Evaluation of IDRC's Contribution to Building Leading Organisations

FINAL REPORT | **OCTOBER 2018**

UNIVERSALIA

Executive Summary

Overview

The International Development Research Centre (IDRC), a Canadian Crown corporation, commissioned this cross-program evaluation to understand if, how and to what extent its strategies and support have contributed to building leading Research-for-Development (R4D) organisations.

The evaluation had a threefold intent: a) to identify results and contributions to building leading organisations, b) to assess aspects that demonstrate the contribution and sustainability of these investments, and c) to inform IDRC's reflections on how to support the building of leading organisations. A set of evaluation questions was agreed upon to reflect these priorities.

To guide this study, a framework of "leading organisations" was developed. It comprised the following key themes:

- Theme 1: Organisational Structures and Processes
- Theme 2: Research and Uptake
- Theme 3: Interface with Others

This evaluation was at the same time a strategic evaluation and a learning exercise for IDRC. The expected users of this evaluation were IDRC leadership, the management of IDRC Programs and Partnerships Branch, IDRC Programs, IDRC grantees, and other R4D organisations.

Scope of the Study

For this study, a subset of 52 organisations was selected. This included universities, research organisations, research consortia, research networks, Non-Governmental Organisations (NGOs) and other research organisations.

Organisations were included in this study for having received IDRC core support, research grants with 'flexible' research funding to allow for organisational development (OD), and/or support through strategic OD-specific programs. This support varyingly targeted issues of governance, management, human resource practices and resources mobilization strategies of organisations. It sought to benefit organisations' research capacities, research production and ability to engage with actual and potential users of their research. It also aimed at increasing the reach and visibility of organisations, helping them match their organisational structures with clearly articulated purposes.

The study's geographic scope was global, covering all regions in which IDRC actively supported organisations. Half of the organisations having received this support were networks. This study included organisations that received IDRC grants within the past fifteen years, and covered the entire temporal scope of support from IDRC to organisations, ranging from over 40 years to those receiving their first grant in more recent years.

The study covered organisations that received as few as one grant to those with as many as 51 (with an average of 9). Included are organisations with cumulative organisational funding ranging from less than

CAD 500,000 to CAD 45 million (with an average size of CAD 7.1 million); with 70% of grantees receiving CAD 1-5 million. The organisations in this study were outliers among IDRC grantees, in that most of the grantee funding IDRC provides is for research-specific purposes, rather than for OD support.

This evaluation was performed at the same time as the program evaluation of the Think Tank Initiative (TTI), which addressed similar themes. This evaluation did not feature organisations that were evaluated as part of the TTI program evaluation.

Methodology

This study was designed as a Contribution Analysis and a Realist Evaluation, aiming to understand IDRC's contributions to building leading organisations and the ways in which these contributions played out. The evaluation team restructured and analyzed a Theory of Change (ToC) specific to building leading organisations. An evaluation matrix was developed, spelling out the specific questions, sub-questions and key indicators, as well as sources of data for this study.

The mixed-methods approach developed for this evaluation included a portfolio review, Most Significant Change (MSC) interviews, semi-structured interviews, an online survey, sense-making workshops and an external validation assessment of the organisations included in this study. Field visits were undertaken in Kenya, India, Egypt and Lebanon, and virtual field missions were performed with organisations in Chile and Uruguay. All organisations were engaged through at least two data collection methods. A total of 143 individual stakeholders were consulted for this study.

The evaluation was undertaken in a highly participatory manner. It engaged stakeholders dynamically, including staff at IDRC, a diverse range of grantees, collaborators, research users, and others within the wider network, sensitive to gender considerations throughout. Its design and conduct have been utilization-focused, intent on providing an overall understanding of the contribution of IDRC towards building leading organisations. The analysis within this report incorporates both retrospective (accountability) and prospective (learning) dimensions.

IDRC's Valued Partnership-Based Approach

IDRC's partnership-based approach to building leading organisations, as undertaken with sampled organisations, comprised four elements: multifaceted financial support, institutional support, research support and technical assistance, and networking and reputation building. These were closely matched to the leadership themes identified for this evaluation, indicating that IDRC's approach resulted in highly relevant support. IDRC's partnership-based approach with the sampled organisations sets it apart from many donors, with Program Officers (POs) playing a key role in its implementation, particularly in tailoring support to the articulated needs and priorities of grantees.

The distribution of IDRC's financial and non-financial support across all categories of leadership has been closely aligned with the leadership priorities of grantee organisations. IDRC has provided relatively less support aimed at building the institutional structures of organisations than for research and uptake or to enable organisations' interface with other organisations. Nonetheless, support provided for the first has underpinned and enabled the effectiveness of the latter two. Overall, the vast majority of sampled organisations highly valued IDRC's support and contribution to (further) building their leadership. They did however exhibit a preference for a relatively higher proportion of core support, despite IDRC's flexibility in research funding for OD purposes.

Reporting Results

Support provided by IDRC has produced clear positive results in contributing to building leading organisations. Contributions are in evidence, though variable, across leadership themes, differing by organisation type, the stage of an organisation's life-cycle, as well as the amounts and length of support provided by IDRC. The following are illustrative results, reported in terms of leadership themes and indicators:

Theme 1: Organisational Structures and Processes

- **Inclusive and equitable governance:** Support directed at organisational governance had profound and beneficial impacts on recipient grantee organisations. Of particular interest, a number of organisations with less than 5 years of support reported significantly benefitting from IDRC POs and administrative staff taking a hands-on approach in informing their organisational governance, including the development of organisational charters and Boards.

- **Strategic, adaptive, communicative and effective management:** Organisations reported extensively on the merits of IDRC's support in the development of their M&E systems including internal monitoring systems, logframes, ToC, conducting internal and external evaluations, as well as financial audits. The development of these systems helped organisations in setting long-term resource mobilization strategies, improve organisational learning, perform evaluations of sub-grantee organisations (when applicable), and to be more prepared for future engagement with other donors. In a minority of cases, management-related support did not produce the desired results due to organisation-specific individual leadership and/or contextual challenges.

- **Fairness regarding human resources**: IDRC has provided support to organisations for human resource development, though this area of support has received relatively less attention than others.

- **Sustainable resource mobilization and planning for longevity:** The creation and implementation of resource mobilization strategies and other approaches to sustainable resources mobilization were the most commonly found types of outputs resulting from IDRC support. In this way, IDRC has helped move organisations away from sole-source funding dependency and towards greater sustainability.

Theme 2: Research and Uptake

- **Capacity to undertake relevant and innovative research:** For sub-granting organisations, this type of support built their capacity for sub-granting, with particular emphasis on more effective proposal selection processes.

- **Production of trusted, valued and appropriately-communicated evidence:** IDRC's support was widely reported as having generated results on this indicator, but research organisations and universities consistently reported this more so than others, specifically attributing IDRC support to making them leaders in their field.

- **Engagement with actual and potential multi-sectoral users of research:** IDRC has been a clear positive contributor to helping organisations by acting as a facilitator of exchanges between organisations, and providing unique assistance in how it does so to different organisation types.

- **Recognized contributions to impactful positive change at scale:** This indicator saw the most difference between organisation types, as different organisations recognized what it meant to make meaningful change in different ways, and at different scales. For longstanding research grant-making networks /organisations, this has meant being able to support researchers on a global scale, for

networks it is the size of their convening power and prestige of the researchers in their networks, and for research institutions and universities the amount and quality of their publications and the renown of their professors. In all of these areas, IDRC was seen to have provided direct support.

Theme 3: Interface with Others

- **Cultivating and communicating a niche:** Organisations attributed great importance to having an established niche, and in their ability to expand upon and communicate it. Through its research and OD support, IDRC has helped organisations foster their own unique visions, and supported them in defining and communicating their R4D niche. As expressed by one regional organisation, "'IDRC funding helped [our organisation] find a niche for its work. There is no other [organisation on this topic] in the region, so definitely [we are] filling a gap."

- **Extending reach through visibility, networks, partnerships, collaborations**: Organisational reach is understood to refer to the intensive and extensive power of organisations to connect their work with large numbers of people and organisations, and in some cases geographic areas. Organisations participating in this study widely believe that IDRC support had significantly contributed to fostering their reach; though the substance of what this means has differed by organisation type.

