed (i.e. French and English speaking). Each of the 4 groups was given Pink cards to record their agreed decisions based on the success factor category they worked on. These practical ways of materializing the success factors were presented with the pink cards, flip charts or as power point presentations at plenary session.

The categories for the grouping and the members of the groups are tabulated as

CIG	INTERACTION	PUBLICATION	METHODOLOGY
<u>Arnold*</u>	<u>Barbara*</u>	<u>Prof. Youdeowei*</u>	<u>Niels*</u>
Mamadou	Kossou	Prof. Codja	Sakyi-Dawson
Samuel	B. Ahunu	William	Kofi
Richard	Charity	Aliou	Kwadjo
Elizabeth	Pierre	Akpo	Togbe
Rolland	Nathalie	Dembele	Lassine
Sidibe	Barbara	Djaques	Drissa

\* Facilitators of the various groups

## Activity 4 - Presentation of group work

### GROUP ON PUBLICATION

On ethical issues, they decided that ownership of data and results which emerge from the project should be property of the CoS-SIS Project; discussion on joint publication

On involvement of RAs and career planning, PhD, RA and supervisors will have to work out a publication plan by December 2010; selection of four should be arranged upon between the authors and the project; suggestions of publication of diagnostic and baseline in October is not realistic.

Second draft of the article is possible in October; for public relation, a newsletter should be published (CoS-SIS monitor) was suggested and a proposal of the content of the monitor outlined by the group. During the October workshop it was suggested that the media (TV, radio) to promote the activities. The PMT and national coordinators should make sure activities are well publicized in the local media.



## Comments

Pink cards were used by participants to write down their comments which were read out by them as well.

**Samuel-** Why should the order of names be discussed by PhD, RA but not supervisors and why before paper is written.

**Arnold-** it was agreed that the draft should be ready by October but not completed by October.

**Kossou-** he realises that in the presentation on publication issues, the national coordinators were not mentioned as co-authors of articles in the project. Why is that in terms of communication media strategies are limited to October, he suggests that a round table discussions is better and not only during the workshop.

**Sakyi-Dawson-** guidelines for approval of use of data from both south and north and also the data for the Msc. work. Publicising the Benin workshops should be done at all country levels not only in Benin.

**Niels-** deadline for diagnostic and baseline articles should be discussed and decided. This could be in October for the first draft and students will present that at the workshop.

**Dominique-** suggested that there should be a competition for the best titled CoS-SIS newsletter.

**Arnold-** suggested that students should ask their various chair groups to collect internet protocols for assessing the Wageningen University library

## GROUP ON METHODOLOGY

They discussed the research linkage to dev action research oriented, interaction within actors in CIG lead to concerted action to solve problems at niche level. One issue is what actions require concerted actions. Their draft decision was involvement of RA in the diagnostic and baseline study. Exit strategies included PhD should make time table for the work plan clear to stakeholders; regular feedback sessions with stakeholders

True participative research for farmers must continue (process, technology, negotiation and communication). The RA should also have regular sessions with experimental groups.

On the research design, one of the decisions was that in addition to the dev work using CIG approach each RA/PhD team design a study to convincingly to show the usefulness of the approach.

Monitoring and evaluation of comparative studies, should look at the process: activities, outputs, effects and outcomes and hierarchies of these), why, what, how, when and who.

## Comments

**Kossou-** the point on concerted action by CIG is not clear. PhD and RA to participate on diagnostic and baseline work, he does not agree. There appears to be confusion between experimental design and data collection. It also appears to be a competition between RA role and supervision that needs to be clear.

**Drissa and Sakyi-Dawson** explained that the entry point identified will have an institutional part which could be handled by the RA. It is imperative that the PhD and RA take actions in working on such things. During the baseline information is needed by both RA and PhD to help them understand the domain better.

**Arnold-** there seems to be suggestion that the RA should disconnect from the PhD work and that is very dangerous.

**Richard-** he thinks that the RA has a role in the Beta-gamma experimental research.

**Anthony-** he is worried about what is meant by impact assessment mentioned so many times in the presentation. He suggested that there should be a clear definition for impact assessment in the programme.

