External Review of the Peace, Conflict and Development (PCD) Program

Final Report
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External Review of the
Peace, Conflict and Development Program

This findings brief is based on the reports "External Review of IDRC's Peace, Conflict, and Development Program" by Dr Luc Reychler, Ms. Cheyanne Scharbatke-Church, and Mr. Philip Thomas with support by Alison Clegg and Brian Heilman and "Peace, Conflict, and Development Program Final Report: 2005-2009" by the PCD program. The full reports are available from IDRC's Evaluation Unit.

The Peace, Conflict and Development (PCD) program is in its third prospectus period (2005-2011). The program supports applied research on the causes of conflict and on post-conflict challenges. According to the program, in a dense, highly northern- and donor-driven research field, PCD's comparative advantage is to support southern actors as generators of knowledge, pursue strong south-north collaborations, and encourage analytical and multidisciplinary research. PCD partners with research institutes, universities, networks of researchers, civil society organizations and policymakers.

As of October 2009, PCD had allocated $28,411,597.00, with an average project size of $325,000; while guiding 88 projects spanning four continents. In February 2009, the percent of funding by geographic area was: 23% Sub-Saharan Africa; 33% Global; 16% Latin America and the Caribbean; 19% Middle East and 7% South Asia.

1. Program Aims

The PCD Program Initiative was established in April 2005 with five objectives:

1. To **generate evidence-based findings** that can be used by civil society actors to encourage, and national and international decision-makers to consider or implement, context-relevant and effective policy and program decisions on the parameters of peacebuilding policies and programs that are used to address causes of violent conflict, prevent its resurgence, and foster gender and socially equitable development.

2. To **build domestic ownership of peace processes**, and civil society's ability to socially audit, make transparent, and hold accountable state and international peacebuilding actor decision-making, as well as to the ability of state and civil society actors to effectively engage and hold accountable international peacebuilding actors who are intervening in their national contexts.

3. PCD-supported projects are means through which state, non-state and extra-state actors can engage with each other in informed debates on the shape of peacebuilding in particular contexts. In this way, PCD-supported research serves to **open spaces for discussion and dialogue**, and contributes to the legitimacy and sustainability of peace by encouraging local and national state and non-state actors to interact constructively in the policy-making process.

4. To have researchers engaged in regional and global peacebuilding debates and processes aiming to **influence global policies and practices** and giving greater weight to local and regional priorities and perspectives.

5. To **build capacity** for more rigorous, methodologically creative, and collaborative (between researchers, civil society actors and decision-makers) research.

2. Methodology

A new approach to external reviews of programs was employed which includes two reports – one by the program team and one by an external panel of three independent experts. PCD prepared a final prospectus report outlining the program's strategy and its evolution, the key research findings, major program outcomes and the main lessons that can be drawn from the program's experiences. The external review panel judged the program on the appropriateness of the prospectus implementation; the quality of research outputs/publications; the relevance, value and significance of the program outcomes; and, identified key issues for consideration.

The panel used the verification of the self-evaluation principle of the new process as a central parameter in determining the primary sample: all projects listed in the outcomes section of the PCD Report.   To reach beyond this set of projects, a comprehensive analysis of all Project Completion Reports (44 in total) was done as well as a review of a random sample of project proposals.   This sample allowed the panel to comment on the "evidence and reasonableness" of the majority of self-evaluation conclusions without solely relying on the PCD selected projects.

Mixed methods were used by the panel to increase the validity of the findings through the triangulation of information. Data collection, based on criteria and frameworks for analysis developed by the panel, included document reviews of both internal and external products, 51 telephone interviews, and 64 completed electronic surveys.

3. Research Findings

PCD provided headline summaries of the main research findings emanating from supported projects in four thematic areas.

Violence, Trauma, Justice and Reconciliation (VTJR) research (28%):
- Helps to make the case that clinical approaches to treating conflict-related trauma possess a number of limitations. Psychosocial approaches, on the other hand, provide more context-appropriate models that can promote healing.
- Shows that transitional justice mechanisms have a greater chance of being relevant to conflict-affected communities when they are responsive, publicly visible, and context-appropriate.

Political Economy of Conflict research (14%):
- On diasporas and remittances shows that diasporas play diverse roles when it comes to fostering peace and fomenting conflict. It is helping to refine empirical evidence on the nature of diaspora politics and transnational peace and conflict linkages.
- Reveals a complex interrelationship between globalization and the outbreak of conflict in fragile states.

Democratic Processes in Governance and Peacebuilding research (32%):
- Reveals that democratic peacebuilding become vulnerable to failure if initiatives do not expand beyond the elite level to address the interests and needs of a wide array of different stakeholders, such as ethnic minorities.
- Is highlighting the need to recognize informal or traditional forms of governance as playing a greater role in influencing democratic processes in transitioning or post-conflict states. Importantly, this research also sheds light on the negative implications of such governance systems on women's rights.
- Security and Insecurity research (20%):
- Shows that in developing countries (and especially in post-conflict situations) where the state cannot guarantee security, there exist a multitude of security risks that undermine both citizen security and democratic governance.
- Demonstrates that the proliferation of security actors in conflict-affected countries in the global south highlights the importance of introducing more democratic and civilian-based oversight of national and regional security sectors.

4. Review Findings

Overall the panel concluded that PCD supported meaningful research and related projects on important peace, conflict and development issues. This work has produced high-quality outputs which have contributed to the peacebuilding field in a variety of ways; contributions to trauma healing and gender and reparations knowledge base, increased relational capital within regions and inclusion of gender by policy makers in specific processes. Further PCD has programmed in a way that honours its core principles; particularly southern partners owning the research agenda.

The panel also concluded that this programming period has seen potential not capitalised upon particularly when one moves beyond seeing research as an end in itself to seeing it as means toward a broader goal of social change. PCD did not fully tap its relational and reputational capital in a strategic and creative manner to give greater leverage to the impact of the high quality research that PCD supports. Nor did the support provided by PCD to project teams, result in a significant focus on user influence and the strategies to achieve it. It is clear there is more that can be done to leverage this high-quality and relevant research for change.

4.1 Research Quality

Overall, those who contributed data to this review through the survey and informant interviews perceive the publications to be of high quality and in some cases groundbreaking; contributing to important gaps in theory-building or policy/practice problems. The panel endorses this perception. However there is an important caveat to the panel's endorsement. In the majority of materials, the methodology is not described in sufficient detail to enable a review of their appropriateness or quality.

Except for policy makers, those who are familiar with PCD supported work consistently attest to its relevance. In the case of Northern government policy makers consulted, there are conflicting views about how relevant PCD-funded research is to their needs.

In terms of the accessibility of publication formats, most projects appeared to use classic

academic structures, e.g., journal articles, books, reports.   There was, however little evidence of products that targeted policy makers, which is key to user-influence.   In a few projects, capacity was developed to translate research into effective policy briefs such as with the Arab Families Working Group.

4.2 Outcomes

PCD highlighted five program-level outcomes it considered most significant:
1. advancement of the peacebuilding field on the important issue of security sector reform;
2. development of the transitional justice field, including the study of post-conflict trauma;
3. building local ownership of, and engagement in, peacebuilding research and practices in conflict-affected regions;
4. a new generation of peace and conflict researchers that can better address the challenges of post-conflict development in their specific contexts; and,
5. projects that address gender gaps in peacebuilding research and advocacy.

The panel came to the following conclusions about these outcomes:

Security Sector Reform is an important issue in peacebuilding that has been highly inequitable in terms of the voices framing the debate and thus support to the creation of a southern owned constituency aligns to IDRC's programming values very well. Yet the Security and Insecurity theme also contains numerous other pressing issues that could have been pursued in a coherent manner. Some of these, such as the role of the crime, corruption and narco-trafficking in de-stabilising states, overlap strongly with Canadian Foreign Policy interests such as Haiti and Afghanistan, while also being relevant across the globe.   This was a missed opportunity for a natural alignment between PCD programming and key foreign policy actors in Canada which could have increased PCD's relevance to and possible influence in key Canadian policy offices.

In terms of penetration into the relevant spheres of influence, e.g., academia, donor governments, policy circles, questions also arose in relation to the SSR work. First, the publications are dominated by informal publishing options, which have the benefit of being free and downloadable, however may diminish dissemination through established networks and affect the perceived legitimacy of the work. Amongst those interviewed who were not directly involved with IDRC, there was a wide range in familiarity with the products; from none to almost all. Where they were familiar, positive assessments were given.

It is important to note that interviews and document review show exemplary instances of successful research – policy interaction such as the Gender and Reparations project as well as the project on Gender and Generational Analysis of Armed Conflict.   Yet, there were notable gaps particularly on the global level. For instance, informants commented on the lack of presence of PCD, their partners or partner's work in the creation of the OECD DAC Security Sector Reform Handbook and resulting and on-going policy discussions. Informants identified, and the panel agrees, that these are critical processes in the international discourse on SSR.

It is clear that PCD-supported work contributed to the knowledge base of Violence, Trauma, Justice and Reconciliation and Addressing Gender. For example, the International Centre for Transitional Justice (ICTJ) has produced salient contributions to the understanding of transitional justice, including the role of reparations, gender and the linkages with other transitions in peacebuilding processes. Both the Colombian and Palestinian partners developed a deeper and more comprehensive understanding of violent contexts and its consequences on victims.

PCD has honoured the principle of local ownership and managed well the inherent tension between a programmatic approach and a responsive, needs (as identified by the south) driven approach. Grantees report that PCD staff is active in helping to shape research designs in a way that is useful and empowering without inappropriately defining or driving the process.

Overall, PCD's understanding of and approach towards capacity building remains largely unarticulated. The panel agreed with the PCD findings that the majority of the work in capacity building is focused on strengthening the capacity of individual researchers through training and mentoring. This individual-centric focus does not enable the full spectrum of changes that are needed in building southern capacity.

PCD has made considerable efforts in the relationship dimension of capacity building through its emphasis on multi-partner projects. Further it often uses its networks and relational capital to connect initiatives, which in some cases makes them more inclusive. Partners consistently noted that PCD staff engaged in a respectful manner that fostered trust and collaboration. However, more could be done in terms of leveraging PCD/IDRC connections in order to penetrate Northern policy maker and particularly donor processes.

In terms of gender, PCD-funded research has contributed significantly, to important knowledge gaps in ways that deepen and widen gender differentiated distinctions and their implications for research on violence, impunity, citizenship, justice and reparations. PCD has made significant advances in making gender a relevant issue in certain key policy circles. For example, International organizations in Uganda rely on researchers from the Gender and Generational Violence project to provide key briefings to help shape policy and practice.

4.3 Prospectus Implementation

Regarding the implementation of the prospectus, the panel noted: individual program officer priorities received too much weight thereby decreasing coherence in the program; the PCD team`s response to attempt to develop greater focus and enhance coherence was appropriate to the situation; and, there was a gap in adaptive leadership.

5. Issues for Consideration

PCD identified four strategic lessons. The panel agreed and added to them.

5.1 The need for a sharper focus on programming

Inherent in this challenge of achieving sharper focus is the tension between articulating and pursuing programmatic priorities at a macro level while also remaining responsive to the needs and priorities that are identified by southern partners at the micro level. The panel concluded that there is a need to explore further what a "sharper focus" specifically means. For instance, a review of the political economy theme suggests that simply narrowing future themes to ensure tighter boundaries is unlikely to be sufficient to ensure greater consistency of achieving program outcomes. Other gaps existed in the program planning: PCD did not have a clearly articulated description of how the various components within each thematic entry point would hypothetically interact in order to catalyze the change sought by PCD. In turn PCD did not have a clear and shared understanding of what constituted that change.

5.2 The need for broader engagement

The panel found significant evidence aligning to this lesson; particularly the need to be more effective at connecting research to policy – both Canadian foreign policy and internationally. Looking at the program level, PCD did not have an articulated strategy that identified formal influence channels and capitalized on informal spaces and relationship capital. Further there is a tendency to view policy engagement as a final step in the process. The experience of the panel members indicates that inclusion needs to be approached throughout the process.

Broader engagement also needs to be viewed from the perspective of types of partners. Informants and the panel noted that current grantees include the best institutions (usual suspects) in this field. This is particularly true in terms of regional and global projects. Projects focused at the local and national levels seem more successful at involving non-usual suspects (defined as lesser known or even organisations new to peacebuilding research and action). Given PCD's commitment to strengthen the field in the South, greater balance between working with "the best" and targeting and creating space for new voices is necessary.

5.3 The need for better monitoring and measuring

Current monitoring appears to focus on what is done by partners (activities) rather than assessing whether assumptions were accurate, what difference partners are making and the significance of the work to the target population.

5.4 The need for more strategic communications

For the majority of projects neither internal documents nor informant interviews revealed strategies for engagement with potential users, which leads the panel to conclude that much high quality work was produced, but that it was not sufficiently mobilized to influence others. It is important to note that there was not total omission of strategic engagement, however. The panel feels that one must look beyond one-off interactions or end of project dissemination when thinking of strategy and look towards an on-going interaction throughout the life of the work.

Evaluation Unit
2010

Introduction

The aim of the International Development Research Centre's (IDRC) Peace, Conflict and Development (PCD) programming from 2005-2010 was to "enhance accountability within peacebuilding contexts, as well as support the development of the peacebuilding field in the South."[1] Operationally this translated into a concentration on four themes; shown below with the percent funding/theme[2] as of February 2009:

- Democratic processes in governance and peacebuilding: 32%
- Political economy of peace and conflict: 14%
- Security and insecurity: 20%
- Violence, trauma, justice and reconciliation: 28%

As of October 2009, PCD had allocated[3] $28,411,597.00, with an average project size of $325,000[4]; while guiding 88 projects[5] spanning 4 continents[6]. The percent of funding by geographic area is: 23% Sub-Saharan Africa; 33% Global; 16% Latin America and the Caribbean; 19% Middle East and 7% South Asia[7].

This External Review of PCD's programming is a pilot process[8] within the IDRC. Commissioned by the IDRC Evaluation Unit in September 2009, the new process marks an agency wide change in approach to external reviews. Significant to the new approach is the role of self-evaluation; whereby the PCD team conducted an assessment of their work on the basis of which the external review panel then "question[s], critically reflect[s] on, and ultimately judge[s] the program's performance. The panel will verify the content of the program's final report for evidence and reasonableness."[9]   For this pilot, the Review Panel consisted of Luc Reychler, Cheyanne Scharbatke-Church and Philip Thomas (Annex 8: Panel Biographies) and were ably assisted by Alison Clegg and Brian Heilman.

Throughout the process the Panel found itself reflecting on the strengths and weaknesses of the new approach. The addition of a self-evaluation component was a notable improvement to previous evaluation process, though there is room for improvement in the implementation[10].   The PCD team considered it a valuable and motivating experience. The panel agrees that the involvement of the team in critical reflection is a key component to learning as it shifts the evaluation process to one that is done with the team, rather than 'to' the team.   The 'cross-check' of this self-reflection by an external panel also supports learning, such as questioning assumptions, and accountability where information is checked by independent sources and thus is a key component to the process.   The panel feels that there would be value in further reflection by the Evaluation Unit on the amount of time a panel would need to achieve a stronger balance between independently judging the program's performance and verifying the content of the program's final report for evidence and reasonableness[11].

The External Review of PCD focused on four questions articulated in Terms of Reference:

1. *To what extent was the implementation of the program`s Prospectus appropriate?*
2. *Overall, was the quality of the research supported by the program acceptable (given the context/intended purpose/etc.)?*
3. *To what extent are the program's outcomes relevant, valuable, and significant?*
4. *What are the key issues for IDRC's Board of Governors?*

The report directly answers each of these questions. To keep within the parameters of the requested page length, the panel has made extensive use of endnotes and annexes to provide further specification and supporting evidence and encourages the reader to delve into them.

Approach and Methodology

The panel used the *verification of the self-evaluation* principle of the 'new' process as a central parameter in determining the primary sample: all projects listed in the Outcomes section of the PCD Report. To reach beyond this set of projects, a comprehensive analysis of all Project Completion Reports (44 in total)[12] was done as well as a review of a random sample of project proposals (Annex 3: List of Projects Reviewed). This sample allowed the panel to comment on the "evidence and reasonableness" of the majority of self-evaluation conclusions[13] without solely relying on the PCD selected projects.

Mixed methods were used to increase the validity of the findings through the triangulation of information. Data collection, based on criteria and frameworks for analysis developed by the panel (Annex 2: Definition of Key Terms), included document reviews of both internal and external products (Annex 4: Documents Reviewed), 51 telephone interviews (Annex 5: Key Informants) and 64 completed electronic surveys (Annex 7: Survey Design and Distribution). Overall, data came from 53 women and 55 men[14] and there was North-South parity in respondents. Please see Annex 1: Description of Methodology for a comprehensive description of the methodology.