- **Vision, practice and abilities to inspire others:** Stemming in part from IDRC's support, a fairly high proportion of the sampled organisations have assumed leading roles in inspiring or positively impacting other organisations in the Global South, through participation in research activities, attending conferences, and generally increasing their regional presence.

Sampled organisations for this study have, for the most part, variably entered into agreements and/or received awards and/or grants from foundations, private sector actors, UN bodies, governments and/or civil society organisations. The evaluation considered such external recognition as a strong indicator of an organisation having been a leading organisation.

However, the matter of gender needs some attention. Gender-sensitivity has been an important feature of IDRC-funded research. IDRC intentionally provided gender-sensitive support to grantees. In turn, grantees have confirmed that a gender-sensitive orientation to their work had been pushed forward through IDRC support. Despite this focus, gender considerations have not emerged as specific and widespread factors of leadership among grantees at an organisational level.

Factors of Effectiveness

IDRC's multi-modality funding approach including core support, flexible research funding and OD-specific support programs, often with multiple phases, has been a key factor in allowing IDRC to contribute to strengthening organisations' institutional structures, their ability to undertake quality research and to pursue internal learning processes, while taking ownership of their trajectories.

Rooted in a partnership-based approach, its multi-faceted relationship with grantees has allowed IDRC to build complex and informed narratives of organisations. Doing so has resulted in IDRC's provision of meaningful and informed financial and non-financial support, effectively supporting organisations as, or in becoming, leaders. The tailoring of support is a more important factor of effectiveness than the provision of support for any specific length of time. However, the appropriate tailoring of support is itself favoured by deeper relationships between IDRC and grantees, evolving over time.

The ability to be recognized as a leading organisation, for all types of sampled organisations, was derived from their positioning, operations and visibility at national and regional levels, and through their ability to

understand and respond to policy issues with connectivity at both levels. IDRC's ability to identify, work with and even build regionally-oriented organisations and networks is partly contingent on IDRC's regional presence through a regional office. Also, strategic planning, guidance and input were key strengths of the support provided by IDRC to grantees, and provided concrete and beneficial support across grantee organisations that received this OD support.

The effectiveness of support provided by IDRC aimed at contributing to leading organisations was hindered by a number of internal and external factors directly and/or indirectly related to organisations. These included the importance of organisational management capacity, the presence of individual leaders, socio-economic contexts in which organisations operated, and the existence of social unrest and/or conflict.

Sustainability

The evaluation team understood sustainability to mean an organisation's ability to adapt to changing circumstances. Based upon this understanding, the contextually-attuned, partnership-based approach of IDRC has been an important contributing factor to the sustainability of sampled organisations. The flexibility of IDRC's support has enabled important sustainability-related innovations to be pursued by these organisations.

To be sustainable usually entails that an organisation is not dependent on a donor. With the sampled organisations, the main concern was not of dependency, as typically understood – on a donor's financial resources – but rather on the non-financial support that contributed to their leadership more broadly. In this respect, IDRC was generally perceived as "non-substitutable" by grantees. The end of IDRC support entailed a loss of more than just funding, and was described by sampled organisations as having dramatic actual or potential consequences for them.

In working to favour the sustainability of grantees, IDRC has recognized that organisations do not exist in isolation, but rather are a part of an organisational landscape and ecosystem. Thus, it has situated its support at multiple levels: individual researchers, organisations themselves, the wider organisational ecosystem of which they are a part. This approach has had important sustainability-contributing benefits to organisations, in improving (the conditions for) their recognition as leaders.

IDRC Institutional Factors

A few institutional factors at IDRC have enabled or hindered its work in support of building leading organisations, with specific reference to IDRC's language of leadership, its monitoring of leadership, and the implications of risk to its work.

One of the key issues emerging from this study was that of IDRC's retrofitting of a discourse of leadership/ leading organisations onto what was a discursive and organisational focus on OD for R4D. For some interviewees, including some staff at IDRC, the language of "leading organisations" was unnatural and problematic. While not widespread, some concerns were raised about the appropriateness of using a language of leadership. There was a lack of clarity about what it meant to be a leading organisation. Certainly, there was little clarity about the connection between leading organisations and the matter of gender.

IDRC has provided a lot of support for M&E and learning, helping grantees become leaders. IDRC has supported the development of internal monitoring systems, logframes, ToC, conducting internal and

external evaluations, as well as audits. Such support was much appreciated by grantees and was recognised as one fundamental dimension of the guidance and support provided by IDRC. At the corporate level, IDRC has clearly been committed to M&E, requiring of grantees that they report regularly on work undertaken, including progress and challenges. However, IDRC'S M&E systems and concomitant reporting requirements and processes were inadequately adapted to the change in language and discourse of the 2015-2020 Strategic Plan on "leading organisations". As such, overall reporting was not adapted to capture "leadership" results, across the leadership spectrum.

The organisations included in this study have all been assessed for their administrative levels of risk, which have been found to be quite different across the spectrum from low to high risk. Organisations were equally distributed across the three levels of risk: low, medium, high. Despite these differing risk levels, there was no discernible pattern that the evaluation team was able to identify with respect to the level of investment or the effectiveness of the support provided. IDRC was well-informed of the risks involved in the provision of support to specific organisations but did not appear to shy away from the provision of such support. Investing in contexts and in organisations with diversified risks was appropriate, and indeed produced results across all risk levels. Where necessary, additional reporting was appropriately required as a mitigating measure.

Conclusions and Recommendations

IDRC has made important and diverse contributions to "building leading organisations". The following six points underpin IDRC's approach and should be retained and built upon as IDRC plans into the future.

- **Partnership-based Approach:** IDRC's partnership-based approach has been the overall distinguishing feature of the support provided.

- **Tailored Support:** The ongoing role of program staff in ensuring a tailored approach in response to specific organisational needs has been at the base of IDRC's overall approach and effectiveness.

- **Funding Modalities:** IDRC's diverse funding modalities, including core, flexible, and strategic OD-specific support programs have allowed IDRC to provide support across all three leadership themes.

- **Organisational Structures and Processes:** The provision of support aimed at developing 'Organisational Structures and Processes' has payed dividends in terms of organisations' 'Research and Uptake' and their 'Interfacing with Others'.

- **Geographic Focus:** IDRC's focus on building regionally-situated organisations and networks has been a key strength.

- **Organisational Ecosystem:** An important factor of effectiveness and sustainability has stemmed from IDRC's overall approach that situated organisations within wider organisational ecosystems.

At the same time, this study points to a few areas where IDRC should consider rethinking and reorienting its approach, as expressed through ten recommendations below.

On Developing Organisational Structures and Processes

Recommendation 1:   IDRC should continue and consider expanding its support to organisations for the development of their Organisational Structures and Processes**.**

Strategic Core/OD Support

Recommendation 2: When providing core/OD support to established organisations, IDRC should focus this on enabling big picture strategic (re-) orientation and planning.

On Organisational Research Infrastructure

Recommendation 3: IDRC should continue offering support (e.g. small grants or a proportion of funds included in larger grants) for the acquisition of research and other technical equipment to grantee organisations, particularly younger ones.

On Supporting Networks

Recommendation 4: IDRC should continue working with networks to identify needs for core/OD support, and in particular assess the merits of providing Secretariat building and development support.

On a Regional Focus

Recommendation 5: IDRC's regional focus should be amplified and developed further, building on the more strategic use of regional offices, and supporting the regional dimensions of grantee organisations' work.

On Gender

Recommendation 6: IDRC should work with organisations to clarify and construct the appropriate framing and integration of gender, as a factor of their being/becoming leading organisations.

On Sustainability

Recommendation 7: IDRC should request, and in some cases require, that actual/potential organisational grantees develop resource mobilization strategies.

Recommendation 8: IDRC should continue investing in both individual leaders and organisational ecosystems as a way to favour the sustainability and leadership of the individual organisations it supports.

Recommendation 9: IDRC should reimagine its relationship with former grantees, particularly those identified as "leading organisations", once the funding-based relationship has come to an end. This relationship may be understood as 'post-funding' but not 'post-relationship'.

On IDRC's Strategic Leadership and Organisation

Recommendation 10: IDRC should more intentionally position and integrate the strategic-level language and discourse of its Strategic Plans into its program area, program-level and project-related work, as well as in its M&E system and practices.