**Codja-** what is said about evaluation is not clear. Where, when, who to do it are not explained by the presentation

**Mamadou-**how will the project continue when the PhD has completed and left

**Niels** –there should be a comparative study of the different thesis after the students defence.

## GROUP ON CIG

They dealt with definition of CIG, objectives

The group decided that the definition of cig should be impermanent platform for interaction among

With an objective to achieve institutional change in order to cause improvement in a domain

**Methodology-** identify actors, stakeholder analysis, contact actors, explain CoS agenda to them and invite them, learning and sharing information. Decided that there should be step by step approach of the CIG formation



Level of CIG depends on the domain and type of institutional constraint, there should also be an empowered farmers' representation. Criteria for pot cig members

People how are able to think outside the own boxes

Remuneration- cost of participation should be paid by project.

How to facilitate- RA is responsible, decisions may be taken with national coordination.

Experimentation- PMT should establish criteria for evaluating the proposal from RA;

Institutional experimental for the CIG is facilitated by RA

## Comments

**Niels-** he thinks that it is the cig who should write a proposal and not the RA writing to the PMT. Stressed that institutional factors pull smallholders down, Cees for instance mentions network of actors. Institutional experimentation is then down by CIG at a niche level which can be expanded to a wider level.

**Sakyi-Dawson-** suggested that technical issues should be better dealt with local groups but not the CIG

**Bara-** what is institutional experimentation.

**William-** is CIG itself an experiment

**Kossou-** what details surrounds the cost of participation, it is not clear and this may cause problems later. Samuel said that it involves lodging boarding and transportation

## GROUP ON INTERACTION

They decided on the following

Establish advisory groups as soon as possible

PMT facilitates establishment of domain advisory groups

Suggested relationships of each advisory group. RA , academic supervisory, specialist subject matter, agriculture sector, NGOs

The advisory group has a facilitation role for PhD in all emerging issues

They group also functions by serving as technical advisory of PMT, CIG, conflict management, conduct field monitoring and supervising of progress implementation of the programme

**Barbara-** How many groups are needed per country

**Suzanne-** Is there a need for a private sector in the advisory group.

**Ahunu-** He was in the group and the question on the private sector was asked and the answer was no, why the change to yes now.

**Niels-** does it satisfy you that a similar thing like the working group will be implemented

**Richard-** wanted a clear understanding of the interactions you are expecting in these advisory groups.

**Niels-** mentioned that the advisory group be up and running before October so the visit of the Dutch supervisors is better coordinated. (PhD, RAs, Supervisors should be in the field to prepare the grounds)

The workshop ended at 6.00 p.m. Arnold invited all participants to a dinner party at Bouna restaurant from 8.00 p.m.

## **Day 5 Friday, June, 2010**

Rappouteurs: **Aliou Saidou and Amadou Sidibé**

### **Activity 1:**

The recap of the previous day was done by Euloge and Charity, followed by input from participants.

### **Activity 2:**

Presentation of the agenda of the day by Dominique

Summing up the way we have been and the last mile (the way forward). The steps followed are the following:

1. Shedding light into the tunnel
2. Conditions for success
3. Draft decisions or recommendation

Then, the way forward is to revisiting the “what” which is an important step to put inputs to the process.

Afterward some general issues will be discussed before addressing fears and expectations

### **Activity 3**

Presentation by pairs (RA & PhD) of the action planning (posters) per domain and inputs by the visitors were collected through poster market.

### **Activity 4**

## **Presentation par Arnold of the CoS-SIS programme.**

According to the initial project programme,

- The RAs stay will continue their activities up to September 2013;

- The PhDs are supposed to go back in Wageningen by the 1<sup>st</sup> of September 2012.
- They PhD have 6 months to write their theses and come back home by March 2013.
- The end of the programme is planned for September 2013. Until then the graduations should take place.