Limitations

As in every evaluation, there were issues that limited its effectiveness or quality. First, the panel would have liked to have a higher number of informants and survey respondents.[15] However the requests for participation were sent just prior to the end of year holiday period making this difficult. As a result, target populations (defined as the people the projects were intended to serve) were effectively omitted. Second, as there were almost no results-focused monitoring[16] data, only one evaluation at the program level and few project evaluations or outcome related monitoring[17], the vast majority of evidence pertinent to outcomes had to be collected from scratch by the Review team.

Third, the self-evaluation report raised a few challenges for the panel:
- Evidence of change was not consistently included to support conclusions. In the outcome section, more attention was given to describing funded projects rather than articulating what difference those projects made. Further, evidence included the citation of relatively young projects. This complicated the review process because they were included without a clear distinction that some projects were being referenced retrospectively while others were intended to contribute prospectively.
- The list of outputs/project documentation provided by the PCD team was incomplete; thus the panel's analysis is limited to what was provided to them between October-December 2009[18]. Further in the lists provided there were no outputs or internal documentation indicated for 28% (16 of the 58) of the projects mentioned in the Outcomes section of the PCD Report[19]. (Annex 3:List of Projects Reviewed: third table)
- Many core concepts in the Prospectus and PCD Report, (e.g. Accountability, Quality), were not defined. The panel developed meanings for these concepts with the awareness that they may not fully align to the implicit understanding held by the PCD team.[20]

Quality of Research Publications

In assessing quality, the panel developed criteria to explore the merit and significance of all outputs provided to the panel that were a.) produced by projects cited in the Outcome section of the PCD report[21] and b.) were publically accessible[22] (Annex 3: List of all Projects Reviewed). Only points of consequence are outlined in this section, while a complete analysis of the merit and significance of the products broken down by criteria may be found in Annex 7: Research Quality Detail.

Overall, those who contributed data to this review through the survey and informant interviews perceive the publications to be of **high quality** and in some cases groundbreaking; contributing to important gaps in theory-building or policy/practice problems. The panel endorses this perception, for instance, within the VTJR theme, exemplary is the research of the ICTJ, New York, the ICPH at Birzeit University and the Universidad de San Buenaventura Cartagena in Columbia. However there is an important caveat to the panel's endorsement. In the majority of materials, the **methodology is not described** in sufficient detail to enable a review of their appropriateness or quality; thus there are gaps to the panel's ability to assess the merit of the research. For instance, the sample size, the sample demographics, the data collection tool utilized, the rationale behind choices in methods or analytical framework are frequently not described[23].

Relevance is another criterion within merit. In this regard, except for policy makers, those who are familiar with PCD supported work consistently **attest to its relevance**. In the case of Northern government policy makers consulted, there are conflicting views about how relevant PCD funded research is to their needs[24].

In terms of the **accessibility of publication** formats -- a criterion within the significance of the research work -- most projects appeared to use classic academic structures e.g. journal articles, books, reports. Within these publications, PCD team has made efforts to promote the principle of open access with their partners so that research publications could be made available for free. Further there were projects which strategically produced outputs in the language of the context in which they were working. The Arab Reform Initiative[25], for instance, conducted their workshops in Arabic and produced workshop reports in both Arabic and English to meet the needs of various audiences. This is another key element in accessibility.

There was, however little evidence of products that targeted policy makers, which is key to user-influence. In a few projects, capacity was developed to translate research into effective policy briefs such as with the Arab Families Working Group. However while policy briefs were mentioned in PCD internal project documentation, none were provided on the list of outputs for the sample and none were mentioned in interviews.

Research use is a key element within the significance category. Assessing this depends upon the type of use one is referencing. Using a framework developed by Pelz[26] in 1978 and subsequently supported by Weiss[27], a Harvard academic specializing in knowledge utilisation, there are examples of PCD supported work contributing in a conceptual/enlightenment manner. This form of use means that the research outputs of some projects influenced the context within which users are operating, such as changing their understanding of a problem or altering the language used to describe an issue. For instance, it was reported that the Berghof project, which explored transitions of liberation movements from violence to politics, provided a new way of thinking to those movements that were still in the transition process.

In order to understand if the work had penetrated the context of the academic world, the panel did a review of scholarly citations. According to the ISI Web of Knowledge[28], not one of the 20 titles

provided returned citations. In order to control for the relative youth of the work, the panel also used Google Scholar[29] which is able to update its information far more rapidly. In this case, Trends in Security Sector Reform (SSR): Policy, Practice and Research by Ball and Dylan had the highest return of ten citations; while 14 of the 20 titles submitted returned zero[30].

The panel also found in the process of interviews that PCD supported research products have highly variable penetration across the field; with some actors knowing the work and others having no knowledge[31]. Given all of these findings, the panel was not able to find enough evidence to indicate the degree of conceptual/enlightenment use.

Another way of considering use is from an instrumental/engineering perspective where research informs decisions and actions that would not have been taken without this input. Projects were identified where this occurred.   For instance, the Gender and Reparations research by ICTJ has been cited as contributing to the fact that national commissions on reparations exist now with an explicit focus on gender differentiated dimensions of reparations.   In Uganda, the Office for the Coordination of Humanitarian Affairs (OCHA) now distributes as mandatory reading for UN staff new to Karamoja, Uganda a publication from the Gender and Generational Analysis research project by Feinstein International Center.[32] Furthermore, they are called upon frequently by International Organizations operating in the region to give briefings characterized as "standing room only." Despite these exemplary projects, here again the panel did not find sufficient evidence to deem instrumental use occurred consistently with users.

Outcomes

The PCD Report identified five significant[33] program level outcomes related to: 1.) security and insecurity, 2.) violence, trauma, and transitional justice, 3.) addressing gender gaps 4.) building local ownership, and 5.) capacity building. Before diving into the findings, two overarching points are worthy of mention.

The first point is a concern with the overarching outcomes identified. They are broad, overarching statements that offer no sense of scale or clarity as to the change that has resulted.   For instance *contributing to the advancement of the peacebuilding field on the important issue of security sector reform*, does not clearly specify what change occurred, nor does it give a sense of the significance of this contribution, which is a blend of impact and scale. Similar to the Prospectus objectives, it would be possible to argue a wide range of projects as 'contributing' to these outcomes.   The panel feels that as the generality of outcome increases, the utility of the statement for learning and accountability purposes decreases. Given these concerns the panel focused their attention on the claims that offered more tangible or clear ideas.

Second, a classic evaluation would compare the anticipated outcomes from the Prospectus with what was achieved. This was attempted through a review of PCRs, supplemented by key informant information; however the process revealed that the multi-faceted objectives[34] included in the Prospectus were too open to interpretation to make the comparison fruitful.

Of the five PCD identified outcomes, two -- Security and Insecurity and Violence, Trauma, Justice and Reconciliation (VTJR) – broke down into the same groupings of effort and contribution.   Two of which also appeared in the Addressing Gender PCD identified outcome. As such the panel will respond to these claims collectively; followed by the remaining PCD identified work in Gender and then on Local Ownership and Capacity Building.   The format throughout this section is consistent. The panel provides a concise description of key interpretations, definitions or frameworks it used to assess the issue and then goes on to indicate if the evidence found supported the PCD claim.

Security and Insecurity; Violence, Trauma Justice and Reconciliation; Addressing Gender

Security and Insecurity: PCD has spent CAD$4.8 million in this Prospectus period and supported 32 projects related to Security and Insecurity[35]. Of the 32 projects supported, 10 were referenced in the PCD Outcome section of which six pertain to Security Sector Reform (SSR)[36]. This (SSR) is an important issue in peacebuilding that has been highly inequitable in terms of the voices[37] framing the debate and thus support to the creation of a Southern owned constituency aligns to IDRC's programming values very well.

Yet the Security and Insecurity theme also contains numerous other pressing issues that could have been pursued in a coherent manner. Some of which, such as the role of the crime, corruption and narco-trafficking in de-stabilising states, overlap strongly with Canadian Foreign Policy interests such as Haiti and Afghanistan, while also being relevant across the globe[38]. This was a missed opportunity for a natural alignment between PCD programming and key foreign policy actors in Canada which could have increased PCD's relevance to and possible influence in key Canadian policy offices[39].

Violence, Trauma, Justice and Reconciliation: PCD has spent CAD $6.8 million in this Prospectus period on 18 projects related to transitional justice, including the study of dealing with past and post-conflict trauma (VTJR). Including those projects that started before this Prospectus period, a total of 20 projects were on-going in this period, 14 of which were referenced in the PCD Review.

Addressing Gender: The PCD Report identified gender as a substantive area of research and as an issue to be mainstreamed within all projects as appropriate. As such it is not possible to provide an overview of total dollars allocated or projects running.

In conducting the analysis, the panel developed a spectrum representing gender inclusion. At its most advanced end the application of a gender perspective implies that all elements of the work, from setting the question to analyzing conclusions is infused with a gender paradigm. At the middle of the spectrum projects ensure gender considerations by including inquiry into effects on women[40] of the research topic (e.g. trauma). Finally at the minimal end, an instrumental approach is adopted where gender is understood to be women's representation on the team and/or participants.

Outcome Claim #1: PCD contributes to the <u>knowledge base</u> on SSR, VTJR and Gender through its support for innovative, evidence-based research.

From the panel's perspective "knowledge base" consists of two components: 1.) creation of a critical mass of quality work and 2.) penetration into the relevant spheres of influence, because simply producing research does not mean automatically that it is known.

Using this definition, it is clear that PCD supported work contributed to the knowledge base of VTJR and Addressing Gender. In terms of gender, PCD-funded research has contributed significantly, to important knowledge gaps in ways that deepen and widen gender differentiated distinctions and their implications for research on violence, impunity, citizenship, justice and reparations[41]. Research on gender has produced two books[42]: one published by Social Science Research Council (What Happened to the Women: Gender and Reparations for Human Rights Violations) with more than 2,500 downloads registered within first 7 months; the other was published by Cambridge University Press (The Gender of Reparations: Unsettling Sexual Hierarchies while Redressing Human Rights Violations). Both of these publishers have reputations of the highest quality and extensive distribution networks.

In terms of VTJR, the ICTJ has produced salient contributions to the understanding of transitional justice, including the role of reparations, gender and the linkages with other transitions in peacebuilding processes. Both the Colombian and Palestinian partners developed a deeper and more comprehensive understanding of violent contexts and its consequences on victims. Within the 14 VTJR projects noted by PCD, available to the public are: 2 Conference reports, 2 Journals, 5 books, 3 booklets, 2 videos, 17 papers, and 3 journal articles. Further the interviewees, who were not directly involved with the IDRC, knew of the products and assessed them positively.

When considering SSR, the panel found that indeed PCD programming has contributed to SSR knowledge creation through investigation into important SSR topics and the development of publically accessible materials. Examples include a Special Edition of the Journal of Peacebuilding & Development on SSR and a downloadable monograph on Private Security in Africa by the Institute for Security Studies. However, the panel is uncertain as to whether a critical mass has been achieved. Within the six SSR projects noted by the PCD Report there are: 2 Conference Reports, 3 Special Edition Journals[43], 2 Evaluations, 2 monographs and 7 Papers[44].

In terms of penetration into the relevant spheres of influence e.g. academia, donor governments, policy circles questions also arose in relation to the SSR work. First, the publications are dominated by informal publishing options[45], which have the benefit of being free and downloadable, however may diminish dissemination through established networks and affect the perceived legitimacy of the work. For instance, of all the work produced in SSR, only two were through a publisher; the forthcoming special edition journal by the South Asia Survey is published by Sage Publications and the IDS Bulletin (another journal) is through Wiley. In terms of academic infiltration the lack of formally published products can diminish uptake. Amongst those interviewed who were not directly involved with the IDRC, there was a wide range in familiarity with the products; from none to almost all. Where they were familiar, positive assessments were given.

Outcome Claim #2: PCD builds <u>mechanisms for collaboration</u> between SSR stakeholders and between researchers on transitional justice and trauma issues through its support to issue-based networks and the development of major collaborative research initiatives.

The panel makes a distinction between when *mechanisms* are an activity of a project and when the mechanism itself is an outcome of the supported work. In terms of the latter, (when a mechanism is an outcome), the panel developed a conceptual understanding of 'mechanisms for collaboration' to frame the analysis: a facilitating structure that enables disconnected actors to develop relationship capital and co-create concepts over a sustained period of time.

Using this understanding the panel identified two mechanisms for collaboration that had resulted from PCD supported work.   First, the Global Consortium on Security Transformation Working Groups offer mechanisms that provides individuals with the opportunity to co-create knowledge over time on security issues of concern across regions. It should be noted that not all the originally intended working groups managed to gain momentum and within those that did start there has been some variability in work accomplished to date.   Second, the African Transitional Justice Network (ATJRN) is an international network for transitional justice and, according to the December 2008 evaluation of ATJRN conducted by INCORE, ATJN is increasingly used by academics and practitioners. ATJRN is also involved in setting up peer reviewed evaluation of, for and by research institutes.

Shifting to using mechanisms as an activity one uses to achieve results, all of the rest of the SSR projects reviewed saw actors from diverse fields brought together at some point throughout the project. However the collaboration style was generally one of information sharing in one-off

meetings[46] such as workshops or conferences. The panel felt that these instances were more of an information sharing and discussion activity then a mechanism for collaboration.

Outcome Claim #3: PCD engages key constituencies for SSR or VTJR research and analysis through the inclusion of important stakeholders in the research process, the support of policy relevant research, and the implementation of targeted dissemination strategies. While in Gender, PCD is strengthening the policy relevance of gender research through the inclusion of key stakeholders and topics in PCD-supported research processes.

All three areas SSR, TJ and Gender have seen diverse stakeholder groups brought together in the course of the projects. Survey results showed that the involvement of the intended users in conceiving the project idea or in the planning and implementation received a moderate score of 3.7 on a scale from 1 - 5. As stated in the Quality section, the evidence indicates that the broader field finds the work relevant; however the relevance to policy makers is less certain. Further there has been limited use of targeted dissemination strategies.

As the claim on gender has a different angle, it warrants special commentary.   Here, PCD has made significant advances in making gender a relevant issue in certain key policy circles as evidenced by 1) the demand for support to high-level decision makers on reparations in different countries (Colombia, Morocco); 2) the UN Special Rapporteur on violence against women has contracted the lead researcher from Gender and Reparations project to lead a special focus on women and reparations; 3) International organizations in Uganda rely on researchers from the Gender and Generational Violence project to provide key briefings to help shape policy and practice[47]; and 4) the concept of transformative gender reparations coming out of this research that links reparations with development initiatives was recently cited by a judge in the InterAmerican Court for Human Rights[48].

Addressing Gender Gaps: Claim #3
Outcome Claim #3: PCD contributes to the meaningful involvement of <u>women and gender perspectives</u> in peacebuilding research and policy engagement.

The panel recognizes that PCD has made consistent efforts to ensure that gender is incorporated in projects; in some cases taking a proactive stance advocating for its inclusion.   The panel also agrees with PCD's finding these efforts have not always been effective.   It appears that PCD had particular challenges with uptake in the SSR work[49].

SSR is a field dominated by men, many with a military background, which provides some explanatory light on this finding. The panel is cognizant of the inherent challenges of effectively integrating gender and thus wonders what strategies PCD utilized to contribute to the conditions necessary within partners to embrace this concept fully. As one informant mentioned, this really requires a paradigm shift which has foundational implications for how problems are defined and what questions are asked.

Building Local Ownership
Outcome Claim #1: PCD increases participation of southern actors in determining research agendas and priorities by engaging in responsive and demand-driven programming.

The panel understood this statement in two ways; one as a core principle underpinning PCD programming and second as an outcome. PCD has honoured this principle and managed well the inherent tension between a programmatic approach and a responsive, needs (as identified by the

south) driven approach.   Grantees report that PCD staff is active in helping to shape research designs in a way that is useful and empowering without inappropriately defining or driving the process.

Understood as an outcome, results in increasing participation in setting the global research agenda, have been more mixed. The panel found that ICTJ's work on gender and reparations is influencing future research while, a possible future success in this area could be the Global Consortium on Security Transformation (GCST). GCST has the potential to contribute to setting the global research agenda if it continues to leverage its partnerships into a globally recognized voice. Though this is the potential of the GCST, it is currently experiencing growing pains in terms of realizing effective South-South connections. For some informants not directly involved in the GCST, their sense was that it was a "Latin American" project. FLASCO acknowledges the challenges they are facing in galvanizing consistent participation from partners in Africa and Asia when funding is not part of the package[50].

Outcome Claim #2: PCD creates opportunities for marginalized and vulnerable stakeholders to make demands for increased participation *and transparency in political and decision-making processes through its support to inclusive research processes that enhance government and donor accountability[51].*

The panel felt this claim possessed a principle and a change. The principle is the inclusion of marginalised and vulnerable stakeholders, while the change is the new behaviour to demand increased participation. A number of PCD funded projects actively engage marginalized and vulnerable stakeholders, such as traumatized youth or victims of communal strife in India, in ways that create the conditions for potential influence in decision-making such as the Minority Women Negotiating Citizenship, Gender and Reparations, Gender and Generational Analysis of Armed Conflict, Peace and Justice Processes, Land Seizures in Northern Colombia and their effect on the Peasant Movement.   As can be seen there are instances of the opportunities being created for engagement however the panel does not have sufficient information to draw conclusions as to whether demands for increased participation and transparency occurred.