In conclusion, the guidance and recommendations articulated in this study are meant as learning insights. It is hoped that they will inform conversations at IDRC about how to address them specifically, if and as deemed appropriate, through to the end of the current period of the Strategic Plan 2015-2020, and quite possibly beyond.

Acronyms

ACSS	The Arab Council for the Social Sciences
AERC	African Economic Research Consortium
AfHRF	African Health Research Forum
AFS	Agriculture and Food Security
AIMS	African Institute for Mathematical Sciences
APC	Association for Progressive Communications
APEIR	Asian Partnership on Emerging Infectious Diseases Research
ARCA	Alexandria Research Centre for Adaptation to Climate Change
ARI	Arab Reform Initiative
ARO	Asia Regional Office
ARTNET	The Asia-Pacific Research and Training Network on Trade
BLWG	Building Leaders Working Group
CASID	Canadian Association for the Study of International Development
CC	Climate Change
CCIC	Canadian Council for International Cooperation
CEO	Chief Executive Officer
CESD	Centre for Economic and Social Development
CIES	Consorcio de Investigación Económica y Social
CKE	Caribbean Knowledge Economy
CMOC	Context-Mechanism-Outcome Configuration
CNHR	Consortium for National Health Research

CoE-SA	Community of Evaluators South Asia
CRTD-A	Collective for Research and Training for Development Actions
DECI	Designing Evaluation and Communication for Impact
DIRSI/REDIS	Regional Dialogue on the Information Society / Red de Diálogo Regional sobre la Sociedad de la Información
DPA	Director of Program Area
EA	Evaluability Assessment
EAG	Evaluation Advisory Group
EARH	The East African Resilience Innovation Hub
EG	Employment and Growth
EQUINET	Network on Equity in Health
ERF	The Economic Research Forum
ERF	Economic Research Forum
ERNWACA - ROCARE	Educational Research Network for West and Central Africa - Réseau Ouest et Centre African de Recherche en Education
FEH	Food, Environment and Health
FGDs	Focus Group Discussions
FHS	Faculty of Health Science (American University of Beirut)
FI	Foundations for Innovation
FIAP	Feminist International Assistance Policy
FTR	Final Technical Report
GDN	Global Development Network
GJ	Governance and Justice
HSRI	Health Systems Research Institute
ICLARM	WorldFish Centre
ICT	Information and Communication Technology

IDRC	International Development Research Centre
IED	Innovations, Environnement et Développement en Afrique
INSP	Instituto Nacional de Salud Publica
ISST	Institute of Social Studies Trust
ISTEAH	Institut des Sciences, des Technologies et des Études Avancées d'Haïti
KAVI-ICR	Kenya AIDS Vaccine Initiative - Institute of Clinical Research
LACRO	Latin America and the Caribbean Regional Office
LATN	Latin American Trade Network
LIRNEAsia	Learning Initiatives on Reforms for Network Economies
M&E	Monitoring & Evaluation
MCH	Maternal and Child Health
MERCONET	Mercosur Economic Research Network
MERO	Middle East Regional Office
MSC	Most Significant Change
MSSRF	M.S. Swaminathan Research Foundation
NE	Networked Economies
NEPRU	Namibian Economic Policy Research Unit
NGO	Non-Governmental Organisations
OD	Organisational Development
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
PAD	Project Approval Document
PCR	Project Completion Report
PEP	Partnership For Economic Policy, Inc.
PL	Program Leader

PMR	Project Monitoring Report
PO	Program Officer
POEV	Policy and Evaluation Division (IDRC)
R4D	Research for Development
RFP	Request for Proposals
RIMISP	Centro Latinoamericano para el Desarrollo Rural (Corporación de Derecho Privado)
RMR	Resource Mobilization for Research
ROSSA	Regional Office of Sub-Saharan Africa
SADRN	Southern African Development Research Network
SDCN	Sustainable Development Communications Network
TIPS	Trade and Industrial Policy Strategies
TKN	Trade Knowledge Network
ToC	Theory of Change
ToR	Terms of Reference
TTI	Think Tank Initiative
UFE	Utilization-Focused Evaluation
UNEG	United Nations Evaluation Group
UPEACE - Africa	University for Peace
VERN / MERN	Viet Nam / Mekong Economic Research Network
WACREN	West and Central African Research and Education Networking
WARF / FRAO	West Africa Rural Foundation

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Appendices

1 Introduction

1.1   Evaluation Context and Purpose

Context

A Crown corporation, the International Development Research Centre (IDRC) is one of Canada's most innovative and globally-oriented Research-forDevelopment (R4D) institutions. IDRC funds development-oriented research in developing countries, to promote growth, reduce poverty, and drive innovation and large-scale positive change. IDRC support includes financial resource provision, technical assistance, training, networking and relationship-building to development actors and grantees in Canada and in the Global South.

At the time of writing, IDRC was in the middle of its Strategic Plan 2015-2020 period. This Plan sets out three strategic objectives:

1) Invest in knowledge and innovation for large-scale positive change

2) Build the leaders for today and tomorrow

3) Be the partner of choice for greater impact

Related to the second strategic objective, the Strategic Plan states that IDRC has aimed to "strengthen think tanks and other institutions that can make transformative development contributions."

Seeking to reflect on its work, as specifically related to the second objective, IDRC has commissioned the current evaluation. Commissioned by IDRC's Policy and Evaluation Division (POEV), this cross-program evaluation was mandated to review and assess the organisation's strategies and results in terms of IDRC's "contribution to building leading organisations".

Purpose

The purpose of this evaluation was to inform IDRC about if, how and to what extent its strategies and support have contributed to building leading organisations in the field of R4D. The focus of this evaluation was on IDRC's contribution to building leading organisations, on the understanding that 'organisations' includes a variety of forms, such as research organisations, centres of excellence within universities, networks, research-oriented Non-Governmental Organisations (NGOs) and others.

The evaluation had a threefold intent: a) to identify results and contributions to building leading organisations, b) to assess aspects that demonstrate the contribution and sustainability of these investments, and c) to inform IDRC's reflections on how to support the building of leading organisations. The evaluation was both a strategic evaluation and a learning exercise for IDRC. It was timed to inform discussions within IDRC at the end of its Strategic Plan period on what was learned in relation to its corporate objective on "building leaders for today and tomorrow". It also coincided with ongoing learning processes being consolidated during the last months of the Think Tank Initiative (TTI). The expected users of this evaluation were IDRC leadership, the management of IDRC Programs and Partnerships Branch, IDRC Programs, IDRC grantees, and other R4D organisations.

1.2   Scope and Evaluation Questions

Evaluation Questions

The evaluation questions agreed upon for this evaluation were as follows:

1) How have IDRC programs incorporated Organisational Development (OD) support into grants, via flexible research funding or other measures? What were the specific OD objectives and how do they relate to positioning organisations as leaders in their fields/sectors? To which organisations was this support offered and with what rationale?

2) Among those organisations, what capacity for leadership results have been achieved, in what timeframe and with what resources?

3) Have those results contributed to organisational sustainability and effectiveness toward influencing development outcomes, and if so, how?

4) How do those organisations define being "leading" organisations in their fields?

5) What lessons can be drawn about what contributes most significantly to building leading organisations, including the drivers of change within organisations, about IDRC strategies to support those organisations, and about the timeframes of IDRC support?

6) Which organisations have thrived and established themselves as leaders? Is there a correlation between their success, and the type of OD support IDRC has offered? What factors about an organisation and its context should be considered when deciding whether OD investments might be most effective?

Scope

The study's geographic scope was global, covering all regions in which IDRC was active. It covered a wide range of organisations. A subset of 52 IDRC grantee organisations was selected for this study, with each having received explicit and intentional organisational support from IDRC within the last fifteen years. Organisation types include university faculties, research organisations, research networks, Non-Governmental Organisations (NGOs) and other types of organisations. Half of the organisations (27 of 52) having received this support were networks (Figure 1.1).