### Supervisors visits and large international workshop (October 2010)

The following agenda was scheduled:

Period	Activity
October 15 (Friday) - 25 (Monday)	Supervisors visits (11 persons from the Netherlands)
October 26 (Tuesday)-29 (Friday)	Large international workshop
November 1 - 5 (Friday)	AI coach for PC and RAs by KIT

### Schedule Large (Oct. - L) and Small (June - S) International workshops

	2010	2011	2012	2013
Cotonou	L 26-29 Oct		S June	L
Bamako	S 22-25 June	L October		S
Accra		S June	L October	

They will be twice a year national workshop.

### General Issues presented by Arnold

- Diagnostic/Baseline: The first draft of the manuscript must be ready by 15 October 2010.
- Publication plan by RAs: It is suggested that each RA provides a first draft of their Publication plan by 15 October;
- Domain working group (sparring partners);
- TOR RAs- contract (will be ready before 9 July).

## Methodology

- Institutional experimentation: it is suggested that people in Wageningen propose draft of the methodology to used;
- In country training (Benin, Ghana, Mali) for RAs: it is suggested that each coordinator identified resource person to organise training in social science for the RA;
- Criteria PMT to evaluate CIG proposals: it is also suggested to develop criteria for the evaluation;
- Proposal for name CoS-SIS news later (Euro 100,-).

## Progress report

- Trimestrial Progress Report (before 5<sup>th</sup> of July)
  - RAs
  - PhDs
- Semestrial PR
  - All coordinators
- Financial report by coordinators (according to protocol)-before 15<sup>th</sup> of August (justification 2<sup>nd</sup> trimester and proposal 4<sup>th</sup> trimester)

Suzanne recalled that the KIT role is to support RAs and invited participants to make suggestions on issues to include in the agenda of the October workshop.

## Suggestions are related to

- Follow up of the action plan
- Draft for publication
- Send guideline and examples for writing articles Main topic, Monitoring
- Write shop
- Experimentation design
- Tools for data collection and analysis
- Monitoring and evaluation in social sciences

Two main issues emerge: Write shop and Monitoring and evaluation

Fears and expectations Fears and expectations have been read and assessed. Most of the fears disappeared and the expectation have been met. The issues that have not been met call for more thinking and need to be discussed during the next workshop.

### **Closing speech by the international coordinator**

He is happy that the divergences have been discussed and translated into convergences and for the frank discussion among participants. The normal procedure of submission of a report was not respected as far the SCC mission is concerned but he promises that the next report will be sent to everybody before the final version is released.

The international coordinator expressed thanks to the PMT presidents for the time devoted to the workshop. Special thank to the facilitators for their skillful facilitation. Sincere thanks go to the national coordinator of Mali for the work done.

On behalf of the PMT chairman of Mali the national coordinator thanks all of the participants for the work done and for commitment. He wishes all of the participants a safe trip back home.

## **The First Small International CoS-SIS Workshop**

The CoS-SIS programme purpose is to carry out inter-disciplinary experiments with a view to elaborate, apply and assess a development approach to sustainable rural poverty reduction and food security based on Innovation Systems Thinking.

CoS-SIS programme activities started in early 2009 with scoping studies by the Research Associates (RAs) and after one year of preparatory studies in Wageningen, most PhD students returned to their countries and started their Diagnostic/Baseline studies. The first small international CoS-SIS workshop was organized at Bamako in June 2010, at a crucial moment in the history of CoS-SIS.

The international workshop was preceded by an Agricultural Innovation Coach workshop organized by the Royal Tropical Institute (KIT) for the RAs and the national coordinators. Both workshops were carefully coordinated with a one day overlap. During the second week, PhD students and Chairpersons of the Programme Management Teams (PMT) participated at the workshop.

The agenda for this international workshop focussed attention on a better understanding of the purpose of the programme, the composition and functioning of the CIGs, the role of the Domain Advisory Groups, and the working relationships between RAs and PhDs. Communication between Wageningen supervisors, PhD students and RAs was also addressed.

The deliberations at this first small international CoS-SIS workshop are published in this book of proceedings.