Further PCD commonly acts as a connector linking Southern partners to Canadian government institutions. There are numerous ways this happens, two of the more common being when Canadian government departments need a contact in country or need representation of a specific grouping at a conference or event. While a number of projects committed to inclusion struggled to deliver such as the GCST, PCD's support for and commitment to this principle remains clear.

Capacity Building
The PCD report states that they "promote a new generation of peace and conflict researchers that can better address the challenges of post-conflict development in their specific contexts"[52]. This is achieved through: 1.) training of researchers, 2.) inter-generational mentoring and 3.) strengthening research institutes. The Prospectus states "PCD research networking, scaling up, and other modalities need to be vehicles or means towards building Southern capacity, not ends in themselves…"[53]

Neither document defines capacity building or Southern capacity; therefore to provide greater clarity to the assessment[54] while encompassing the variety of implied meanings, the panel broke the concept into its four dimensions: Individual, Relationships, Structure and Systems, and Culture[55]. These are summarized in the table below (Annex 2: Definitions and Frameworks). Unlike the previous sections, this one is structured around the panel's framework because it provided greater focus on results than the claims made in the PCD Report.

Overall, PCD's understanding of and approach towards capacity building remains largely unarticulated. The panel agreed with the PCD findings that the majority of the work in capacity building is focused on strengthening the capacity of individual researchers through training and mentoring. This individual-centric focus does not enable the full spectrum of changes that are needed in *building southern capacity*.[56]

Individual: PCD generally partners with those who already have solid individual research capacity. In these cases the individual gain is in terms of the knowledge acquired through the research process. There are some projects that connect senior and junior researchers and projects that provide explicit methodological training, though these are in the minority. PCD does not track the number of researchers who benefit from these experiences and as such nothing can be said regarding scale. Further the lack of explicit articulation of what capacities need to be strengthened e.g. skills versus attitudes coupled with the absence of any monitoring to assess progress towards gaining those capacities leave the panel

Four Dimensions of "Building Southern Capacity"

INDIVIDUAL	RELATIONSHIPS
	Between individuals
	Between organizations
◆ Knowledge	
◆ Research skills & Behavior	◆ Quality of communication
◆ Values & Attitudes	◆ Quality of trust & respect
◆ Self awareness & Confidence	◆ Quality of collaboration
◆ Ability to take perspectives (Gender)	◆ Degree of dysfunctional
	◆ relationship dynamics
CULTURE	**STRUCTURES & SYSTEMS**
◆ Collective patterns of thought and behavior	◆ Institutions / Networks
◆ Patterns of discourse	◆ Platforms / Mechanisms
◆ Patterns of inclusion / exclusion	◆ Knowledge Management systems
◆ "Rules of the Game"	◆ Decision-making systems
	◆ Communication systems

unable to provide commentary on what Individual capacities were actually strengthened. The absence of monitoring also makes it impossible to comment on the sustainability of this work, as there is no information on if these individuals have continued to work in these areas thus capitalizing on their new capacity.[57]
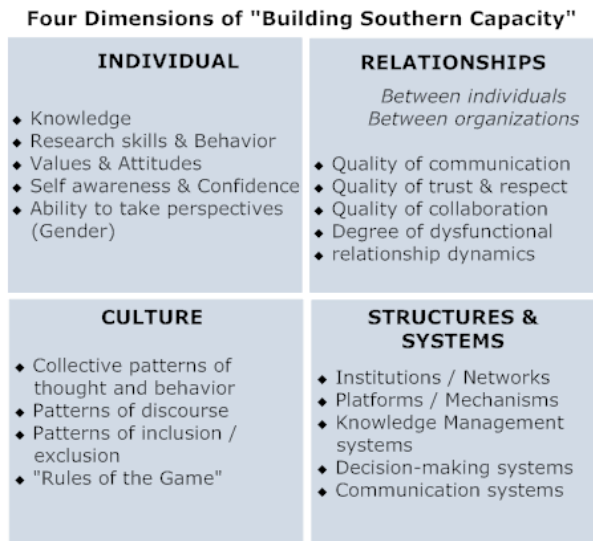
Relationships: PCD has made considerable efforts in the Relationship dimension of capacity building through its emphasis on multi-partner projects. Further it often uses its networks and relational capital to connect initiatives, which in some cases makes them more inclusive. Partners consistently noted that PCD staff engaged in a respectful manner that fostered trust and collaboration. However, more could be done in terms of leveraging PCD/IDRC connections in order to penetrate Northern policy maker and particularly donor processes. Gaining access to the 'halls of power' is a significant challenge, regardless of the quality of work one does. IDRC, as an official Canadian institution, has access to these conversations and institutions that have not been fully capitalised upon on order to broker relationships and open strategic doors for their Southern partners. Relationships are critical to policy influence which is a key component to changing development policy. As stated in the PCD report, this leverage was also underutilised in terms of building strategic partnerships, as laid in the Prospectus: collaborating with other southern, Canadian and international actors that can give "political legs" to research PCD has supported…"[58].

Systems & Structures: PCD supports the development and strengthening of networks, such as African Transitional Justice Network that link South-South and South-North, which is an important aspect of building systemic capacity. Further the Global Consortium on Security Transformation has developed a website to act as a clearinghouse of information on SSR and translates products into three languages. This has the potential to become a significant communication hub. What is less clear is whether these structures have enabled partners to effectively achieve social change at a regional or global level.

PCD's support for three international journals [The African Peace and Conflict Journal (APCJ), the Journal of Peacebuilding and Development (JPC), and the International Journal of Transitional Justice (IJTJ)] is another example of supporting a structure as a *strategy* for building southern capacity. As a structure, journals provide a recognised platform for communication of new ideas and research and thus *can* contribute to the development of the peacebuilding field. The panel felt there were three elements to making a journal an effective platform: 1.) representation of southern voices 2.) subscriptions numbers[59] and 3.) academic citation.

The extent to which these journals also constitute an *outcome* in terms of having contributed to greater capacity is difficult to assess given their relative youth as journals. The panel recognizes the value of the APCJ, which is just over a year old, in that it is based in Africa and appears to feature exclusively the voices of southern researchers. The Oxford published IJTJ has a very good reputation and one interviewee not directly involved with IDRC, went so far as to indicate their expectation that it will become a top journal. Both of these are too recent to show up in journal citation reports (See Annex 7: Citation Research). Conversely JPD[60] is marginally older (founded in 2002) than the other two journals and one would have hoped to start to see a greater number of citations, though in journal terms it is still a youthful product.

Culture: Efforts that fit within this dimension of capacity building are often long term and fundamental shifts in the field. It is possible that achievements in the first three dimensions are necessary in order to catalyze change in this dimension. With this caveat in mind, the panel cannot state with confidence that changes in the dimension did or did not occur. The data collected did not reveal evidence of types of change relevant to culture; conversely the inquiry on this particularly area was not extensive.

Appropriateness of Prospectus Implementation

This section looks at the appropriateness of the implementation of the Prospectus as well as a review of the strategic lessons identified in the PCD report[61].

It is difficult to ascertain if the Prospectus was implemented in a coherent manner due to the ***paucity of articulated conceptual understandings*** in the document. Ideas like 'building the peacebuilding field in the South', 'linking between levels' or ' focus' are so open to interpretation that one can convincingly argue the appropriateness of a wide range of diverse programming. The appropriateness of decisions can only be ascertained when these concepts are explicitly articulated. This gap exists at multiple levels; program, theme and project. The PCD Team in their self-evaluation note, and the panel agrees, that, "PCD was unable to adequately articulate and convey a program-level approach to our SSR programming that would have attracted other donors."[62]

The panel acknowledges that unlike the approach used in some organisations, PCD does not select a theme and then commission a set of research; rather PCD chooses broad themes and then the particular dimensions or questions are set by predominately southern researchers. Further it is understood that this approach raises particular challenges to coherence. However these challenges are not insurmountable and there are means to honour both – responsiveness to the South with coherence, that the panel feels were not adequately used.

The absence of articulated understandings exacerbated a tension in PCD decision-making; between decisions based on strategic program priorities or based on individual preferences of PCD Program

Officers (PO) derived by contextual experience, relationships and expertise. It is the panel's opinion that in this Prospectus period, **individual priorities** received too much weight thereby decreasing coherence.   The imbalance was aggravated by the relatively high staff turnover[63] in this period which had consequences on programming.   Some partners reported that changes in staffing resulted in what they perceived as shifts in the quality of attention or priority attributed to their projects.   The panel views these perceived shifts in the consistency and quality of PCD attention and the extent to which decisions were based more on individual preference as consequences of a number of factors: culture within the team, lack of incentives to align to a programmatic vision, IDRC's under-emphasis on results as change and the lack of adequate leadership mentioned below.

Overtime the PCD team took steps to manage the challenges inherent in the Prospectus. Action was taken to develop **greater focus** in order to enhance coherence in programming. Further they adopted some operating practices, such as regular meetings to discuss concept notes and thematic leads within the team, to facilitate greater communication and strategic decision making. In the panel's view, the PCD team's response was appropriate to the situation.

Despite these positive actions, it is the panel's view that one of the **consequences of the incoherence** of the Prospectus is that two of the four themes were deemed to have not produced significant program level outcomes in the PCD report.   This is a disappointing conclusion as much work was done in both themes; with 42 projects funded, representing approximately half of the PCD budget[64].   For instance, individual preference appears to be one variable, amongst many, that accounts for the lack of program outcomes in the Political Economy of Peace and Conflict (PEPC) theme.   It was explained in interviews that one of the challenges to achieving more in the thematic area of PEPC was the lack of experience and competencies within existing staff to move this forward. This raises a question for the panel: what strategies do PCD employ when key programmatic priorities identified in the Prospectus call for experience and competencies that are not present in the current staff?   However, it should be noted that there is still potential for the Democratic processes in governance and peacebuilding theme to contribute to the peacebuilding field, as a significant grant of 1,750,000 was only recently given to a global project.

A common thread through the issues related to coherence is a gap in strong adaptive leadership at multiple levels in the organisation during this period.   This **leadership** needed to act as the anchor providing the necessary guidance and when necessary intervention to the benefit of quality and effectiveness in programming.   A case in point of where leadership did not act effectively is with the high level of staff turn-over and consequences this created. Informants report the sense that in some cases projects appeared to lose their champion creating consequences on continuity in programming.   The leadership gap can also be seen as a contributing variable to the perceived lower achievement in two of the four themes; whereby questions should have been asked around progress and achievements throughout the programming period so that greater corrective action could have taken place.

Review of PCD's Strategic Lessons

The panel agreed with the four PCD strategic lessons and felt that there was more to say in terms of depth or breadth in order turn them into enabling lessons.

Need for a sharper focus on programming: The panel agrees that a sharper focus would be beneficial and feels that there is a need to explore further what a "sharper focus" specifically means[65]. For instance, a review of the PEPC theme suggests that simply narrowing future themes to ensure tighter boundaries is unlikely to be sufficient to ensure greater consistency of achieving program outcomes[66].   Other gaps existed in the program planning: PCD did not have a clearly articulated description of how the various components within each thematic entry point would

hypothetically interact in order to catalyze the change sought by PCD. In turn PCD did not have a clear and shared understanding of what constituted that change.

Need for broader engagement: The panel found significant evidence aligning to this lesson; particularly the need to be more effective at connecting research to policy – both Canadian foreign policy and internationally. Looking at the program level, PCD did not have an articulated strategy that identified formal influence channels and capitalized on informal spaces and relationship capital[67]. Further there is a tendency to view policy engagement as a final step in the process; whereas the experience of the panel indicates that inclusion needs to be approached throughout the process.

It is important to note that interviews and document review show exemplary instances of successful research – policy interaction such as the Gender and Reparations project as well as the project on Gender and Generational Analysis of Armed Conflict.   Yet, there were notable gaps particularly on the global level. For instance, informants commented on the lack of presence of PCD, their partners or partner's work in the creation of the OECD DAC Security Sector Reform Handbook and resulting and on-going policy discussions. Informants identified, and the panel agrees, that these are critical processes in the international discourse on SSR.

Broader engagement also needs to be viewed from the perspective of types of partners. Informants and the panel noted that current grantees include the best institutions (usual suspects) in this field; which is particularly true in terms of regional and global projects.   Projects focused at the local and national levels seem more successful at involving non-usual suspects (defined as lesser known or even organisations new to peacebuilding research and action).   Given PCD's commitment to strengthen the field in the South, greater balance between working with "the best" and targeting and creating space for new voices is necessary[68]. The concern with the latter is well summarized by one informant, "...the actors they are working with are very well known and [have] assumed control over the agenda." The panel recognizes that partners with shorter track records are a higher risk and need more support, however achieving greater balance will create more alignment with this core PCD purpose.

The need for better monitoring and measuring[69]: The absence of effective monitoring and evaluation within PCD is noteworthy[70]. Current monitoring appears to focus on what is done by partners (activities) rather than assessing whether assumptions were accurate, what difference partners are making and the significance of the work to the target population. This focus on compliance and implementation limits the PCD team to single-loop learning (as depicted in diagram) which gives insufficient attention to reflection on the PCD's underlying assumptions, which are at the heart of conceptual advancement (called double-loop learning).

Diagram: DOUBLE-LOOP LEARNING

Assumptions → Strategy & Actions → Results

Doing differently
Single-loop learning
"Doing the same, only better"

Thinking differently
Double-loop learning
Checking assumptions that inform strategy and action plan

The PCR process does offer a means for reflection, but the degree of critical engagement by staff differs significantly. There is a tendency towards making sweeping statements without the provision of supporting evidence, the use of undefined jargon and an overwhelmingly positive bent in the self-assessment of objectives. The PCR comprehensive review found that the average self-assessed score on achievement of objectives was 4.33 out of 5. Given that these projects work in highly volatile situations, with partners of varying capacity, on politically sensitive issues, it is the experience of the panel that there are always some projects that
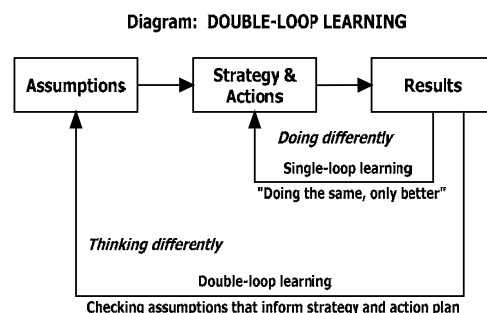
despite excellent effort would not be able to achieve their objectives. Finally the PCR template does not track progress on some of the key objectives outlined in the Prospectus.

The need for more strategic communications: Strategic engagement is defined as having an explicit intent to influence policy with a tailored approach specific to the target and context and containing formal and informal mechanisms. Strategic engagement with potential research users was notable in its absence with most projects and at the program level. In many projects, policy makers were invited to workshops to discuss research findings, which is a necessary but insufficient step in user influence. For instance, the Global Consortium for Security Transformation working group sessions also involves a meeting with policy makers where possible. For the majority of projects neither internal documents nor informant interviews revealed strategies for engagement with potential users, which leads the panel to conclude that much high quality work was produced, but that it was not sufficiently mobilized to influence others.

It is important to note that there was not total omission of strategic engagement. The project on Arab Political Participation and the Future of Democracy in Israel are projects that illustrate effective strategic engagement early in a project where a number of workshops were held with key stakeholders to help craft research questions and methods that would be perceived as more credible and useful by these stakeholders.

The panel feels that one must look beyond one-off interactions or end of project dissemination when thinking of strategy and look towards an on-going interaction throughout the life of the work[71]. Limited reference to 'user-influence' type activities such as user participation in advisory committees, multiple tailored products, product launches, one on one briefings and key informal space networking that show *intent to influence*[72] was found. Further as the Reflecting on Peace Practice[73] project shows, while not every partner needs to be able to do every task in the change process, links between different roles and tasks need to be understood and made explicit to achieve greater collective effectiveness. PCD partners could also be encouraged to strategically link with those that are skilled in influence processes.

Key Issues for IDRC's Board of Governors

The panel identified four issues that it would like the Board of Governors to give specific attention.

Tolerance of Risk: PCD has successfully partnered with the leading lights in peace, conflict and development research in the global south. These relationships have produced high-quality products and implementation cycles that have broadly adhered to expectations. As part of the commitment to strengthening the field, PCD needs to expand its partner base to the lesser known or even organizations new to peacebuilding research and action and accept the inherent risks and costs of this approach. Clarity in terms of a guiding principle and expectations are needed to assist in ascertaining an acceptable balance in terms of risk and cost for a Crown Corporation.