Figure 1.1   Types of Grantee Organisations
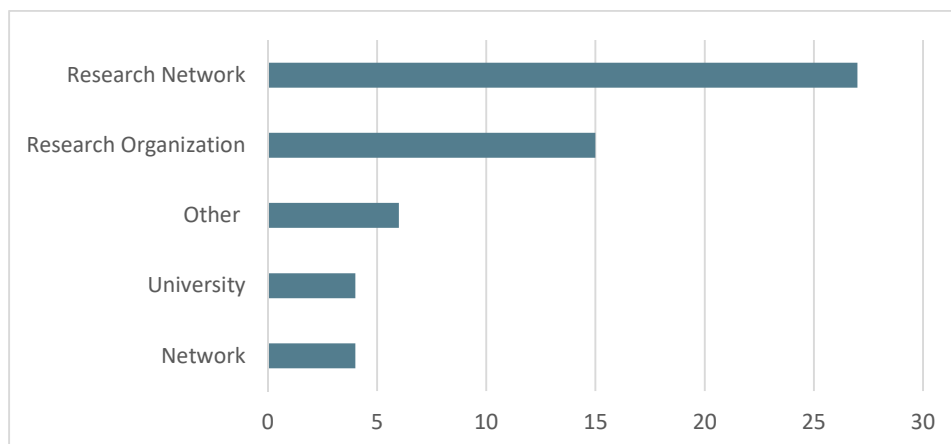
The study included organisations with longstanding relationships with IDRC and others with whom the relationship was relatively recent. Some organisations received their first grant from IDRC in the last five years while others first received funding over 40 years ago (Figure 1.2).

Figure 1.2   Length of IDRC-Grantee Relationship
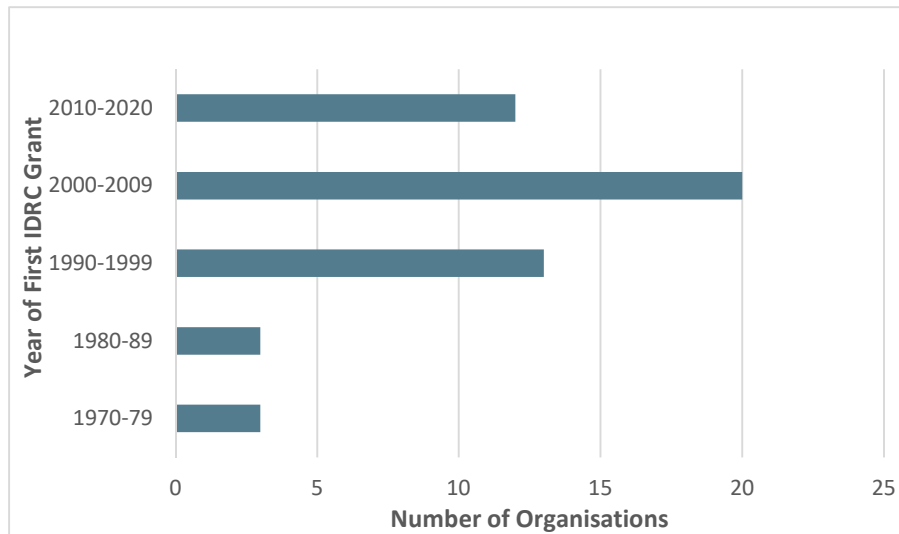
The study covered organisations that received as few as one grant and those with as many as 51 (with an average of 9 grants). Included are organisations with cumulative organisational funding that ranged from less than CAD 500,000 to as much as CAD 45 million (with the average being CAD 7.1 million). 70% of sampled grantees in this study received CAD 1-5 million (Figure 1.3).

Figure 1.3   Range of Funding Support Received by Sampled Grantee Organisations
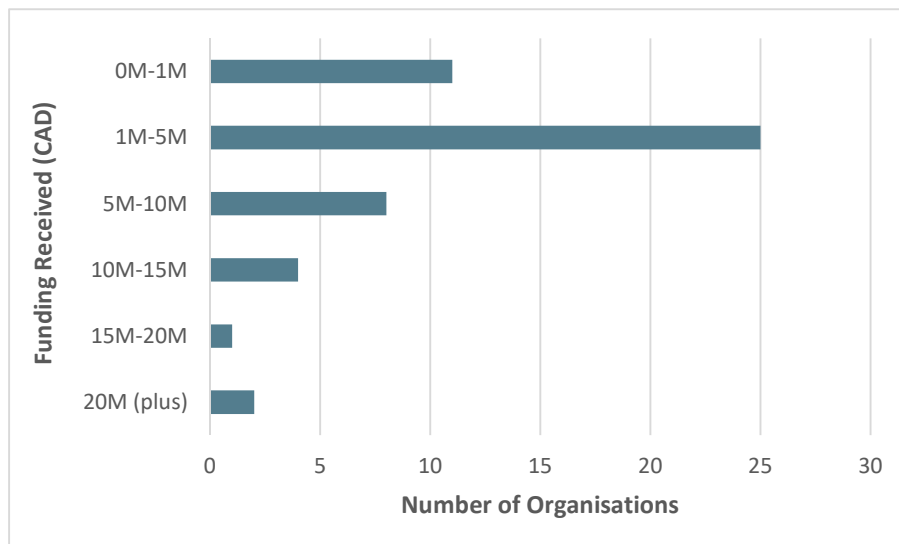
It should be noted that the organisations in this study were outliers, in that most of the funding provided by IDRC to grantee organisations has been for research-specific rather than for OD purposes. As noted earlier, this evaluation was performed at the same time as the program evaluation of the TTI, which addressed similar themes. To avoid duplication, this evaluation did not include think tanks supported by TTI.

2 Supporting Leading Organisations

2.1 Framework of Leading Organisations

A foundational component of this evaluation has been the development of an understanding and framework of "leading organisations", and what types of support might develop or promote the growth of such leading organisations. To gain this understanding, the evaluation team undertook an extensive review of the peer-reviewed literature, IDRC documentation, government documentation and grey literature. Through this review, the evaluation team compiled a list of some 150 indicators for what has been understood to comprise a *leading organisation* and grouped these into three *leadership themes*[1]. These indicators and themes were then validated using the various data collection methods of the evaluation, leading to the development of a 'framework of leading organisations', used throughout this study.

This leading organisations framework provided an understanding of key indicators of leading organisations. Although not providing a definition of leadership *per se*, it served to identify some of the features that were common to leading organisations in the R4D field. This framework was not prescriptive from the outset. It did not accord priorities to different themes or indicators. Instead, its leadership themes were understood to reflect key leadership areas of progress and change throughout the lifecycle of any organisation, specifically reflecting organisations' institutional setup, research activities and external interface. The framework consisted of three leadership themes, which group leadership indicators together, as presented and discussed below.

Theme 1: Organisational Structures and Processes

The first theme of indicators is related to the institutional infrastructure of an organisation, both its structures and processes. A leading organisation tends to be one with a strong institutional set up, as this then provides the foundation upon which to flourish in the research field. This theme is the least outwardly focused of the three, but critical nonetheless. The indicators listed under this theme include:

- Inclusive and equitable **governance**
- Strategic, adaptive, communicative and effective **management**
- Fairness regarding **human resources**
- Sustainable **resource mobilization** and planning for longevity

Theme 2: Research and Uptake

A leading R4D organisation generally has the capacity to produce good quality research and is a trusted source of evidence to inform change. A leading organisation has the demonstrated capacity to consistently generate evidence, and is recognized for its contributions. The second leadership theme pertains to research capacity, research output, and recognized contributions to change, and includes:

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[1] These leadership themes built on the work and ideas of the 2015 IDRC Working Group on Building Leaders, and advanced the thinking to reflect more closely how they pertained to organisations rather than to individuals.

- **Capacity** to undertake relevant and innovative research

- **Production** of trusted, valued and appropriately communicated evidence

- **Engagement** with actual and potential multi-sectoral users of research

- Recognized **contributions** to positive change at scale

Theme 3: Interface with Others

Following a strong institutional setup and the production of valued research, a leading organisation strategically engages with the world and supports the uptake and delivery of research where it is needed. The third leadership theme comprises indicators that are found at the interface of an organisation with other elements in its organisational ecosystem. At this interface, an organisation can articulate a clear niche, gain visibility and inspire others. A leading organisation has accumulated social capital, manifested through networks, partnerships and collaborations, which inform its research agenda and are also conduits for the application of this research. The following indicators comprise the third leadership theme:

- Cultivating and communicating a **niche**

- Extending **reach** through visibility, networks, partnerships, collaborations

- Vision, practice and abilities to **inspire** others

Concluding Thoughts

The evaluation team recognizes that an understanding of leadership and leading organisations varies across regions, contexts and stakeholder groups, as notably apparent during semi-structured interviews and focus group discussions (FGDs) held with senior staff of grantee organisations. There is also diversity of conceptual and discursive framings in the literature and in documented practice about what it means to be a leading organisation. The evaluation team sought to weave together these diverse framings and perspectives into a research framework for this study, noting that there is signicant overlap as well. As such, while certainly not the only one, the framework herein developed has been adopted and applied to the diversity of contexts, organisations and forms of IDRC support that are the subject of this evaluation.

2.2 Modalities and Types of IDRC Support

With the organisations included in this study, IDRC sought to contribute to building leading organisations through the modalities of core support, through research grants with 'flexible' research funding, and/or through strategic OD-specific support programs. These three modalities are defined in this evaluation as:

- **Core Support:** Core funding grants[2] are those with the *explicit and primary* objective of performing OD activities, with little or no research project outputs required specifically from the grant. These include types of support as highlighted in Table 2.1, such as staff recruitment and salary support, governance structuring, IT infrastructural development, hosting or attending conferences, and others. Core support provided foundational funding in the formation of new organisations, during transitionary periods (e.g. network restructuring), and to foster the growth or expansion of

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[2] At IDRC, in the grant planning process (conceptual development, proposal submission and project approval), there is no explicit option to classify grants as being "core" grants. However, within grant titles, this type of support is made explicit within grant naming conventions, monitoring, and project completion documentation.

organisations. In some cases, core funding supported organisations to pursue a broad program of research.

- **Flexible Research Funding:** IDRC's flexible funding modality allowed it to provide OD support to organisations through grants that typically did not have an OD *result* informing stated objectives or anticipated outcomes. These grants were specifically provided for research support purposes, but flexible enough to be used for OD. Without being an exhaustive list, such support manifested in one or more of the following ways: staff salaries, network development, investment in technological infrastructure, etc.

- **OD-specific Support Programs:** Through strategic, OD-specific support programs, IDRC has provided funds for OD support wherein multiple organisations received a specific type of OD support, for example for capacity development in evaluation or resource mobilization. Such strategic programs include the 2011–2016 *Resource Mobilization for Research* program or the ongoing three-phase *Designing Evaluation and Communication for Impact (DECI)* program.

Table 2.1 provides an overview of the types of support provided by IDRC to grantees, via these modalities, and aligned with most[3] of the leadership themes developed for this study (cognizant of inevitable overlaps between them). It is important to note that the type of support illustrated in Table 2.1 could have been provided through core support or flexible research grants, and to a lesser extent via OD-specific support programs. Detailed findings and discussions on results related to types of support are provided in Chapter 5.

Table 2.1   Types of Support Provided

TYPE OF SUPPORT	DESCRIPTION
Leadership Theme Set 1: Organisational Structures and Processes	
Governance	Establishment/revamping of governance structures: Ranged from setting up governance frameworks in the case of newly-established organisations to the revision of the governance structures following evaluation studies commissioned by IDRC to addressing issues that come with the expansion of an organisation.
Management	Setting-up of (or improvements) in management/operational structures or practices: Included setting up or improving organisations and networks, the establishment or changes in administrative, financial, grant management systems, procurement, or evaluation practices, procedures, guidelines, etc.
Human Resources	Staff recruitment: Addressed staffing challenges in the funded organisations, enabled the staffing of positions ranging from high-level management personnel (e.g. Executive Directors, department managers) to researchers and administrative staff.
Resource Mobilization	Implementation of resource mobilization strategies/activities: Included exploring means for diversifying resources and attracting additional sources of funding to ensure an organisation's financial sustainability.

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[3] The leadership themes of "Recognized contributions to positive change at scale" and "Vision, practice and abilities to inspire others" are more difficult to characterize in terms of 'types of support', and as such have been left out of the table. They are however discussed in Chapter 5 in terms of results.

TYPE OF SUPPORT	DESCRIPTION
Leadership Theme Set 2: Research and Uptake	
Research Capacity	<u>Building/strengthening staff capacities:</u> Undertaken through trainings, workshops, courses, etc., ranging from strengthening staff research capacities in general to strengthening specific technical capacities (e.g. building capacity to undertake policy relevant analysis, training in advanced lab techniques, etc.).
	<u>Technology acquisition, development or improvement:</u> Ranged from the acquisition of new web products and services, to accounting software and geodatabase.
Research Production	<u>Provision of flexible R4D funding for research projects:</u> Allowed for the implementation of research projects (including research, evidence generation, uptake processes, etc.), while also contributing to organisational, structural development.
Engaging Users	<u>Planning and implementing communication and engagement strategies:</u> Contributing support aimed at ensuring that research is effectively disseminated and shared, is well positioned for use, and is published and circulated through academic and non-academic channels.
Leadership Theme Set 3: Interface with Others	
Reach and Visibility	<u>Facilitating exchanges:</u> Enabling collaborations and partnerships between key actors (e.g. researchers, government officials/policy makers, etc.) operating in similar fields, facilitating an organisation's abilities to organize, as participate in key events (meetings/conferences/forums, etc.) and platforms for exchanges, dissemination and sharing of research products/results.
Niche	<u>Tailored organisational mission and presence:</u> Contributing to helping tailor an organisation's purpose (including its mission and mandate), developing greater recognition for its agenda and approach, as well as helping to adapt its architectures, including its constitutive membership (e.g. with network members) and geographic presence (e.g. helping to establish additional offices/nodes in countries/regions).

The leadership framework and our understanding of the modalities and types of support offered by IDRC for building leading organisations has provided overarching guidance and structure to the evaluation. Translating this understanding into operational terms, the methodological approach of the evaluation is explained in the next chapter.

3 Methodology

3.1 Overall Guiding Approaches

The assignment was underpinned by the following seven approaches and principles (detailed further in Appendix II):

1) The evaluation design was influenced by Contribution Analysis[4] and Realist Evaluation approaches[5], aiming to understand IDRC's contributions to building leading organisations and the ways in which these contributions have played out.

2) The evaluation team restructured and analyzed a Theory of Change (ToC) specific to building leading organisations.

3) The evaluation was anchored in an evaluation matrix (Appendix III) that spelled out the specific questions, sub-questions and key indicators, as well as the sources of data.

4) The evaluation was undertaken in a highly participatory manner, engaging stakeholders throughout, including staff at IDRC, a diverse range of grantees, collaborators, research users, and others within the wider network.

5) The evaluation team took gender into consideration in the design and implementation of this evaluation.

6) The analysis within this report incorporates both retrospective (accountability) and prospective (learning) dimensions.

7) This evaluation was informed by the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) Evaluation Standards.[6]

The design and conduct of this evaluation have been utilization-focused, pursuing a mixed-methods approach to provide an overall understanding of the contribution of IDRC towards building leading organisations.

3.2 Mixed Methods Approach

Table 3.1 provides a descriptive overview of each of the six data collection methods used in this evaluation (see Appendix IV for a detailed list of organisations participating in each collection method).

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[4] Mayne, J. (2008), Contribution analysis: An approach to exploring cause and effect, ILAC BRIEF16.

[5] Pawson, R. and Tilley, N. (1997) Realistic Evaluation, Sage

[6] OECD Development Assistance Committee (2010) *Quality Standards for Development Evaluation. DAC Guidelines and Reference Series*. Secretary-General of the OECD, available at http://www.oecd.org/development/evaluation/qualitystandards.pdf [accessed on November 15, 2017]

Table 3.1   Mixed-Methods Overview

DATA COLLECTION METHOD	DETAILS
Document Review	A full review undertaken of IDRC strategic documents, organisational documents, and select grantee project documents (e.g. Project Completion Reports (PCR), Project Approval Document (PAD)); included both quantitative and qualitative components.
Most Significant Change Interviews	Senior-level leaders of organisations participated in MSC interviews, providing stories of *significant change* regarding organisational leadership. This informed subsequent data collection methods, informing the team's understanding of the most significant components of organisational leadership, and informing the team's understanding of the modalities of support to leadership.
Online Survey	Senior, mid-level leaders, and researchers of all selected organisations were sent invitations to participate in a survey rooted in the evaluation questions.
Semi-Structured Interviews	Phone/Skype interviews were undertaken with select members of grantee organisations (notably those not targeted for field visits).
Field Visits	Field visits were undertaken on location in Kenya, India, Egypt and Lebanon. Virtual field missions were performed with organisations in Chile and Uruguay.
Sense-making	Sense-making workshops were undertaken with IDRC program and project staff, as well as grantees during field visits

All organisations were engaged through at least two data collection methods, maintaining representation according to the sampling strategy proposed during the inception phase, and ensuring that no single organisation was represented in more than four data collection methods to prevent sampling bias (see Table 3.2). For a complete list of the 143 individual stakeholders engaged through each data collection method, see Appendix V .