Getting the Right Balance: Supporting high quality research production on sensitive and challenging topics is a different endeavour then supporting the same research with the goal of affecting change. Attention needs to be given to ensuring that crucial programming decisions, such as the Prospectus, embodies this tension between research and change in a way that honours the utility of both[74].

Strengthening Accountability: Accountability is a multi-faceted notion that is oft misunderstood within the international development context and thus reduced to its lowest form; fiscal compliance. This is particularly true in the peacebuilding community which has effectively rejected accountability[75] as evidenced by the dearth of conceptual contributions or action by the field. In the context of this report, accountability means the provision of information to key stakeholders who have the ability to review, assess and act in response to the information. Given this definition, fiscal reporting is part of accountability but certainly not adequate. Further the notion of learning is embedded within this conceptualization of accountability as it implies that if one was held to account by stakeholders who were provided information on the achievement of results (change) learning would be required not optional. For instance, if a project reported to their target audiences (end user or donor) that a model was not being effective the audience could demand change which would require the project leadership to engage in single and/or double loop learning.

Monitoring and Evaluation (M&E) are two common means to contribute to accountability. PCD currently utilises the M&E tools within IDRC such as trip reports and rPCRs, however the panel feels that these are not adequate.   First, as previously described, the quality of engagement in some of the tools is variable at best. Second, the focus of all of the tools is dedicated to action and not change (results), thus limiting them to the role of compliance (did the partner do what they said they would do).

 M&E is made more challenging when quality design principles at the program and project level are not utilised.   The documentation review suggests that core M&E concepts nor tools are being utilised when projects are being developed. Though not investigated in the course of the evaluation, the panel is left wondering at the absence of key M&E tools given the existence of the IDRC Evaluation Unit.

Transdisciplinary approach continues to be an important and relevant focus of PCD: The development of a comprehensive understanding of the linkages or the cross-impacts between the many transformations in post-conflict situations (political, economic, legal , military, diplomatic, etc) remains one of the greatest challenges in this field of research. This is a conclusion based on a review of 20 years research on peace making, peace keeping and peace building for the International Studies Association.[76] A trans-disciplinary understanding of complex changes would help to address more effectively priority setting, sequencing, preventing negative cross-impacts, and the creation of synergies. The study of the big picture is a difficult, but pivotal niche. PCD has done valuable research on linkages, but could further its international role, by focusing also on developing more comprehensive theories and practices of complex change[77].

Conclusion

Overall PCD has supported meaningful research and related projects on important peace, conflict and development issues. This work has produced high-quality outputs which have contributed to the peacebuilding field in a variety of ways; contributions to trauma healing and gender and reparations knowledge base, increased relational capital within regions and inclusion of gender by policy makers in specific processes.   Further PCD has programmed in a way that honours their core principles; particularly Southern partners own their research agenda.

This programming period has also seen potential not capitalised upon particularly when one moves beyond seeing research as an end in itself to seeing it as means toward a broader goal of social change. PCD did not fully tap their relational and reputational capital in a strategic and creative manner to give greater leverage to the impact of the high quality research that PCD supports. Nor did the support provided by PCD to project teams, result in a significant focus on user influence and

the strategies to achieve it.   It is clear there is more that can be done to leverage this high-quality and relevant research for change.

Annex 1: Description of Methodology

The methodology was developed before the panel met in Ottawa January 14-17, 2010. Using SKYPE and Go-to-meeting technology, the paneldecided on the analytic framework, defined and operationalized the evaluation criteria, designed interview protocols crafted the electronic survey, and made decisions about the evidence to be searched and reviewed.

Focus on self-evaluation

The team approached this assignment in a manner to honour the commitment of the 'new' process to verification of the PCD self-evaluation. As such the team crafted its approach to ascertain the appropriateness of the conclusions in the self-evaluation report. This decision largely drove our sampling process, and primary attention was given to the projects that were listed in the outcomes section of the PCD Report.

Analytic framework and definitions of concepts and criteria

The panel felt it was essential to have shared understandings amongst themselves of the key terms being used in their investigation into PCD's work and their efforts to understand what they needed to consider in their review. As a result, key words from the Terms of Reference were selected and defined by the various panel members, shared electronically, and then discussed in teleconference. These terms included *research quality, appropriateness, relevance, local ownership, capacity building*, *coherence*, and *niche.*   Because of their significance for this report, the panel defines two of these, *research quality* and *capacity building*, in Annex 2.

Methods and data sources

To increase the validity of the findings, the Review panel combined several methods.

1) *Document review of both internal and external products.*

   a) The panel made a detailed study of all projects mentioned in the PCD team report in the outcomes section.   These projects were related to the five most important program outcomes: security sector reform, transitional justice, local ownership, capacity building and gender (See Annex 3: List of Projects Reviewed). The review covered all internal documents (proposal, PADs, trip reports, conference reports, PCR's, evaluations, etc.), and external documents (papers, articles, books, multi-media products, journal subscriptions, journal and web based citation reports, etc).

2) *To offset the focus on the projects identified in the PCD self-evaluation additional efforts were made:*

   a) a comprehensive evaluation of all the completed Project Completion Review (PCR) documents (44) along seven key questions.

   b) A review of all proposals pertinent to Governance and Peacebuilding (DPGP) and Political Economy of Peace and Conflict (PEPC) to assess the implementation of the leading approaches and the entry points within the two thematic areas as outlined in the Prospectus. :

c) A review of a random sample of all proposals (6 PEPC, 4 VTJR, 5 DPGP, 3 SI, 6 N/A) against six key questions derived from critical statements in the Prospectus such as "to what extent does the portfolio balance projects targeting capacity building and policy influence.

3) *Interviews with 48 people:*
Telephone interviews were conducted with 48 people (see Annex 5: Key Informants) of which 8 were past and current PCD team members. Interviews were semi-structured following an interview protocol. Most of the interviews lasted from 30 to 60 minutes.

Interviewees came from a list provided by the PCD team of potential key informants in each of the five outcome areas included in the report. In addition, the review panel asked the PCD team to provide some additional suggested names to correspond to the two PCD themes that were not identified as outcomes. From this list, panel members selected a group to invite to participate in key informant interviews based on a set of criteria such as North-South representation, gender and different types e.g. researcher, policy maker. Each panel member selected the sub-group for the outcome he or she was focusing on. The panel member working on gender also selected the informants from capacity building and local ownership.

The panel expanded beyond this list by adding "external" informants drawn primarily from their own networks, as it was seen as important to include some informants who had not been suggested by the PCD team.   The goal was to select about 6 "external" key informants each, in the hopes of succeeding in speaking to about 4 of these; with at least a balance of southern and northern, if not a southern dominance, and aiming for a gender balance in informants interviewed.

Key informants were invited in a few small batches as the lists of names and email addresses were finalized; on Dec. 20, 22, and then follow-up invitations were sent (as bounced email addresses or people unable to participate were replaced), also in batches and as needed. Invitations were sent as emails from aclegg@idrc.ca, with the interviewer name (one of the panel members) in the CC field, and the recipients in the BCC field, so that each invitee knew who would be interviewing, but did not know the other invitees.

4) *Electronic survey:*
An electronic survey, in English and Spanish, was sent to 193 people consisting of informants suggested by the PCD team and current and past project leaders. The email requested respondents to forward the survey link to others who would be familiar with PCD programming, such as partners, researchers or members of consortia because the list available to the panel only included the contact person for a grant.   The survey was completed by 64 people.   The email requested the respondents to provide information about their relationship to PCD. 60% of the respondents where part of a grantee organization; 19% participants in a project, and 7% award recipients. There were 39% who were born in the North, and 61% born in the South. The respondents, acquainted with one or more projects, were invited to express their opinion on 8 merit-, 4 significance- and 7 outcome criteria, on a five point agree-disagree scale . Extra space was provided for comments. For all the closed questions, response averages, Z scores and rank were calculated and comparisons were made between the four thematic programs, Northernand Southern and female and male respondents.

For further information on the survey distribution and the actual survey questions please see Annex 7.

Analysis

To aid analysis a template was developed containing the key variables against which each project should be assessed. Each member of the team used the template to ensure commonality of review. Further as much as possible verbatim notes were taken from each interview. The team met in Ottawa and spent 3 days jointly analyzing the data against the key questions in the Terms of Reference and the frameworks and criteria that had been developed.

Annex 2: Definitions of key terms

In order to respond to the key questions in the Terms of Reference the panel had to develop shared understandings of key terms. The resulting criteria and frameworks served as the backbone to the data collection and analysis. Though many terms were defined, most could easily be described in the main text of the report. Two, research quality and capacity building, needed further description which can be found below.

Research Quality

A number ofl steps were followed in order to develop the criteria within research quality:.

1. Previous IDRC evaluations, primarily from the Environment and Natural Resource Management program area, were consulted in search of a clear definition of research quality, however none were found.
2. Criteria for inclusion in peer reviewed journals were examined for insight into the criteria for research quality in this context
3. Information was sought in various public fora by posting a request for input on defining research quality. This was sent to several listservs, among them XCEval, M&E News, and Pelican. Some interesting and careful responses came back, as well as some links to articles.
4. The panel drew on the above, as well as on personal experience and resources to develop the criteria below for assessing or understanding research quality.

Research Quality has been broken down into two categories; *merit* and *significance*. The Validation method column was developed to be illustrative to the process. In practice much, but not all were utilised.

1. *Merit of the Research Process* **(Work is based on sound methodology)**

Criteria	Validation Method
1. . the methods are described well enough that one can ascertain the core features of the research process; minimum criteria include: - Problem or question clearly stated - Rationale or theoretical framework described - Scholarly literature is appropriately reviewed - Data collection described e.g. sample size	Review of the methodology section in the research product
2. The process used to conduct the research and the explanation as to why it was selected meets the common sense standard for rigor and credibility	Review of the methodology section in the research product
3. Analysis: conclusions are clearly derived from the evidence	Systematic review of the core conclusions against evidence
4. Relevant groups perceive it to be valid/credible	Opinions of key groupings via interviews
5. Prospective end users are appropriately involved in the co-production of knowledge	Review of methodology

2. *Significance of the Findings to the Field (use)*

Criteria	Validation Method
1. fills a gap in the knowledge or provides a new analysis (academic significance) or topic addresses a key policy/practice problem (policy/practice significance)	Opinion of thought or policy leaders in the field via interviews
2. research product is presented in a timely manner for policy makers and practitioners (e.g. when they need it)	Opinion of policy-makers and practitioners via interviews
3. research product is in an accessible format for policy makers and/or practitioners or appropriate format for academic audience	Review of product by team against a set of criteria
4. relevant groups are aware of the work	Options: 1. Academic - # of citations 2. Academic – syllabi review 3. P/P: Interviews 4. # of publications, conference presentations etc
5. relevant groups perceive the work as valuable	Opinions of key groupings via interviews
6. relevant groups use the findings to develop new policies, products, behaviours, ideas	Citations or examples of use found via interviews
7. The norm or debate in the field has shifted due to this contribution (academic)	Opinions of key groupings via interviews

Capacity Building

The following text taken from the Prospectus situates capacity building as core to what PCD is about:

> *Almost all of the researchers PCD works with are driven to make concrete, practical contributions to their immediate context in the short- to medium-term (justifying programming "close to the ground"). Global scaling up international networking frequently does not hold out this promise. This set of questions goes to the heart of IDRC's mandate -- for whom is IDRC supporting the research? Whose needs are being met? In that spirit, PCD research networking, scaling up, and other modalities need to be vehicles or means towards <u>building Southern capacity</u>, not ends in themselves, and must be developed according to Southern assessment of utility. (Prospectus p.13)*

The panel opted for taking a systemic view of capacity building that situates the focus of capacity development in the system rather than the individual. In this way, the panel recognizes that the focus on the individual through training and mentoring is both necessary and insufficient for strengthening Southern capacity for engaging in a field currently dominated by Northern voices and perspectives. Drawing on a framework developed by Thomas[78], the panel identified four domains that together identify the inter-related dimensions of southern capacity from a systems perspective (illustrated below).

Four Dimensions of "Building Southern Capacity"

INDIVIDUAL

- Knowledge
- Research skills & Behavior
- Values & Attitudes
- Self awareness & Confidence
- Ability to take perspectives (Gender)

RELATIONSHIPS

Between individuals
Between organizations

- Quality of communication
- Quality of trust & respect
- Quality of collaboration
- Degree of dysfunctional
- relationship dynamics

CULTURE

- Collective patterns of thought and behavior
- Patterns of discourse
- Patterns of inclusion / exclusion
- "Rules of the Game"

STRUCTURES & SYSTEMS

- Institutions / Networks
- Platforms / Mechanisms
- Knowledge Management systems
- Decision-making systems
- Communication systems

The panel recognizes this is a framework they bring to the review and does not assume this to be how the PCD team conceptualizes capacity building.   The PCD recognizes that while the objective of capacity building is often not made explicit, it is an outcome to which their funded work contributes.   The panel believes this framework can be useful for identifying and making explicit the different ways PCD work has already contributed to strengthening capacity as well as help focus future efforts for strengthening both individual capacities and the collective capacity of the South.

Annex 3: List of Projects Reviewed

(Projects identified by project number)

Below is a list of all projects cited under Outcomes section of PCD report. There were a total of 58 projects.   For 16 of these projects (28%), the panel found no internal documents or outputs in the documentation provided to the panel.

Projects with documentation provided (42)					Projects with no documentation provided (16)	
102633	103378	103989	104729	105471	101323	102657
102736	103396	104178	104788	105520	101471	102781
102862	103403	104289	104807		101476	105058
102864	103496	104348	104885		101610	105399
102865	103604	104580	104936		101688	105691
102867	103613	104617	105039		102072	105768
102990	103749	104622	105042		102080	
103183	103780	104626	105255		102081	
103302	103785	104693	105303		102420	
103312	103964	104728	105353		102608	

Projects cited in Outcomes section of PCD Report for which all internal documentation and outputs provided to the panel were reviewed:

Outcome 1 Security & Insecurity	Outcome 2 Violence, Transitional Justice, Trauma	Outcomes 3-5 Ownership, Capacity Building, Gender
103183	102862	102867
103396	102865	103183
103613	103302	103302
105768	103378	103312
103780	103496	103403
104178	103749	103694
105255	104622	104580
104693	104626	104788
	104728	104885
	104729	105042
	105353	105303

As described in Annex 1: Description of Methodology, in addition to the thorough documentation review for projects cited above, the panel reviewed all Project Completion Reports for the 44 projects that were closed during the review period.   The panel also reviewed the Project Approval Documents for a sample of 25 projects.   These projects are listed in the following tables.

Project Completion Reports were Reviewed the following projects (n=44)			The Project Approval Documents were reviewed for the following projects (n=25)	
100226	102080	102990	102862	104102
100666	102081	103183	102865	104178
100830	102198	103302	102973	104348
100870	102279	103306	103263	104580
101125	102417	103312	103370	104621
101199	102608	103370	103396	104626
101323	102633	103403	103401	104728
101528	102661	103570	103403	104807
101610	102663	103613	103604	104848
101646	102701	103625	103667	104936
101687	102737	104027	103953	105303
101688	102831	104622	103956	105546
101984	102864	104623	103960	
102011	102871	104848		
102033	102973			

Annex 4: Documents Reviewed

INTERNAL PROJECT-SPECIFIC DOCUMENTS

102862 African Transitional Justice Research Network : proposal; PAD; project completion report - Stage 1,2; First Interim Report from CSVR; Project completion report.

102865 Reparation for internal displacement (Columbia): Approved research project; Summary trip report

102867 Minority Women Negotiating Citizenship : Action Research Project: Proposal; Project Approval Document; First Technical Report, 2006; Second Technical Report, 2008; Ethics Workshop Report, 2006; Ethics Protocol

103183 New Directions in Security Sector Reform: PAD, rPCR Stage 3

103302 Palestinian adolescents coping with trauma (PACT-II) : revised research proposal , PAD, Evaluation P. Coleridge; Final report Phase II, Project completion report

103312 Gender and Generational Analysis of Armed Conflict, Peace and Justice Processes –Phase II : Proposal; Project Approval Document

103378 Israel-Palestinian occupied territories program of ICTJ: PAD, Proposal, interim report; final report.

103396 Regulation of Private Security Sector in Africa, PAD, January 2007 Technical Report, July 2007 technical report, March 2008 Trip Report

103403 Gender and Reparations : Opportunities for Transitional Democracies - Phase II: Proposal; Project Approval Document; Interim Technical Report, 2006; Final Technical Report, 2007; Project Completion Report

103496 New approaches to understanding trauma and reconciliation following mass violence of political nature: PAD, Proposal, interim report;

103613 From War to Politics: Non state armed groups in Transition – Proposal, PAD, Interim Report 2007, rPCR Interview Stage 1

103694 System Wide Initiative on Malaria and Agriculture (SIMA) Evaluation : Proposal, Project Approval Document, Technical Report

103749 Transitional justice and the rise of TRC model in Africa: proposal, technical report.

103780 Reforming Security Sector Governance in South Asia: Proposal, PAD, Final Technical Report

104178 Global Consortium on Security Transformation: Proposal, PAD, Interim Report to IDRC and DFID, November 2007; Trip Report, 2007, Global Consortium on Security Transformation Final Project Narrative to IDRC, March 2009

104580 Journal of Peace building and Development: Proposal and Project Approval Document

104622 Trauma, development and peacebuilding : towards an integrated approach: proposal; Report April 2008;PAD;Project completion report; conference report .