Table 3.2   Regional Organisation Data Collection Engagement

REGION	INCEPTION	DOCUMENT REVIEW	MOST SIGNIFICANT CHANGE INTERVIEWS	FIELD VISITS[7]	SEMI-STRUCTURED INTERVIEW	ONLINE SURVEY
Asia	2	11	2	4	1	12
Latin America and the Caribbean	2	9	3	2	0	4
Middle East and North Africa	1	6	0	6	0	5
Sub-Saharan Africa	2	15	8	3	1	11
Canada	0	2	1	0	1	2
Total Organisations Engaged	7	45	14	15	3	34

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[7] Including "virtual field missions" via teleconference (Skype) with participants based in Uruguay and Chile.

3.3   Limitations in Undertaking this Evaluation

While financial resources and time were adequate for undertaking this evaluation, there were a number of challenges involved in doing so. IDRC's strategic focus on leaders and leading organisations stems back only to its 2015-2020 Strategic Plan, while the evaluation examined organisations that had received IDRC support prior to this period, some for decades.

With the sample of organisations selected for this study, there was neither a standard IDRC intervention nor a universal timeframe of support. The organisations sampled for this study were very different from one another. They were of several different types, operating in a range of sometimes overlapping contexts.

The evaluation team was asked to assess both leadership-related results and IDRC's contribution to those results, while IDRC's investments were diversely ongoing, recent or made many years ago. Framing the sustainability of leadership results was a notable challenge, as was undertaking an assessment of IDRC's contribution to such sustainability.

Despite the challenges involved in undertaking this evaluation, we hope that it provides insights and recommendations considered robust enough to provide meaningful learning and accountability.

4 IDRC's Valued Partnership-Based Approach

4.1   Introduction

Based on the framework of leading organisations, this chapter critically examines the partnership-based approach of IDRC, as a key component of its approach to building leading organisations, focusing on the subset of grantees sampled for this evaluation. The concept of 'partnership' is used to discuss the *quality* and *substance* of the IDRC-grantee relationship. This chapter also discusses the support offered to these organisations and the stakeholder perceptions of the relevance of this support.

4.2   Partnership-Based Approach

Finding 1:	**IDRC's partnership-based approach with the sampled organisations comprised four constitutive elements: multifaceted financial support, institutional support, research support and technical assistance, and networking and reputation building. These were closely matched to the leadership themes identified for this evaluation, indicating that IDRC's approach resulted in highly relevant support. IDRC's partnership-based approach with the sampled organisations sets it apart from many donors, with Program Officers playing a key role in its implementation, particularly in tailoring support to the articulated needs and priorities of grantees.**

For most of the R4D organisations involved in this study, whether in the Global South or in Canada, being supported by IDRC has meant being in a kind of 'partnership' with IDRC. This is a potent relationship reflecting a joint donor-grantee commitment to the achievement of shared institutional, developmental and relational objectives, in line with multiple dimensions of the three themes of the leadership framework developed for this study. Grantees have described the relationship as "horizontal", one in which both IDRC and the grantees brought something to the table, in a joint endeavour rooted in a commitment to the highest global development ideals. A review of the support provided by IDRC shows that this support has been multifaceted and elaborate.

A survey of grantees points to the fact that this partnership-based approach has resulted in support that is highly, contextually adapted. A total of 64% of survey respondents indicated that the IDRC support provided was highly or very highly adapted to the socio-political context of their organisation, and 20% that it was moderately adapted. Nonetheless, 9% of respondents indicated it to be inadequately adapted. Held to a very high standard, IDRC's support could yet further be adapted to the specificities of each grantee's context(s).

It is important to understand the dimensions of this support, to unpack the contribution IDRC has made to building leading R4D organisations. At the base is the financial support provided, which itself also supports and is complemented by: institutional support, research support and technical assistance, networking and reputation building. Each is discussed below.

Financial support

IDRC provided a cumulative total of CAD 90.4 million in R4D support throughout the lifetime of grantees' being assessed for this study, of which CAD 41.5 million was in grants with 'core support' in their title. This is a highly exceptional sample of organisations, as most IDRC grantees receive funding for research activities only.

While the *amount* of funding is undoubtedly important, it is the fact of having provided multifaceted funding, i.e. flexible research funding and/or core funding, that has been particularly empowering to the grantees featured in this evaluation. When referring to this multifaceted funding approach, grantees in MSC interviews and sensemaking workshops described it as having allowed them to look "at the bigger picture", beyond specific research activities. This was particularly valued by established R4D organisations, those with a strong track record of obtaining targeted research funding, for allowing them to re-examine their strategic directions, and plan and build accordingly.

Institutional support

For the organisations included in this study, few donors had provided core funding, a type of support that is geared at covering governance, management and administrative costs. Also, in the provision of flexible research funding, IDRC has signalled to grantees that while the research component of their work was primary, this support may be used to address underpinning organisational needs; on the premise that good research is enabled via a strong organisational platform, whose development is rooted in the priorities established by the organisation itself. In other words, IDRC's R4D funding to these organisations has been multifaceted, and quite unlike that of many other donors.

As such, some of the sampled organisations have received support aimed at their governance and management practices, their human resources management, their ability to raise funds and/or promote organisational sustainability. Even less conventionally, IDRC has cultivated a closer presence within some of the organisations it has supported, providing institutional guidance and strengthening from within and without. For instance, IDRC variably sits on some of the Boards of organisations it supports, participates in organisational activities, maintains relationships with organisations' other donors, as well as with the grantees of grantees. When commented on in PCRs, semi-structured interviews, and through FGDs, it became clear that this type of support was broadly welcomed by sampled organisations.

Research support and technical assistance

In addition to financial support, IDRC has provided the ongoing support of its staff to the sampled organisations. One of the key factors consistently reported by grantees as much-valued has been the ongoing support of Program Officers (POs) and other staff. POs have been key to the delivery of IDRC's strategy and ability to contribute to building leading organisations. They have been involved in the selection of grantees, developed relations of trust and familiarity with them, and supported them through the life-cycle of grants. The experience, approach and contextual understanding of POs have been central to this support and its enabling quality.

Such staff support has created an active dialogue with grantees focused on the 'research quality' of their work, with important methodological implications – both in terms of the research itself and its positioning for uptake. IDRC and grantees alike recognize that IDRC has pushed grantees to deliver high quality research, sometimes and selectively outside their comfort zones, which has also expanded organisational leadership opportunities.

Being supported by IDRC can entail having access to technical support, including training opportunities, workshops, and the like, if warranted to advance the objectives of a project and/or organisation. For those that have participated, these training opportunities have provided methodological development support,

enabling their own leadership development in their field. This speaks to the overlap between individual leadership and leading organisations; to be a leading organisation in the field of R4D, undertaking and/or enabling outstanding research, directly and/or through partnerships, is a prerequisite – and one to which IDRC has been attuned.

Networking and reputation building

The next linked element in the support provided by IDRC is that of networking. According to its staff, IDRC aims for their grantee partners to thrive outwards, and thus has offered opportunities for grantees to engage with their wider organisational ecosystem. Typically, this has been in relation to a supported organisation's research specifically (i.e. for data collection, sharing research findings, etc.), but also with the purpose of positioning themselves within thematic organisational ecosystems (e.g. at conferences) and to engage in diverse forms of peer-to-peer experience-sharing and learning. It has also connected IDRC-supported networks with other global networks, thereby building on the support offered to other organisations by different donors.

Results of this tailored networking and reputation building support, as harvested from interviews with grantees, include:

- Creating demand for specific research;
- Enabling dialogue between researchers and policy-makers;
- Creating advocacy opportunities with policy-makers;
- Facilitating regional network development; and
- Building the conditions in which an "ecosystem of researchers" can thrive.