104626 Social psychology and post-conflict : strategies for the attention of psychological trauma in youth demobilized of the armed conflict & their social networks in Columbia: PAD, proposal, trip report

104693 Security Sector Reform in the Arab Region: Proposal, PAD, rPCR Interview stage one and two, Arab Reform Initiative, Second Meeting of Experts on Security Sector Reform in the Arab Countries, Beirut, January 12-13, 2009; ARI SSR Working Group, Rabat, March 14-15, 2009

104728 Palestinian adolescents coping with trauma (PACT III) : proposal, PAD, report.

104729 Transitional justice and peace building : ICTJ multi-year perspective : Proposal; PAD, project completion report –stage 1; Work plan for Israel and the Occupied Palestinian territory; Conference agenda on Identities in transition: challenges for transitional justice in divided societies , March 2008; conference agenda on "How Things Work". Florence, Italy - October 10 to 17, 2008 .

104788 Understanding Impunity : the Right to Truth, Justice and Reparation: Proposal; Project Approval Document; First Technical Report, 2008; Trip Report, 2008

104885 Gender and Generational Analysis of Armed Conflict, Peace and Justice Processes (Sudan and Uganda)- Phase III: Proposal; Project Approval Document; Trip Report, 2009

105042 Arab Political Participation and the Future of Democracy in Israel : Increasing Political Efficacy and Influencing Democratic Change: Proposal, Project Approval Document

105255 Global Consortium on Security Transformation: Fostering New Ways to Think Security – Phase II: Proposal, PAD,

105303 Land Seizures in Northern Colombia and their effect on the Peasant Movement: Proposal ; Project Approval Document; Trip Report

105353 African transitional justice research network (ATJRN), phase II: Proposal ; PAD.

(In addition to these project documents, the *Project Approval Documents* were reviewed for an additional sample of projects and *Project Completion Reports* were reviewed for all projects completed during the review period. See Annex 3: List of Projects Reviewed)

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Clancy Mary Alice C and Hamber Brandon, *Trauma, Peacebuilding, and Development: An overview of key positions and critical questions*, 2008, conference paper INCORE University of Ulster.

Carlson, K., Mazurana, D., 2006, *Beating Wives and Protecting Culture: Violent Responses to Women's Awakening of their Rights*

Davis Laura, *Transitional justice & security system*, ICTJ June 2009.

De Brun Barbara, The Road to Peace in Ireland, Berghof, December 2008

de Greiff Pablo & Duth Roger, *Transitional justice and development* , June 2009, ICTJ.

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Freeman Mark, Necessary Evils: Amnesties and the Search for Justice (Cambridge University Press, 2009).

Giacaman Rita et al, *Individual and collective exposure to political violence: Palestinian adolescents coping with conflict*, in The European Journal of Public health Advance Access, November 30,2006.

Giacaman Rita, Abu-Rmeileh N, Husseini A, Saab H & Boyce W. (2007). *Humiliation: the invisible trauma of war for Palestinian youth.* Public Health, *121*(8), 563-571.

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Huyse Luc (Ed.) **Reconciliation after Violent Conflict. A Handbook** (Stockholm: IDEA, 2003).

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Mazurana, D, Carlson, K. 2006, *The Girl Child and Armed Conflict: Recognizing and Addressing Grave Rights Violations of Girls' Human Rights*

Ocampo Sandro Jiminez et al, *Internally displaced people in Columbia, victims in permanent transition: ethical and political dilemmas of reparative justice in the midst of armed conflict,* 2009, Universidad de San Buenaventura, Columbia.

Paige Arthur, *Identities in transition*, November 2009, ICTJ.

Pearce Jenny, Case Study of IDRC Supported Research on Security Sector Reform in Guatemala, February, 2006

Rubio-Marin Ruth (Ed) What Happened to the Women?: Gender and Reparations for Human Rights Violations, 2006, Social Science Research Council.(Foreword , chapters 1-3)

Sabelo Gumedze, Private Security Sector in Africa, Country Series, Monograph No 46, July 2008

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Stites, Elizabeth., et al, 2006, *Movement on the Margins: Protection and Livelihoods in Kitgum, Uganda*

Subotic Jelena, *The Paradox of International Justice Compliance* , in IJTJ , 2009, Vol 3, pp.362-383

Taking a Gender-Perspective to Strengthen the Multi-Country Demobilization and Reintegration Program (MDRP) in the Great Lakes Region

Washira George and Prisca Kumungi, *Truth and reconciliation commissions in Africa: lessons and implications for Kenya*, NPI-briefing paper , April 2008.

Wessells Mike, *Trauma, Peacebuilding and Development: An Africa Region Perspective,* 2008, conference paper INCORE, University of Ulster.

MULTIMEDIA DOCS

Video: project 102865 Voces y Caminos

Video : project 103964 Voices of Columbian women

GENERAL DOCS

Anderson and Olson, 2003, Confronting War

Brusset, Gouley, Hoffman, Mattsson, Evaluation of Peace, Conflict and Development (PCD) Research Support in Countries and Regions affected by Violent Conflict. Synthesis of Case Studies, April 2009

Carden, 2005, Capacities, Contexts, Conditions: The Influence of IDRC - Supported Research on Policy Processes

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Mattsson, Evaluation of Peace, Conflict and Development (PCD) Research Support in Countries and Regions affected by Violent Conflict. Palestine Case Study, December 2008

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Annex 5: Key Informants

Informants Interviewed				
Name	**Role and Organization**	**Outcome Area**	**Connection to IDRC**	**Interviewed by**
1. George Wachira	Nairobi Peace Initiative	Transitional Justice/Trauma	Grantee/Consultant	LR
2. Gonzalo Sánchez	Coordinator, Memoria Histórica, Bogotá	Transitional Justice/Trauma	IDRC suggestion	LR
3. Nahla Valji	Centre for the Study of Violence and Reconciliation	Transitional Justice/Trauma	Grantee/Consultant	LR
4. Pablo de Greiff	Director of Research, International Centre for Transitional Justice	Transitional Justice/Trauma + gender	IDRC suggestion	LR
5. Rita Giacaman	Institute of Community and Public Health	Transitional Justice/Trauma	Grantee/Consultant	LR
6. Yoke van der Meulen	Institute of Community and Public Health, Birzeit University	Transitional Justice/Trauma	Grantee/Consultant	LR
7. Marc Freeman	Director, International Crisis Group	Transitional Justice/Trauma	IDRC suggestion	LR
8. Shobna Sonpar	Researcher, AMAN Trust	Transitional Justice/Trauma	IDRC suggestion	LR
9. Luc Huyse	Law, Leuven, Belgium	Transitional Justice/Trauma	External	LR
10. J. Mendez	International Centre for Transitional Justice	Transitional Justice/Trauma	External	LR
11. Carol McQueen	Deputy Director - Democracy and Governance Division Dept of Foreign Affairs and Intl Trade	Local Ownership	External	PT
12. Erin McCandless	Exec Editor and Publisher Journal of Peace and Development	Capacity Bldg Local Ownership	Grantee/Consultant	PT
13. Lisa Taraki	Dean of Graduate Students Birzeit University	Capacity Bldg	Grantee/Consultant	PT
14. Dyan Mazurana	Research Director for Gender, Youth and Community Feinstein Intl Center	Gender	Grantee/Consultant	PT
15. Suad Joseph	Professor UC Davis	Gender	Grantee/Consultant	PT
16. Carla Koppell	Director The Institute for Inclusive Security - Hunt Alternatives Fund	Gender	External	PT
17. K Lalita	Research Centre of Women's Studies, Yugantar	Gender	Grantee/Consultant	PT
18. Lina Abou Habib	Director Center for Research and Training for Development Action	Gender	Grantee/Consultant	PT
19. Judith Erazo	Legal Representative Comunitarios y Acción	Gender	Grantee/Consultant	PT

	Psicosocial			
20. Stephen Del Rosso	Program Director, International Peace and Security, Carnegie	Capacity Bldg	External	PT
21. Absalón Machado	Professor International Organization for Migration	Gender	Grantee/Consultant	PT
22. Gary Milante	Research Economist World Bank	Local Ownership	Grantee/Consultant	PT
23. Nadim N Rouhana	General Director MADA Al-CARMEL Arab Center for Applied Social Research	Local Ownership	Grantee/Consultant	PT
24. Paul Tabar	Director Institute or Migration Studies Lebanese American University	Capacity Bldg	Grantee/Consultant	PT
25. Nicole Ball		SI/SSR	IDRC suggestion	CC
26. Dylan Hendrickson	Senior Research Fellow, Conflict, Security and Development Group, King's College London	SI/SSR	IDRC suggestion	CC
27. Veronique Duduoet		SI/SSR		CC
28. Dipankar Banerjee	President , Institute of Peace and Conflict Studies	SI/SSR	Grantee/Consultant	CC
29. Lucia Dammert	Latin American Faculty of Social Sciences	SI/SSR	Grantee/Consultant	CC
30. Robin Luckham	Institute of Development Studies, Great Britain	SI/SSR	Grantee/Consultant	CC
31. Bassma Kodmani	Arab Reform Initiative	SI/SSR	Grantee/Consultant	CC
32. Michael Koros	CIDA – (GC) Canadian International Development Agency	SI/SSR	IDRC suggestion	CC
33. Maciej Hawrylak	DFAIT Senior Policy Advisor, Department of Foreign Affairs and International Trade	SI/SSR	IDRC suggestion	CC
34. Mauricio Garcia Duran	Berghoff Director, Centro de Investigación y Educación Popular, Bogota	SI/SSR	IDRC suggestion	CC
35. Marini Caprini	Independent SSR Expert	SI/SSR	External	CC
36. Timothy Donais	Wilfred Laurier University	SI/SSR	External	CC
37. Alan Bryden	DCAF	SI/SSR	External	CC
38. Mark Downes	DCAF	SI/SSR	External	CC
39. Rob Muggah	Small Arms Survey	SI/SSR	External	CC
40. Victoria Wigodzky	Program Officer, Latin America Program, Open Society Institute, Washington DC		Co-funder	CC

PCD team members and past team members interviewed			
41. Emma Naughton	(Program Leader)		Cancelled due to family crisis
42. Navsharan Singh	PO (Delhi)		PT
43. Njeri Karuru	PO (Nairobi)		PT
44. Markus Gottsbacher	PO (Ottawa)		LR, CC
45. Charaf Ahmimed	PO (Ottawa)		CC
46. Mano Buckshi	Grant Administrator		LR
47. Brent Herbert-Copley	Director of Social and Economic Policy Program Area; now with SSHRC		PT
48. Gerd Schoenwaelder	past Program Leader, now Director of the Policy and Planning Group in IDRC		PT, LR
49. Colleen Duggan	past team member, now in Evaluation Unit – IDRC		PT, CC

Potential Informants contacted but not interviewed				
Name	Role and Organization	Outcome Area	Connection to IDRC	Potential Interviewer
1. Tapan Kumar Bose	Secretary General South Asia Forum for Human Rights Limited	Local Ownership	Grantee/Consultant	PT
2. Saba Gul Khattak	Executive Director Sustainable Development Policy Institute	Capacity Bldg	Grantee/Consultant	PT
3. Carol Cohn	Director Boston Consortium on Gender, Security and Human Rights	Gender	External	PT
4. Chantale Walker	Policy Advisor, Division of Human Rights Dept of Foreign Affairs and Intl Trade	Gender	External	PT
5. Donny Meertens	Professor Universidad Nacional de Colombia, Bogotá	Gender	Grantee/Consultant	PT
6. Janine Clark	Associate Professor University of Guelph	Gender	External	PT
7. Luz María Londoño	Professor Universidad de Antioquía	Gender	Grantee/Consultant	PT
8. María Emma Wills Obregón	Professor Universidad de los Andes	Gender	Grantee/Consultant	PT
9. Waheguru Pal Sidhu	Professor Academy- Geneva Centre for Security Policy	Gender	External	PT
10. Uma Chakravarty	Professor Miranda House, University of Delhi	Gender	External	PT
11. Jeremy Sarkin	Tufts		External	LR
12. Tani Adams	IIARS (**), Guatemala	Transitional Justice/Trauma	IDRC suggestion	LR

13. Hugo van der Merwe	Centre for the Study of Violence and Reconciliation	Transitional Justice/Trauma + gender	Grantee/Consultant	LR
14. Philip Clark	philip.clark@csls.ox.ac.uk		External	LR
15. Len LeRoux	Institute for Security Studies	SSR/SI	Grantee/Consultant	CC
16. Stephen Baranyi	University of Ottawa	SSR/SI	Grantee/Consultant	CC
17. Annette Backhaus	Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ)	SSR/SI	IDRC suggestion	CC
18. Carmen Rosa de León Ecribano	Director, Instituto de Enseñanza para el Desarrollo Sustentable, Guatemala	SSR/SI	IDRC suggestion	CC
19. Charles Call	American University	SSR/SI	IDRC suggestion	CC
20. Hans J. Giessmann	Berghof Stiftung Fur Konfliktforschung (GMBH)	SSR/SI	IDRC suggestion	CC
21. Leeann McKechnie	Ambassador, Canadian Embassy, Guatemala	SSR/SI	IDRC suggestion	CC
22. Margaret Shaw	ICPC, Montreal	SSR/SI	IDRC suggestion	CC
23. Pablo Policzer	Canada Research Chair in Latin American Politics, University of Calgary	SSR/SI	IDRC suggestion	CC
24. Paul Salem	Director, Carnegie Middle East Centre, Beirut	SSR/SI	IDRC suggestion	CC
25. Ricardo Córdova	Director , Fundación Dr. Guillermo Manuel Ungo, San Salvador	SSR/SI	IDRC suggestion	CC
26. Roland Paris	University of Ottawa	SSR/SI	IDRC suggestion	CC
27. Yezid Sayigh	Professor, Department of War Studies, King's College London	SSR/SI	IDRC suggestion	CC
28. Eleanor Pavey	Coordinator DCAF in Geneva	SSR/SI	IDRC suggestion	CC
29. WPS Sidhu	Vice-President of Programs, East West Institute	SSR/SI	IDRC suggestion	CC

Annex 6: Interview Protocols for Key Informants

Interview Protocol for Current Staff

PREAMBLE
- Thank you for your time
- Purpose of the call: part of the IDRC review of PCD
- Rationale for requesting the interview – their expertise in SSR field to gain a sense of the penetration of the IDRC funded work as well as the perception of its quality and value
- Confidentiality Reminder

QUESTIONS
1. What has been your role in the PCD team?
2. In the report outcomes of significance were noted, what criteria do you use as you think about significance?   What evidence do you look to as basis of outcomes you perceive?
   - Was this more or less along the lines of what you expected? was less or exceed expectations.
   - Can you clarify: 'While significant project-levels outcomes exist in the other two thematic areas , they did not add up to program level outcomes '? (page 12). How do projects add up to program level outcomes?
   - What lead you to also identify ownership, gender and capacity building as significant outcomes? What else were considerations that were then discarded?
3. How has PCD worked at ensuring coherence throughout the programming period?   Where do you see the biggest gaps between what the Prospectus articulates and what was done?   How do you make sense of these gaps?
   - What would you perceive as some of the more significant miss opportunities or short-comings?
4. Could you describe the theory of change(s) embedded in the prospectus and how they were operationalised?
   - Talk us through your understanding of accountability (vertical and horizontal)
   - how do they think their funded projects achieve or contribute to this….
   - specific examples of where they have seen "research to policy cycle" enacted)
   - How often do you fund projects that explicitly include strategies for policy influencing
5. How does PCD contribute to building capacity in the South? What are the types of change encompassed in the notion of capacity?
   - Would you have a sense of the number of researchers whose capacity to do research has been strengthen as result of PCD funding?
   - Pending their answer to the types of change question: follow up in terms of institutional / systemic capacity / sustainability
6. One of their five main outcomes noted in the Prospectus is promoting dialogue between State, Non-state and Extra-State actors – how do you view intersectoral dialogue role in catalyzing change?
7. How do you see the work funded on the ground contributing to building ownership "of domestic peace process? In theory and in practice.
8. The history of PBR-PCD is characterized by a **widening of the activities** (more countries, more regions, more entry points). Has this widening been compensated by enough staff and financial support. If not, what were the consequences?
   - What have been the consequences of high turn-over?
   - How do you make sense of this rate of turn-over?
9. How and to what extent did the Canadian **Foreign Policy Community influence the** PCD activities? Does it have an impact on the Southern Research partner e,g, agenda settings?
   - Do you feel PCD programming has had any influence in Canadian Foreign Policy or the broader community?

10. Has IDRC-PCD been the focus of critique from interests groups or political lobbies? If yes, how has PCD responded?
    - Which activities (theme and/or region) of the PCD program are the most ' politically sensitive' in Canada?
    - Within IDRC, what internal forces shape decisions made?
11. What has PCD done to explore the issue of research ethics in conflict contexts? (priority of PCD program initiative 2005-2010)
12. Other issues-comments-remarks

Our sincere thanks

Interview Protocol for Past Staff

PREAMBLE
- Thank you for your time
- Purpose of the call: part of the IDRC review of PCD
- Rationale for requesting the interview – their expertise in thematic field to gain a sense of the penetration of the IDRC funded work as well as the perception of its quality and value
- Confidentiality Reminder

QUESTIONS
1. What was your role? Have you seen the PCD report?
2. Based on your own knowledge of PCD programming, what would you highlight as significant outcomes achieved during the past 5 years?
    - What criteria do you use as you think about significance?
    - What evidence do you look to as basis of outcomes you perceive?
    - Was this more or less along the lines of what you expected? was less or exceed expectations.
    - Reflections on outcomes identified in report? (careful on time)
3. How has PCD worked at ensuring coherence throughout the programming period? Where do you see the biggest gaps between what the Prospectus articulates and what was done? How do you make sense of these gaps?
    - What would you perceive as some of the more significant miss opportunities or short-comings?
4. Exploring assumptions and understanding of "accountability": (aiming at ToC)
    - Talk us through your understanding of accountability
      (vertical and horizontal)
    - how do they think their funded projects achieve or contribute to this….
    - specific examples of where they have seen "research to policy cycle" enacted)
    - How often do you fund projects that explicitly include strategies for policy influencing

5. One of their five main outcomes is creating promoting dialogue between State, Non-state and Extra-State actors – how do you view intersectoral dialogue role in catalyzing change.
6. How do you see the work funded on the ground contributing to building ownership "of domestic peace process?
7. The history of PBR-PCD is characterized by a **widening of the activities** (more countries, more regions, more entry points). Has this widening been compensated by enough staff and financial support. If not, what were the consequences?
    - What have been the consequences of high turn-over?
    - How do you make sense of this rate of turn-over?
8. How and to what extent did the Canadian **Foreign Policy Community influence the** PCD activities? Does it have an impact on the Southern Research partner e,g, agenda settings?
    - Do you feel PCD programming has had any influence in Canadian Foreign Policy or the broader community?

9. Has IDRC-PCD been the focus of critique from interests groups or political lobbies? If yes, how has PCD responded?
    - Which activities (theme and/or region) of the PCD program are the most ' politically sensitive' in Canada?
    - Within IDRC, what internal forces shape decisions made?
10. What has PCD done to explore the issue of research ethics in conflict contexts? (priority of PCD program initiative 2005-2010)
11. How many researchers have benefitted in terms of their own capacity development _to do research_ (not about increase in substantive knowledge) through engagement with IDRC projects? Is this an issue that is discussed internally?
12. Other issues-comments-remarks

Our sincere thanks

Interview Protocol for Non-IDRC Staff

PREAMBLE
- Thank you for your time
- Purpose of the call: part of the IDRC review of PCD
- Rationale for requesting the interview – their expertise in thematic field to gain a sense of the penetration of the IDRC funded work as well as the perception of its quality and value
- Confidentiality Reminder

QUESTIONS
Concerning your relationship to IDRC

1. To start, do you have any past or current relationship with the IDRC – in general – and/or the Peace, Conflict and Development Program?

Part I:
If they were _directly involved_ in a specific project for the majority or all of the project cycle (e.g. a grantee) then ASK:

2. What policy or practice problem within the fields of peace, conflict, and/or development did this project address?
3. What do you perceive as significant accomplishments or outcomes of the project?   Why are these significant?
4. How would you rate the quality of this work?   What is the basis of your assessment?
5. What, if any, difficulties, short-comings or missed opportunities may have influenced the quality of this work and its outcomes?
6. For whom do you think this work has relevance? Why?
7. What difference, if any, do think this work has made in terms of influencing change on the ground (policy, practice, etc)?   Please offer some specific examples that serve to illustrate.
8. What, if any, contribution do you think this work made to the broader field in which it is situated?
9. How was this work initiated, who was involved in its inception and who was involved in its planning and implementation?
10. Do you think the project demonstrated awareness of and sensitivity to consideration of gender throughout the project cycle?
11. In what way, if any, do you think this work contributed to building research capacity in the South?

Part II:
If they are knowledgeable about the thematic area (e.g. expert in field OR someone who has just finished a big piece of research on the area e.g. a grantee)

1. How much has your work over the past few years allowed you to stay current with new work in the (thematic field)?
    - In terms of the literature – both official and grey material?
    - How about new initiatives – non-research related e.g. platforms, capacity building)
2. Can you identify any work that has really advanced the (thematic field) in the past 5 years?
    - Why was this important work?
    - For whom: North / South?
3. If we can take a moment to scale up and reflect on the broader (thematic field) in the context of Peace Conflict and Development, what do you consider were the most pressing issues in need of greater research over the past 2-4 years?
    - Who has worked on this?
    - Did research get conducted on it?
4. Are you familiar with any of the following IDRC funded projects working on (thematic field)?
    - List of theme relevant outputs provided here

If they know PCD funded RESEARCH outputs:

1. Do you recall how these projects/publications came to your attention?
2. Of the work you are familiar with, how would you rate the quality of the research?
    - What elements within the research lead you to that conclusion?
    - Do you recall, whether gender was appropriately integrated into the analysis?
    - How about an explicit effort to include marginalized voices or the Southern perspective?
3. Who would find this research relevant? Why?
4. How have you used this research personally?
5. Do you perceive this work to be well known in the (thematic) field?
6. In what way has the research contributed to the broader (thematic) field – either academically or practically – if at all?
    - Did it fill a gap in knowledge?
    - Did it provide a new perspective?
    - Did it give an answer to a policy problem?

If no, meaning they are not familiar with any of the PCD funded listed publications, networks or conferences etc.

1. In your experience, who have been the major donors relevant to (thematic) research in Peace Conflict and Development?
2. Are you involved in any (thematic) professional networks?
    - Which ones and why?
    - Were you aware that the Peace, Conflict and Development program of IDRC had a funding stream specific to gender?
3. Would you ever go to the IDRC website to source new research work relevant to your work?

Recommendations: What recommendations would you offer to the PCD in terms of future directions for their work on the broad issue of (thematic)?

- Research focus, conference topics, great Southern voices excluded etc

Part III:

More general impressions of IDRC work in the fields of Peace, Conflict and Development -- to be asked of anyone who has knowledge of IDRC funded work

1. Is there anything that you think distinguishes the work IDRC funds in peace, conflict and development? *(think in terms of approach to research, focus of research, who participates, who benefits, role of South, etc)*
2. Is there anything you particularly appreciate about the work IDRC funds?   What do you perceive as strengths of this work?   What do you perceive as weaknesses of this work?
3. Are you aware of ways in which the IDRC funded work in peace, conflict and development has strengthened the role and voice of the South in shaping research agendas in the fields of PCD?   If so, how?
   - *It is important to get specific examples that support general comments.*
4. Are you aware of any uptake in IDRC funded research that has contributed to change in terms of theory, practice, policy?
   - *It is important to get specific examples that support general comments.*
5. Looking forward, do you have any recommendations in terms of future research foci and approaches and/or ways to further engage and strengthen the South in research?
6. Are there any other questions you think would be helpful for me to ask?   Anything you'd like to say that I haven't asked?

About the informant

- *Gather any relevant information about the informant that hasn't already surfaced (Profession, Focus (substantive field, region, years of experience, country of origin)*

Email Version Sent Out Prior to Interview

Introductory paragraph confirming time of time of interview and expressing appreciation

Part I: Reflections on the relevance, quality and outcomes of an IDRC-funded project where you are involved (directly or indirectly) for the majority f the project cycle. As well as any thoughts on the incorporation of gender considerations and whether or not the work contributed to building research capacity in the South.

Part IIA: Reflections on the most pressing issues over the past 5 years in the SSR field and what work has advanced the field.

Part IIB: Are you familiar with any of the following IDRC funded projects working on (thematic area)?

If you are familiar with any of the IDRC-funded work listed above, please reflect on *t*he quality, relevance and difference this work has made in academic, policy or practice circles and the role the South has played in the work.

If you are not familiar with any of the IDRC-funded work listed above please reflect on: Who have been the major donors relevant to (theme) research over the past few years and what professional networks relevant to (theme) are you involved with and why?

Part III: Perspectives on what distinguishes IDRC-funded work; the strengths and/or weaknesses of IDRC-supported work and experiences of the work catalyzing change or strengthening the role and voice of the South in shaping research agendas in peace, conflict and development.

To conclude: What recommendations would you offer to the Peace, Conflict and Development team at IDRC in terms of future directions for their work on the broad issue of (theme)?   Any other comments…

Annex 7: Survey Design and Distribution

Survey Design:

(Survey is attached in an accompanying pdf file)

Survey Distribution:

The Survey Monkey survey was available to be completed between December 23, 2009, and January 13, 2010. The survey was available in both English and Spanish.

Invitations were sent to several groups of potential respondents (listed below), always with a request to forward the survey invitation to colleagues, staff, or partners whom they thought it would be useful to engage in this process. The initial due date requested was January 6th, which was later extended to January 13th in order to obtain more responses.

Initial invitation (n=193, with approximately 10% of emails bounced back)

The survey invitation and link were sent out on Dec. 23 to the following groups:
1. full lists of current and recent project leaders provided by PCD team (n=111, once overlaps were removed. Note, however, that some emails bounced back.)
2. all key informants suggested by PCD team, both for the 5 outcomes originally named, and for the two theme areas that did not correspond to outcomes (n=65, once those names also included in a, above, were removed)

Later in December, the survey invitation and link were also sent to
3. The additional list of potential key informants developed by the review panel. As additional "external" key informants were invited, they were also sent invitations to complete the survey (n=17)

Reminders: On January 4th, a reminder was sent to all of the above. On January 11th, a final reminder was sent. Both messages included a Spanish message and/or note that specified the availability of the survey in Spanish

Round two invitations (unknown total as some were to listservs)

1. In early January, the invitation and link were sent to email addresses from PCD's Lyris mailing list if they had not been included in any of the initial invitations (n=7)
2. In January, PCD program officers (n=5) were sent a request to forward the survey invitation and link to any partners, networks, or consortia they had access to – not just project leaders.
3. In January an open message inviting people involved in peace and conflict work to complete the survey was posted to several relevant Listservs.

Responses

Of the 112 surveys started, sixty-four were completed; 50 in English and 14 in Spanish.   The following graphics show percentage of respondents by 1) their relationship with IDRC; 2) their birth region; 3) their regions of expertise.

Figure 1 (below): Pool of participants by relationship to IDRC work. "Other" included respondents self-identifying as: co-funder, project reviewer, and program coordinator.
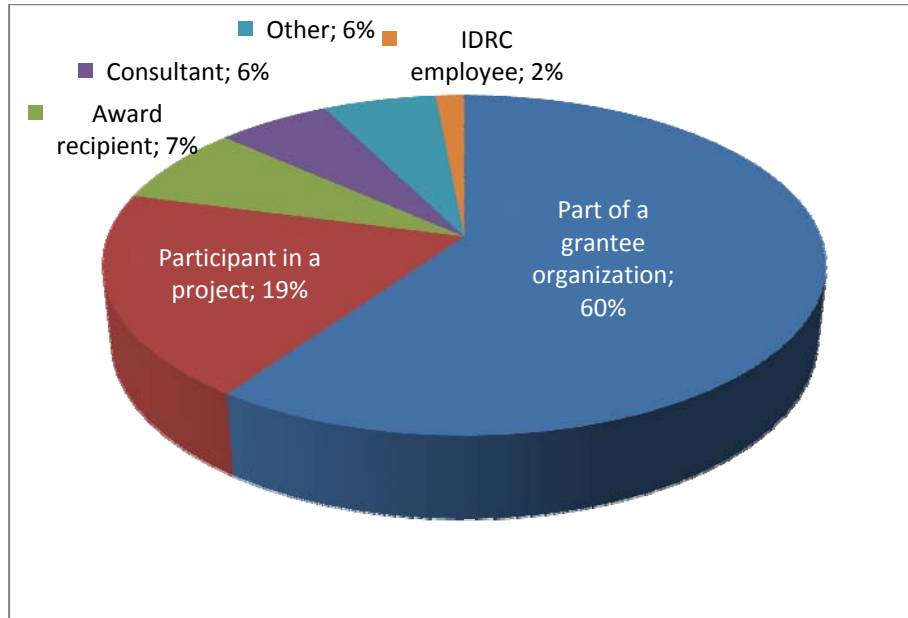

Figure 2 (below): Birth regions of respondents. Five regions had no representation: East Asia, Central Asia, North Africa, Caribbean, and Australasia.
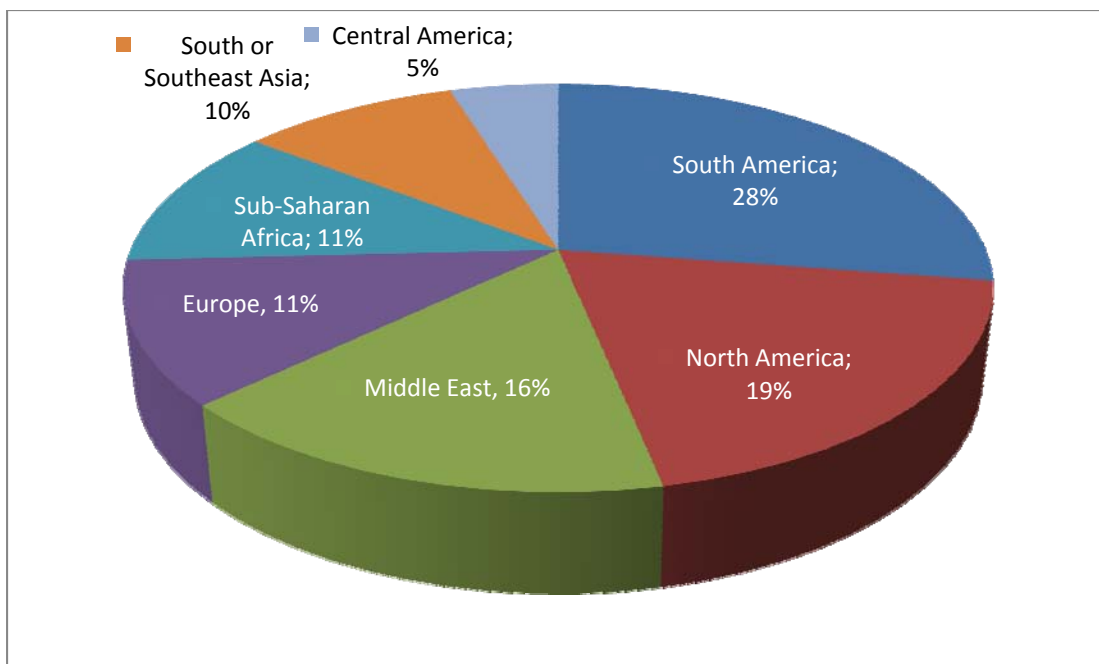
North America, 4%
North Africa, 1%
Caribbean, 2%
Central Asia, 4%
East Asia, 5%
Europe, 6%
Central America, 11%
South or Southeast Asia, 11%
Sub-Saharan Africa, 21%
South America, 18%
Middle East, 17%
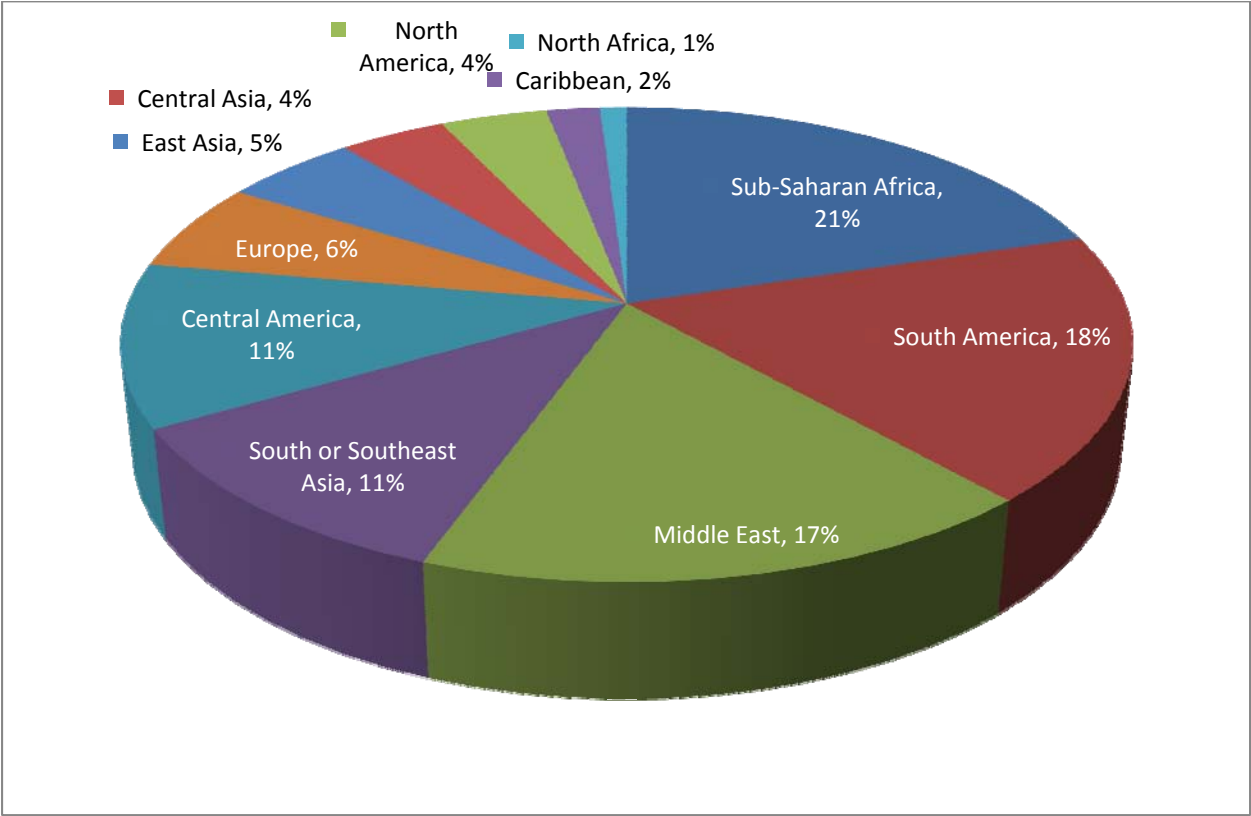
Annex 8: Research Quality Detail: Merit & Significance

The PCD supported research was assessed against a detailed set of criteria representing merit and significance. Below is a summary of the findings for each criteria.