In certain contexts of political fragility, IDRC has supported the cultivation of regional networks, which in turn has allowed organisations to support national networks and organisations, particularly in harder to access places with less visible organisations (i.e. less visible to IDRC, but accessible to regional organisations). For example, through cultivating universities and research organizations in the Middle East North Africa (MENA) region, smaller organizations and researchers in Yemen were supported by IDRC-supported networks.

Being supported by IDRC has meant benefitting from IDRC's positive global reputation for supporting high-quality research. Indeed, 76% of survey respondents indicated that IDRC's contribution to their reputation as a "leading organisation" has been high or very high, with another 11% indicating that it has been moderate. In interviews, sensemaking workshops and open-ended survey questions, grantees reported benefitting from IDRC's positive "institutional reputation" and its "excellence in research", which has additionally aided them in attracting additional donors (and favouring their sustainability). For grantees, this has meant participating in an IDRC-enabled R4D community that is many decades old, that continues to undertake high quality applied development research that benefits from a community of support (including IDRC support and a network of peers), and that has a reputation for promoting equitable partnership-based research.

4.3   Alignment

> **Finding 2:** The distribution of IDRC's financial and non-financial support across all categories of leadership has been closely aligned with the leadership priorities of grantee organisations. IDRC has provided relatively less support aimed at building the institutional structures of organisations than for research and uptake or to enable organisations' interface with other organisations. Nonetheless, support provided for the first has enabled the effectiveness of the latter two. Organisations exhibited a preference for a relatively higher proportion of core support, despite IDRC's flexibility in research funding for OD purposes. Overall, the vast majority of organisations highly value IDRC's support and contribution to (further) building their leadership.

The evaluation data reflects that IDRC has provided support to organisations across all leadership themes, though in varied ways and to varying extents. To reiterate, the main support provided to grantees across leadership themes has included:

- **Organisational Structures and Processes:** Governance structuring, strategic planning, knowledge management system development, library resources support, financial management capacity development, resource mobilization planning.

- **Research and Uptake:** Participation in research, training events, publication support.

- **Interface with Others:** Network development, website development, outreach events, conference attendance.

Based on a review of project documentation and engagement with stakeholders, IDRC's support to organisations has principally focused on research and uptake, where most of its investment has been made. This is followed in scale and scope by investments in supporting the interfacing of organisations with others. The least support has been provided aimed at the development of organisational structures and processes. This distribution in emphasis reflects the fact that the sampled organisations were specifically selected as R4D organisations that have explicitly or implicitly received OD support, with IDRC nonetheless prioritizing research and uptake support.

A review of available grants-related documentation points to approximately 20% of grantees receiving explicit core grants as well as OD support through flexible research funding, while about 80% received OD support only through flexible research funding.[8] Correspondingly, a high number of survey respondents indicated that IDRC had provided support on research and uptake (above 90%) and interfacing with others (between 66-90%). There was comparatively less support provided on building building organisational structures and processes (see Figure 4.1; see Appendix X for full survey responses).

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[8] Without a highly detailed portfolio review of all grants received by all organisations in the sample throughout their entire history with IDRC, disaggregating research support from OD support in agreement with IDRC, it is impossible to provide an exact number and proportion of funds allocated to core and OD support by leadership theme with the data available for this evaluation. To the best of our knowledge, with available data, it appears that 20% (i.e. 10 organisations) of 52 sampled organisations received 46% of funding support provided by IDRC.

Figure 4.1   *Survey responses show a higher prevalence of positive responses for OD support provided in themes 2 and 3*
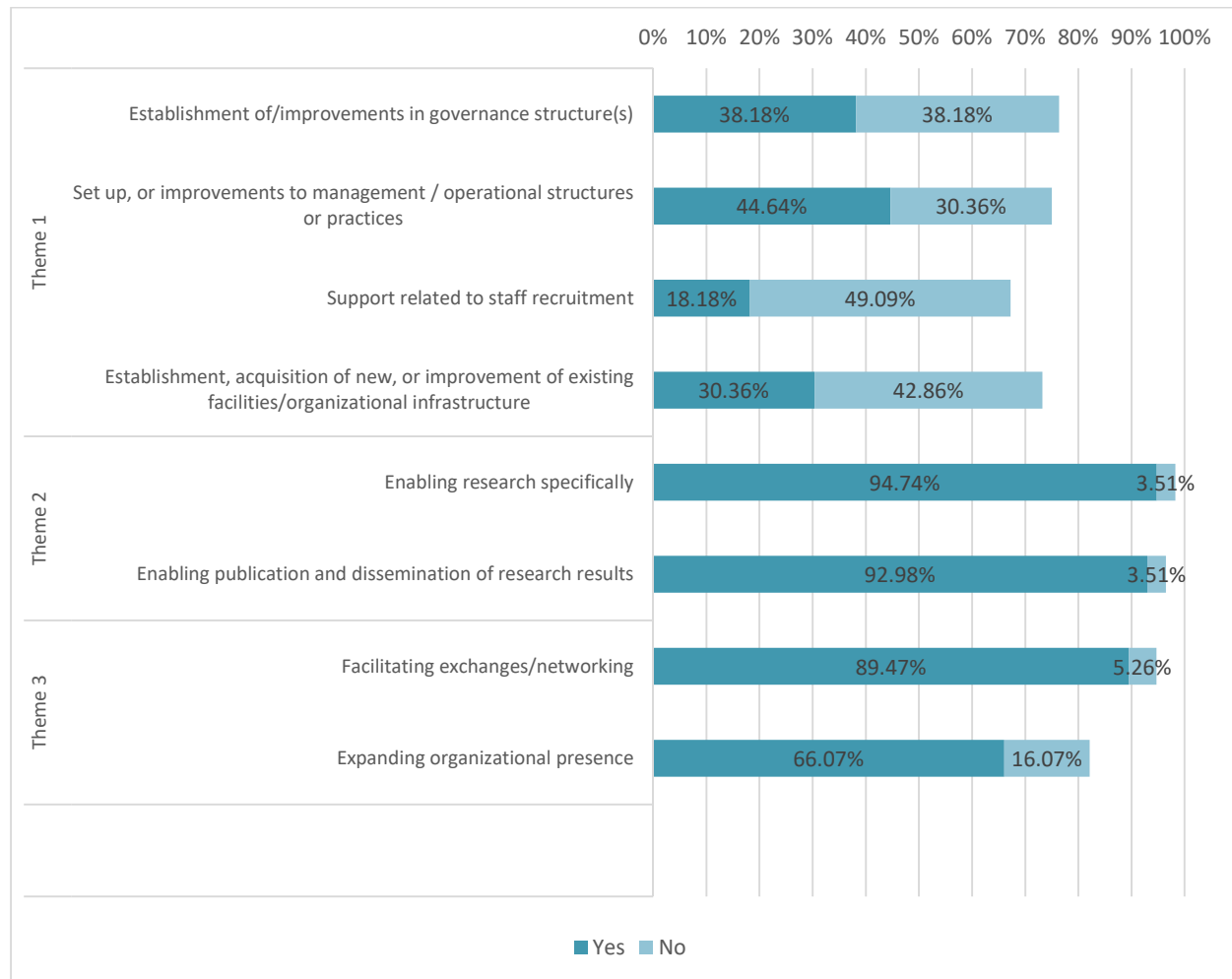
When survey respondents were asked about the complementarity of IDRC support to the leadership priorities of their organisations, altogether 65% of respondents indicated this to be high or very high, while 21.8% expressed this as moderate. This suggests a high degree of alignment between the leadership priorities of organisations and of IDRC support, with some space for IDRC to further tailor the support provided.

While the more specific results and contributions of IDRC's support are discussed in subsequent chapters of this report, some high-level results reporting with insights on the distribution of support across different dimensions of leadership is useful at this stage.

At the highest level, 73% of survey respondents indicated that IDRC's contribution to building their organisation into a leading organisation had been high or very high, and a further 18% moderate. Based on an analysis of qualitative surey responses, the following list ranks the three highest contributions made by IDRC to the leadership of organisations, as perceived by grantees:

▪ Research and Uptake: Capacity to undertake high quality, relevant and/or innovative research

▪ Interface with Others: Extending reach through visibility, networks, partnerships, collaborations

▪ Research and Uptake: Production of trusted, valued and/or appropriately communicated evidence

However, based on interview, sense-making and qualitative survey data, support provided by IDRC for, and results ensuing from, building organisational structures and process were key in enabling the research, uptake and interfacing of organisations with others.