Merit Assessment	
Clearly defined problem statement and research question	All projects reviewed had a clearly defined problem and research question. Grantees commonly noted that Program Officers (PO) played an active and useful role in crafting clear and manageable questions. While a few expressed some frustration about the time it takes to have a project funded, all affirm that contributions by POs as valuable
Clearly articulated methodology consistent with generally accepted standards of rigor and credibility	In the majority of publications there was insufficient detail to ascertain whether the methodology would meet standards for rigor and validity. Through reviewing internal documentation, the panel noted a few projects where PCD was attentive to quality of methodology and at times provided training to ensure stronger methodology.
Conclusions drawn are sufficiently grounded in evidence	The publications reviewed spanned the gamut on this criterion from excellent to poor. For instance, the Berghof synthesis report *From War to Politics* made the links explicitly between the evidence and subsequent conclusions.
Relevant stakeholders perceive value	Informant interviews and the survey indicate that academics and practitioners, who were familiar with PCD research products, consistently attest to their relevance. This finding needs to be understood with the fact many of those consulted were not aware of the products. In the case of policy makers, the level of perceived relevance is less clear due to insufficient data gathered by the Review team.
Relevant stakeholders are involved in the design and implementation	The panel views inclusion of stakeholders as critical to the user influence process. In some projects appropriate participation was evident, such as in the PACT project in the OPT's that involved local community centres , university and two ministries. However, it is difficult to draw an overarching conclusion due to the previously described gaps in methodology descriptions.

Significance	
Fills a gap	Informant interviews and the survey consistently indicated that PCD supported research was contributing to important gaps in theory-building or policy/practice problems.
Timely production of publications	The majority of projects address problems that are on-going and thus are not limited to a tight policy window. Within the constraints of doing research, where unexpected delays can arise, it appears that most projects are timely.
Research products are in accessible format(s)	This criterion assumes that research users first have access to the publications. One obvious tension is the desire to publish in peer reviewed journals that offer academic esteem, but limits access to information to those who are able to pay for subscriptions versus free downloadable files from the internet. In terms of the

	internet, one obvious location would be the IDRC website. However there was general unfamiliarity amongst non-grantee informants with it and a sense that it is not a website of particular utility. In regards to this PCD staff expressed their commitment to ensuring Southern partners retain ownership of their products. The view of the panel is that this is not an either-or situation. PCD is not precluded from providing a consolidated location on the IDRC website where products are listed via links to partner websites. This has the added benefit of connected interested parties directly with the Southern partner.
	In terms of the accessibility of publication formats; most projects appeared to stick with classic academic structures e.g. journal articles, books, reports. Some, quite rightly, elected to produce outputs in the language of the context in which they were working, such as the Arab Reform Initiative. While others such as the Global Consortium for Security Transformation ensures key products are translated. There was, however, little reference to producing multiple, targeted products within the projects reviewed. In a few projects, the need for developing capacity to translate research into effective policy briefs was identified and steps were taken to facilitate this need such as with the Arab Working Group. However while policy briefs were mentioned in PCD internal project documentation, none were provided on the list of outputs and none were mentioned in interviews. As PCD seeks to influence beyond the academic community, this finding aligns to the user influence gap. It should be noted, that this was not a universal finding.
Use by relevant groups	In reflecting on use, it is clear that there are different forms of use and PCD work contributes to some more than others. The panel used the Pelz framework which outlines three ways that policy makers utilize research.
	1. *Conceptual/enlightenment:* research influences the context within which policy is developed by illuminating new trends, offering different paradigms or improving the understanding of a problem. There are numerous projects that have contributed in this way, however it is not clear if this is the norm for most projects or whether the work has infiltrated the context of policy-makers. 2. *Symbolic/legitimative:* research is used to confirm existing notions or to support a decision that has already been made. The panel had insufficient information to draw a conclusion. 3. *Instrumental/engineering:* research informs decisions and actions that would not have been taken without this input. While there were examples of this having been achieved in a meaningful way in some projects, we do not find this to be program-level achievement.
Debates and discourse has shifted	In considering this criterion the panel was acutely aware of the degree of difficulty in achieving this and the role of time. That being said, the panel found that there are several examples of projects that have the potential to catalyze a shift in the discourse in the field. For instance, ICTJ's work on gender and reparations, the International Journal of Transitional Justice and the nascent Global Consortium have the potential to shift the discourse; whether or not this potential is realized remains to be seen.

Annex 9: Citation Research

Introduction

This document assesses the academic uptake of selected PCD-funded journals, articles, books and other publications. It relies on the industry-standard journal statistical platform, "Journal Citation Reports" and other web databases. It proceeds as follows:

- First, it presents guidelines and limitations of its findings;
- Second, it considers the relative uptake of three **journals** funded by PCD projects: (a) The International Journal of Transitional Justice, (b) The Africa Peace and Conflict Journal, and (c) The Journal of Peacebuilding and Development;
- Third, it provides data on the number of known citations of specific PCD-funded **articles, reports, and books**, determined by the review team to be the most relevant to the final report;
- Fourth, it **concludes**.

I. Limitations

Assessing the academic "uptake" or "influence" of published works or journals is difficult, especially when those publications are very new. Due to the time-intensive nature of research and publication, it may often take years for a significantly influential article to begin to be cited widely. Nonetheless, the review team was asked to assess the academic uptake of PCD-funded research work, and has chosen the best available tools to fulfill this requirement.

To rate the three journals related closely to the PCD, the team has used "**Journal Citation Reports**," an online reference tool that combines journal rankings from multiple independent journal-ranking sources. On this database, a particular journal's "Citation Report" includes hard data about citation numbers, but also factors in independent rankings (such as the *Eigenfactor Score™* and *ArticleInfluence Score™*) to produce a ranking. Rather than one individual journal-ranking service, then, Journal Citation Reports is a clearing-house of all major methods/metrics of ranking influence.

To rate specific articles or publications identified by the review team as particularly relevant, the first destination was the ISI Web of Knowledge. Web of Knowledge is a reference tool hosted by ISI that tracks citations between published scholarly works, and is reference librarians' tool of choice for determining the influence of individual articles. **None of the articles in the study returned citations on Web of Knowledge**, however, so the team moved to a second-best alternative, Google Scholar, whose database is updated far more frequently than that of Web of Knowledge. This was Google Scholar's crucial benefit, given how recent most of the articles included are. Google Scholar performs powerful searches between many academic databases and lists the number of times an article has been cited in its search entry. **Many articles did return citations in Google Scholar**, proving it to be the more adept tool to judge the academic uptake of very recent items.

II. Journal Reports

From Journal Citation Reports

None of the three journals (IJTJ, APCJ, JPD) appear on even the most recent Journal Citation Reports listings. This does not *necessarily* mean that they are not having any academic influence; on

the contrary, it points to the journals' relative youth. It is standard practice that a newly launched journal not be included on most journal rating databases until after successfully printing its fifth volume/year. Of these three journals, only the Journal of Peacebuilding and Development has been in publication for over five years.

Nonetheless, the Journal Citation Reports database provides useful guidelines to IDRC staff and the review team. In the thematic category "International Affairs," the highest-ranking journal is International Organization, due to the fact that its articles were cited 2615 times during 2008. The highest-ranking journal addressing topics of P, C, and D was Journal of Conflict Resolution, with 1718 citations in 2008. The lowest ranked journal of 55 in this group was the German publication Internationale Politik, with 39 citations in the previous year.

It is likely that the Oxford-published International Journal of Transitional Justice will begin to appear on Journal Citation Reports after its fifth volume, both due to the prestige of its publisher and its current level of citation (110 times in three years, see below). But for future monitoring, the PCD can gather that the highest-ranked journals relating to PCD are cited over 1,000 times per year. (Again, clearly, the older a journal is and the longer its backlog of volumes, the easier this total is to reach).

From Web Databases

A.   International Journal of Transitional Justice
According to the citation tracking function on Google Scholar, articles from the IJTJ have been cited a total of 110 times (over a three year period). The most highly cited article, with 16 citations to date, is Erin Baines' 2007 article "The Haunting of Alice: Local Approaches to Justice and Reconciliation in Northern Uganda." With an average of 35 citations per year, the IJTJ would find a place *near*, but not *at*, the bottom of the International Affairs listing in Journal Citation Reports, but after only three volumes it is faring well against some of its lower-tier competitors. Even much older journals in the list, such as the US's "Current History" were cited less than ten times in each of the past few years.

B.   Africa Peace and Conflict Journal
Google Scholar is unable to return any articles published in the APCJ, nor (obviously) their levels of citation. The reasons for this likely include its relative youth (it was launched less than a year ago), as well as the lack of literary prestige of its publisher (University for Peace). Of course the idea of "literary prestige" is a loaded and perhaps unfair one, especially when considering a journal based in Ethiopia. Yet this analysis takes as a given that academic citation is a marker of "increased influence of Southern communities of research practice," and thus it must consider this element as well.

C.   The Journal of Peacebuilding and Development
Articles published in the JPD have been cited a total of 47 times since its launch in 2002. The most-cited article is Dhananjayan Sriskandarajah's 2003 "The Returns of Peace in Sri Lanka: The Development Cart before the Conflict Resolution Horse?" with 11 citations. This journal has been publishing long enough to be included in Journal Citation Reports, but is underperforming as compared to most journals included therein. IDRC and/or the publishers may pursue a strategy of increased online visibility of the journal to boost citation levels. Instructions for doing this via Google can be found here: http://scholar.google.com/intl/en/scholar/publishers.html.

III. Books, Articles, and Reports

The list of books, articles, and reports that follows has been specially selected by the review team as the most relevant or significant publications of the prospectus period. Again, their relative youth is a factor to consider. Nonetheless, the table below displays the number of citations of the following publications, according to the Google Scholar database:

Publication Title	Unit	# of citations
What Happened to the Women? Gender and Reparations for Human Rights Violations	VTJR	5
Between a Rock and a Hard Place: Violence, transition and democratization: A consolidated review of the Violence and Transition Project (CSVR)	VTJR	0
Confronting the legacy of weapons in Richmond, KwaZulu Natal (CSVR)	VTJR	0
In Search of Security: A Regional Analysis of Armed Conflict in Northern Uganda, Eastern Uganda and Southern Sudan	VTJR	0
Movement on the Margins: Livelihoods and Security in Kitgum District, Northern Uganda	VTJR	4
The girl child and armed conflict: Recognizing and addressing grave violations of girls' human rights	VTJR	2
Engendering Wartime Conflict: Women and War Trauma	S/I	1
Transitioning out of Violence: Snapshots from Kathorus	S/I	0
Arresting Dissent: State Repression and Post-Apartheid Social Movements	S/I	4
Informal Justice: Rule of Law and Dispute Resolution in Palestine	S/I	0
Fighting for peace? The role of former combatants in the Afghan	S/I	0
Trends in Security Sector Reform (SSR): Policy, Practice and Research	S/I	10
Movement as a Livelihood and Protective Strategy in Northern Uganda	S/I	0
Beating Wives and Protecting Culture: Violent Responses to Women's Awakening to their Rights	S/I	0
Palestinian Security: Pressing Call for Security Sector Reform	S/I	0
From War to Politics: Resistance/Liberation Movements in Transition	S/I – Berghof	0
The M-19's Journey From Armed Struggle to Democratic Politics	S/I – Berghof	0
The ANC and South Africa's Negotiated Transition to Peace and Democracy	S/I – Berghof	0
The Politics of Transformation: The LTTE and the 2002-2006 Peace Process in Sri Lanka	S/I – Berghof	0
From Politics to Arms to Politics Again: The Transition of the Gerakan Acheh Merdeka (Free Aceh Movement - GAM)	S/I – Berghof	0

Annex 10: Panel Biographies

Luc Reychler (Ph.D Harvard 1976) is professor international relations at the University of Leuven and director of the Center for Peace Research and Strategic Studies (CPRS). <u>Courses</u>: Peace Research and Conflict management / Strategy: Global security analysis, Multilateral diplomacy and negotiation-mediation techniques. <u>Research</u>: Sustainable peace building architecture, Peace and Conflict impact assessment (Aid for peace); Comparative analysis and evaluation of peace negotiations, and Coherence in complex interventions. <u>Recent Books</u>: Le défi de la paix au Burundi, 1999, L'Harmattan, Paris, Democratic peace building: the devil is in the transition, 1999, Leuven University Press), Peace building: a field guide, 2001, Lynne Riener, Boulder, CO.), De volgende genocide (the next genocide), 2004, Leuven University Press, Aid for peace: a guide to planning and evaluation for conflict zones, Nomos , 2007. Luc Reychler was Secretary General of IPRA (International Peace Research Association) from 2004-2008.

Cheyanne Scharbatke-Church is a practitioner-scholar who has worked issues of accountability and power for the past decade. As a consultant she has conducted evaluations predominately 'in' and 'on' conflict issues as well as advising agencies on how to establish appropriate policies and systems to support quality DME that strengthens programming. She has worked for a wide range of organisations such as the International Committee of the Red Cross (ICRC), CARE International, the United Nations and the International Centre for Transitional Justice (ICTJ). Cheyanne teaches classes on evaluation and corruption at the Fletcher School of Law and Diplomacy and has specific geographic expertise in West Africa, the Balkans and Northern Ireland. She has held positions with the Reflecting on Peace Practice (RPP) project of Collaborative for Development Action (CDA), Search for Common Ground and INCORE. She has published on evaluation and peacebuilding, corruption in humanitarian aid, single identity work and research impact on conflict policy.

Philip Thomas has over 20 years experience working as a consultant, trainer, and educator in the fields of peace building, conflict transformation, and public dialogue and deliberation. He has worked extensively in Latin America in the design and implementation of intersectoral dialogue processes bringing Government, Private Sector and Civil Society groups together to work on issues as varied as land, labour, inter-ethnic relations and reparations. He also worked with the different National Peace Commissions established by the Guatemalan Peace Accords in 1996. Philip is co-author of Democratic Dialogue-A Handbook for Practitioners (UNDP, the Organization of American States, International IDEA, and the Canadian International Development Agency: 2007). He serves as Co-Coordinator of the Generative Change Community. He has done graduate work in theology, holds Masters degrees in both Administration and Organizational Development, and is a doctoral candidate in Human and Organizational Systems at the Fielding Graduate University in Santa Barbara, CA and teaches courses at Goshen College, a Mennonite college in Goshen Indiana.

Endnotes

[1] Prospectus for the Peace, Conflict and Development Program Initiative for 2005-2010, Pg 4

[2] PCD Presentation on Projects, February 2009

[3] Peace, Conflict and Development Program Final Report: 2005-2009, Pg 2

[4] PCD Presentation on Projects, February 2009

[5] This figure comes from the Definitive Project List, 2005-2010 produced by Alison Clegg which is an amalgamation of a number of project lists provided to the team. The figure 88 includes any project operational in this period regardless of when it started. This means that some of the projects were initiated in the previous grant period.

[6] PCD Presentation on Projects, February 2009

[7] PCD Presentation on Projects, February 2009

[8] For a full description of the new process please see the External Review of the Peace, Conflict and Development (PCD) Program: A Proposal for an Alternative Approach, August 18, 2009 developed by the IDRC Evaluation Unit.

[9] External Review of the Peace, Conflict and Development (PCD) Program: A Proposal for an Alternative Approach, August 18, 2009, Page 8

[10] The panel recommends that future self-evaluations are provided with facilitation by an individual with evaluative understanding. Their role would be to provide key structures to the process with particular emphasis on enabling a reflective process that uncovers meanings behind concepts, the distinction between activities, principles and outcomes and the use of evidence to substantiate claims. Important in this will be that the decisions are still left entirely to the participating IDRC team.

[11] In this case, the two themes that were deemed to not produce significant outcomes constitute nearly half of the PCD budget. Due to time constraints the projects in these themes were only given a cursory review in an attempt to expand the sample beyond those selected by PCD. The panel did the best they could given the available resources, and feel additional time would enable a more appropriate balance.

[12] The list of active and closed projects provided by the PCD team contained 87 projects that had been closed within the prospectus period (from April 1, 2005, to the time of this review, December 2009). Just over half (46/87) of these had been approved before this prospectus period, and just under half were approved within the prospectus period (41/87). Of the 87 projects, 56 were over 150k and thus required a PCR. Of these 56, 44 had PCRs filed in Livelink. These 44 were reviewed.

[13] The sampling method was adequate to render conclusions about outcomes reported in the self-assessment and more generally for identifying trends in research quality across the board e.g. what was reviewed was indeed a "sample" of research products. Our sampling was not adequate to render with confidence conclusions about overall program effectiveness or for concluding with confidence that the two outcomes that were deemed to not produce significant outcomes were truly of lesser significance then the two highlighted in PCD's report.

[14] This includes both survey respondents and informant interviews. The team had a commitment to ensuring North-South parity in data sources to the best of their ability. However we elected to not attempt to quantify this as it became an exercise in frustration as to who 'counts' where and it was deemed better to honour in spirit then number.

[15] In terms of the survey, the panel would have liked higher numbers from non-IDRC related individuals. 63% of the 64 completed surveys came from grantees and thus has an inherent possibility for positive bias. This was also noted by respondents in the comments section of the survey. In the panel's perspective this does not preclude the use of the survey findings, however it does influence the way they are understood.

[16] Monitoring is on the ongoing gathering of data around 1.) implementation 2.) context and 3.) results to inform real-time managerial decision making and can occur at the program and project level.

[17] A review of the trip reports and documents that reference monitoring conducted by PCD indicate that the focus is on implementation monitoring of the projects. This compliance aspect is certainly necessary, but is not sufficient to inform either the project team or the PCD team if the project is contributing to the change intended. Further the rPCR process and the technical reports which are supposed to provide outcome related information on projects were variable in their attention to this issue and rarely offered evidence if change related statements were made.

[18] The incomplete nature of the list was identified when the Review Team was able to find products from grants on-line that were not part of the provided list. Near the end of the process the PCD team was requested to review their list and send in any omissions. Unfortunately the Review Team was not able to include these outputs in their review due to a lack of time and the looming report deadline.

[19] The panel worked from the resources made available to them by IDRC. This included 3 lists of projects provided by the PCD Team including: Projects by Theme, Projects by Region and PCD Project Documentation for External Review. To source documents from these lists the panel used livelink and the information available on the PCD section of the IDRC website: http://www.idrc.ca/en/ev-2839-201-1-DO_TOPIC.html.

[20] It is worth noting that it is common for concepts to not be explicitly defined and in these cases good evaluation practice indicates that definitions should be made in conjunction with the team to ensure an alignment of ideas. In this case this was not possible for a variety of reasons e.g. time – both of the year and the lack of time to give adequate review and discussion between the two teams due to the definitions being central to the development of the data collection tools.

[21] The team looked at everything that was provided to them however this was not a comprehensive review for two reasons. First there were gaps in the output list provided to the Review team. Second the PCD does not always know of products that were based on the research but developed after the official project has closed. No monitoring system exists to track these outputs.

[22] Publicly accessible refers to documents available in the public sphere for purchase or free, ie not internal documents accessible only internally within IDRC. These may be available through the IDRC electronic library or via the website of the partner or in formal publishing format e.g. journal or book.

[23] It should be noted that the review team checked both internal e.g. PAD and Proposal as well as external documents.

[24] The panel is conscious that supporting work that aligns to the research agenda of Southern partners and the need to influence Northern policy makers in order to alter global discourse and action on critical development issues may appear to be conflicting agendas. However the panel feels that it is not a matter of strictly doing work that the northern actor already perceives to be relevant to their needs but also determining what needs to be done to work with the Northern actors to enable them to identify the relevance of this work. As the Prospectus states, "influence global policies" is part of the PCD objective and the current reality is that often this requires influencing Northern actors.

[25] While others such as the Global Consortium for Security Transformation ensures key products are translated into French, Spanish and English.

[26] Pelz, D. (1978). 'Some Expanded Perspectives on Use of Social Science in Public Policy.' In Yinger and Cutler (Eds). Major Social Issues. The Free Press.

[27] Weiss, C. and Bucuvalas, M. (1980). 'Truth Tests and Utility Tests: Decision-makers' Frames of Reference for Social Science Research.' American Sociological Review, Vol. 45 (April), pp.302-313.

[28] Web of Knowledge is a reference tool hosted by ISI that tracks citations between published scholarly works, and is reference librarians' tool of choice for determining the influence of individual articles.

[29] Google Scholar performs powerful searches between many academic databases and lists the number of times an article has been cited in its search entry.

[30] It is suggested that these numbers be used as a baseline for future evaluations.

[31] Non-grantee informants have little familiarity with the IDRC website and a sense that it is not a website of particular utility. In the response to the lack of a consolidated location for all PCD supported products staff expressed their commitment to ensuring Southern partners retain ownership of their products. The view of the panel is that this is not an either-or situation. PCD is not precluded from providing a consolidated location on the IDRC website where products are listed via links to partner websites. This has the added benefit of connecting interested parties directly with the Southern partner.

[32] The article distributed by OCHA is *Angering Akuju: Survival and Suffering in Karamoja* by Elizabeth Stites, Darlington Akabwai, and Dyan Mazurana, and Priscillar Ateyo. December, 2007.

[33] The notion 'significant' is a key element of PCD's analysis on outcomes. However neither criteria nor definition were provided in the Report which would have enabled the panel to review the evidence against the criteria and determine if there was alignment or not. Another approach would be to speak to enough members of the target

populations to be able to draw conclusions from the 'bottom-up', but as noted in the methodology limitations this was the smallest grouping within the informant group.

[34] Found on page 21 of the Prospectus, the first outcome offers an excellent example, "a set of research outputs available I peer-reviewable and policy accessible format that contributes to national and international debates on the legitimacy, credibility and sustainability of peacebuilding policies and programs." The panel was able to identify numerous different interpretations of this statement which resulted in the conclusion that an attempt to claim success or not was not a valid process. That the anticipated outcomes were so broad so as to allow anything to fit within them was also a point recognized by PCD staff.

[35] Note many projects started prior to the Prospectus period so far more money has been allocated to this area then indicated.

[36] Of the 10 projects referenced, 2 did not have documentation provided in the lists given to the panel.

[37] This field is widely known to be dominated by the Northern donor contingent, which is setting the research agenda through their funding.

[38] Corruption played a significant role in the election violence in Kenya's last election for instance and also is a key threat in Pakistan particularly in the nuclear sector which has proven ties to international terrorists.

[39] Though PCD does not explicitly commit to foreign policy engagement as a primary objective, this is relevant as the PCD Prospectus expresses a desire to where possible influence Canadian foreign policy. "[T]he program initiative is mindful of Canadian foreign policy priorities and where possible seeks to work in complementarily with FAC, CIDA and other Canadian foreign policy actors." (Page 9) As such where there are natural overlaps between a theme identified by PCD, Southern needs and Canadian foreign policy, it is the view of the team that these areas should be capitalized upon.

[40] It should be understood that the panel sees gender to mean women and men however the document review and interviews suggested that it was operationalized as meaning women predominately.

[41] A number of articles have been published. However, because gender is not identified as a separate thematic area, cuts across a number of projects and outputs, it is hard to report on the precise number of outputs that deal with gender issues.

[42] The panel does not view book publications as of greater import then other forms of outputs. However as the PCD team references knowledge base and the traditional form of contributing in an academic manner includes books and publishers, it was felt important to include these findings. This is particularly true if one considers the academically 'established' knowledge base of a field as most fields have seminal textbooks that ground a field.

[43] One is still forthcoming.

[44] These figures are based on the lists of outputs provided by the PCD team to the Review team plus additional products unearthed in conversations with grantees and through internet searches. It does not include the Berghof project from War to Politics publications as the focus of the work is not SSR. It is reasonable to assume that this list is not 100% complete.

[45] This is not to imply the panel has a preference for formal academic publications, rather what the perceptions of informal publications can be amongst key groups. The panel feels that output type (report, book, DVD) should be based on intended use and target group; not preconceived notions of a hierarchy of value of outputs.

[46] It is recognized that some projects may have had two to three of these meetings. However the panel felt that this was so bounded that they were not a mechanism.

[47] Reports from this project are now listed as mandatory reading for UN workers new to the region. In late 2007 researchers from this project did a briefing at UN OCHA in Kampala to approximately 100 people (the room seated probably 80) and then travelled to Karamoja where we were met with a similar crowd. Similarly in 2009 a large briefing was attended by key stakeholders in Kampala.

[48] The judge in this case was one of the researchers on this project, which is a good example of the indirect ways that research contributes to capacity building and policy influence (see Caso González y Otras ("Campo Algodonero") vs México, sentencia de 16 de septiembre, 2009. (paragraphs 450 y 451).

[49] In the SSR projects reviewed, inquiry into the effects on women (the middle point on the spectrum) was generally included in project development, however several projects were not able to deliver in the end. For instance, the Arab Reform Initiative was to develop a thematic paper on gender, however they were unable to find

an author to do so.   In terms of the minimal end, equity of representation in those involved, SSR projects varied greatly.

[50] On one hand, the level of engagement by partners can be indicator of the extent to which they see an initiative as relevant and serving their priorities.   Conversely the precondition of funding is an understandable condition, given the fiscal resources of many non-profit institutions.

[51] The Panel found this statement rather difficult to grasp conceptually as there were so many elements to it. As such we developed a simpler interpretation to act as an anchor to our analysis which is: PCD funded work creates opportunities for the voices of marginalized and vulnerable to reach and have influence in policy cycles. This can be accomplished through direct involvement of stakeholders from the South (southern research partners) or through Northern partners whose work serves to ensure the inclusion of southern perspectives such as the work of ICTJ.

[52] PCD Final Program Report, 2005-2009, Page 24

[53] Prospectus for the PCD Program Initiative for 2005-210, Page 13

[54] One of the challenges in assessing outcomes related to capacity building is the fact that the capacity building elements of projects are frequently not made explicit though PCD does perceive them to be contributing to the capacity of researchers.

[55] The dimensions of capacity building were developed by the panel for this exercise.

[56] We draw a distinction between language of "capacity building" - which seems to be more narrowly focused on development of capacities within individuals - and the language of "building southern capacity" - which points to a more systemic shift that includes not only the notion of individual capacity but also collective capacity.   While the outcomes identified under this general claim of capacity building seem largely focused on the notion of increased capacity of individuals, we also looked at the other dimensions of capacity building that can influence the nature and degree to which "southern capacity" can be enhanced (see graphic for examples of elements that are included in each of the four dimensions)

[57] As noted elsewhere in this report, the panel holds the view that building capacity implies moving beyond partnering with the "usual suspects" to including less known researchers/institutions, giving them a chance to develop or strengthen capacity and position themselves.

[58] Prospectus PCD 2005-2010, Page 36

[59] Unfortunately not all journals submitted subscription information to the panel.

[60] JPD was the only journal to submit subscription information, which is currently 266.

[61] Normally within an implementation review, one would compare anticipated with actual outcomes.   For reasons of space, outcomes were addressed in an earlier section and this discussion is limited to strategic lessons learned and factors that have influenced coherence.

[62] Peace, Conflict and Development Program Final Report: 2005-2009, Pg 16

[63] Please see the PCD produced document called PCD Evolution.

[64] The panel would have wanted to gain a sense of accomplishment from other units to compare whether this was a 'normal' level of achievement for a team. Further the panel was only able to do a cursory review of internal documentation of the projects in these two themes and thus feel that they are not in a position to draw firmer conclusions.

[65] Inherent in this challenge of achieving sharper focus is the tension between articulating and pursuing programmatic priorities at a macro level while also remaining responsive to the needs and priorities that are identified by southern partners at the micro level.   One aspect of achieving sharper focus will require translating broader programmatic commitments into the context-specific projects on the ground. In *Learning from doing: Reflections on IDRC's Strategy in Action*, the authors illustrate competing perspectives in the following table:

Macro Level	Micro Level
• Global program areas and problem definitions	• Local problems, politics, and context
• Relevance to international research community	• Relevance to local policy context
• Participation by policy elites	• Participation by intended beneficiaries
• Generic research competencies	• Specific, individual relationships between policy-makers and researchers

- Long-term trends and impact
- Short-term deliverables and outcomes

[66] Though not the panel did not have enough time to explore this issue extensively, the review of a sample of proposals showed that the PEPC thematic work did have quite bounded entry points: a) economic liberalization and conflict, (b) remittances and conflict, and (c) land rights and conflict; yet did not produce program level outcomes. This suggests that simply having more narrowly defined themes is not enough.

[67] The Panel holds the assumption that strategic opportunities for remaining relevant to and influencing policy exist in both formal and informal spaces. Informants mention that under previous leadership, PCD had a stronger presence in policy circles in Ottawa because of taking the initiative to attend and participate in different events that allowed PCD to remain more connected and visible.

[68] The Panel recognizes some tensions at play in this issue of broader engagement that need to be managed, not resolved. First, the tension between working with "unusual suspects" (referring to the lesser known or new organizations engaged in peacebuilding research and action) in order to build capacity *and* working with established researchers to ensure high quality research. Second, the tension between working with high quality researchers who may not be well situated for maximum policy influence *and* working with actors well situated for policy influence but with limited research experience. Another way to frame this latter tension could in terms of the tension between achieving "research credibility" or "policy credibility." (See *Learning from doing: Reflections on IDRC's Strategy in Action*)

[69] The panel suggests that the PCD team move away from the language of measurement to 'assessment' or 'evaluation' given that qualitative nature of much of this work, the term measurement can be misleading.

[70] As stated earlier in the report one program level evaluation was conducted, though the panel did not feel that this challenged core assumptions in a way that would promote double loop learning.

[71] Please see Mind the Gap, by Church and the Review of DFID Research Ten Percent Policy Research Communication, June 2009 Evaluation Report which support this claim.

[72] See IDRC publication *Knowledge to Policy: Making the Most of Development Research* where Carden addresses the need to explicitly design strategies within the research project that show intent to influence. He emphasizes here that "influence demands communication" going on to say that this "communication is best understood as a long term process of building trust and confidence between researchers and policymakers, punctuated by just-in-time deliveries of information or advice that helps decision makers decide" (p37).

[73] See Reflecting on Peace Practice, a large research project undertaken by CDA Collaborative Learning Project, based in Cambridge, MA

[74] This distinction relates to some of the tensions and challenges identified in "Learning from doing: Reflections on IDRC's Strategy in Action" document authored by Patricia Patrizi and Michael Quinn Patton (February 200) such as recognizing the difference and striking a balance between *research skills* and *policy influence skills*, valuing and understanding the difference between *science credibility* and *policy credibility,* and differentiating *knowledge influence* from *other influences*

[75] See Hannah Tsadik's article on accountability in peacebuilding evaluation in the Life and Peace Institute's New Routes edition on Peacebuilding Evaluation, version 3/2008.

[76] Luc Reychler, Peace making, peace keeping and peace building , in Compendium Project on Peace Studies, International Studies Association (ISA), 2009

[77] PCD is doing valuable transdisciplinary research for example on the cross-impacts between transitional justice and SSR, ethnic conflicts or gender. These are studies of interactions between two sectors or two transformations in the peace building process. What is also needed in the field of peace building is better understanding of the interactions between all the major transformations that take place in post-conflict situations. A more comprehensive transdisciplinary understanding could help to anticipate negative side-effects and identify opportunities for synergizing the overall peace building effort.

[78] http://gc-community.net/GCCNewsletter-October08.pdf