The following quotes from different types of organisations, found on different continents, having received different lengths of funding, illustrate this point:

- "During the reporting period, we have continued to believe that the current governance structure – with a part-time academically-based coordinator, a 5-member regional consultative committee and assistance both at the [University] and by a part-time network manager based [here] – has enabled the regional network to function successfully and smoothly."

- "IDRC has managed to enhance the uptake… With IDRC funding, [the consortium was] able to look into areas that government budgets had not anticipated. [The consortium] had the structure and organisation to look into these areas and the funding to do the research. So, the government has begun relying on [the organisation's] areas of research, that were not typically looked at. IDRC structured a consortium in a very organized manner. This structure gave [the consortium] credibility in the eyes of the government. [One consortium member has their] feet on the ground and has a lot of tentacles across the continent. [Another consortium member] does part think tank and part uptake. IDRC funding helped structure [the consortium's] relationship. It has facilitated [the consortium's] structured engagement."

- "Other funders are interested in research projects. But IDRC is interested in our strategy even before we were interested in it. It allowed seed funding for a large, global, collaborative program. It allowed us to bring early career researchers to conference."

- "IDRC can have a much bigger influence by providing grants at an institutional level, rather than individual research grants, because in the former type of grant, the grantee can more easily shift the resources to benefit the institution, and is therefore better able to achieve its vision or fund activities of a more strategic nature."

Reflecting their understanding that OD support enabled more effective research, outreach and global positioning, grantees widely expressed a desire for more explicit and higher levels of support for organisational structures and processes, with a preference for core support. There is widespread belief among grantees that doing so would enable yet more effective research, positioning for use, networking and partnership development.

5 Reporting Results

5.1 Introduction

This chapter opens by validating the selection of organisations for this study, with most being recognised as "leading organisations". It then presents and discussed the results of IDRC's contribution to building leading organisations, as per the various leadership themes of this study, while also examining the cross-cutting issue of gender.

5.2 A Majority of Leading Organisations

Finding 3:   **Sampled organisations for this study have, for the most part, variably entered into agreements and/or received awards and/or grants from foundations, private sector actors, UN bodies, governments and/or civil society organisations. The evaluation considered such external recognition as a strong indicator of an organisation having been a leading organisation.**

The premise of this study is that IDRC has contributed to building leading organisations. Before further discussing the effectiveness of the support provided, and the extent and mechanisms of any contribution made, it bears ascertaining if in fact the organisations sampled for this study can be accepted as '"eading organisations". To do this, the evaluation team used a relatively objective indicator: external recognition. Thus, *external,* third-party recognition in the form of agreements (e.g. government contracts), awards and/or grants received was considered as pointing to an organisation as a leading organisation.

The evaluation team and IDRC agreed that an acceptable proxy for "leading organisations" would be derived from such external recognition, while acknowledging that this did not provide definitive confirmation as such. This would be supplemented by explanations offered by grantees (through qualitative survey comments) about the specific external recognition of their leadership. Of 64 possible respondents, 41 responded to this question. This does not exclude the possibility that the remainder have also received external recognition. This is also congruent with the possibility that not all considered themselves to be leading organisations. Some respondents approached the ascription of leadership with humility. Of note, of 52 sampled organisations, two were no longer in operation. In other words, a minority of sampled organisations were not leading organisations.

A few examples are provided for each of the regions in Table 5.1, noting that this reflects a wider trend in the sample of specific organisations.[9] Indeed, in reviewing the organisations having responded to the survey, there is clearly evidence of external recognition of their leadership, for a majority of organisations across different regions.

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[9] Of the 41 responses to this survey question, 32% were from Asia and 39% were from Sub-Saharan Africa (with 77% of Asia respondents from India and 43% of Sub-Saharan African respondents from Kenya), representing 65% of the sampled organisations. Just under 10% of respondents were from each of Latin America and the Caribbean, Middle East, and Canada. Thus, there is a slight bias in the sample upon which the forthcoming assessment is based.

Table 5.1   External Recognition of Leadership

REGION	AGREEMENT / AWARD / GRANT	GRANTEE NOTE OF EXPLANATION
Asia	Blue Planet Award	"Introduced science-based and people-centred processes for successful management of natural resources."
Sub-Saharan Africa	The 2004 Anita Borg Social Impact Award; ITU-UN Women's first annual GEM-TECH Award for gender equality in technology in 2014	"[Our organisation] won a number of awards for its work on gender equality and women's rights. I highlight the two awards because they are awards received in recognition of our pioneering work and more currently which demonstrate the longevity of [our] work. They were also given by two very different institutions."
Middle-East	"Memorandum of Understanding with Egyptian Environmental Affairs Agency (EEAA) in charge of climate change…"	"…for capacity building and support to their climate change Central Department making our centre… the only research body to closely cooperate with from outside the government structure…"
Latin America and the Caribbean	Ford Foundation – Core support from the BUILD Program	"Because it is about resources destined to the organisational strengthening of a limited number of organisations selected by the Ford Foundation for their leadership capacity."

5.3   Results by Leadership Themes

Finding 4:   **Support provided by IDRC has produced clear positive results in contributing to building leading organisations. Contributions are in evidence but nonetheless variable across leadership themes, differing by organisation type, the stage of an organisation's life-cycle, as well as the amounts and length of support provided by IDRC.**

There is clear indication across all data collection methods and analysis that IDRC has made important contributions to the building of leading organisations. Contributions are notable with results in evidence on all leadership themes but specifically differing by organisation types (i.e. research organisations, universities, research networks, and 'other' including NGOs, granting councils, associations, etc.), the stage within an organisational life-cycle (e.g. newly founded, mature, etc.), as well as amounts and length of support provided to an organisation. In line with the types of support offered, results are in higher evidence on research and uptake and an organisation's interface with others than in terms of organisational development. Again, results on the latter are important enablers of the former two.

The presentation of results below, per leadership theme and concomitant indicators, is cognizant of the fact that the sampled organisations are exceptional in having received core grants and/or flexible research grants with strong OD components integrated into them. They also reflect the fact that IDRC contextually adapted its support to these organisations based on their perceived needs, and in significant dialogue with them.

Theme 1: Organisational Structures and Processes

- **Inclusive and equitable governance**: Support directed at organisational governance had profound and beneficial impacts on recipient grantee organisations. Depending on the specific organisations in question, this type of support took different forms. Of particular interest, a number of organisations with less than 5 years of support reported significantly benefitting from IDRC POs and administrative staff taking a hands-on approach in informing their organisational governance, including the development of organisational charters and Boards (including sitting on Boards).

- **Strategic, adaptive, communicative and effective management:** Through this evaluation, it has become clear that IDRC has been providing tailored and contextually-appropriate management support to sampled organisations. In many cases, organisations received support to undertake strategic planning following and building on IDRC-supported organisational assessments. Research networks in particular benefited from tailored Secretariat building support. In a minority of cases, this type of support did not produce the desired results due to organisation-specific individual leadership and/or contextual challenges.In a review of PCRs, two organisations which had received this type of funding nonetheless closed soon after IDRC funding ended. This highlights that while appreciated, the effects of investing in organisational management are also dependent on factors beyond IDRC's control.

    Organisations reported extensively on the merits of IDRC's support in the development of their M&E systems including internal monitoring systems, logframes, ToC, conducting internal and external evaluations, as well as financial audits. The development of these systems helped organisations in setting long-term resource mobilization strategies, improve organisational learning, perform evaluations of sub-grantee organisations (when applicable), and to be more prepared for future engagement with other donors.

- **Fairness regarding human resources**: IDRC has provided support to organisations for human resource development, though this area of support has received relatively less attention than others. Where it has, there is compelling evidence that organisations of different types have developed greater gender-sensitive intentionality around human resource management. This is clearly an area with significant potential for greater investment, given the relative paucity of attention with nonetheless meritorious results. With organisations having more established relationships with IDRC (having received grants for over 10 years), IDRC support sometimes provided human resources strategy development that enabled career progression planning.

- **Sustainable resource mobilization and planning for longevity:** The creation and implementation of resource mobilization strategies and other approaches to sustainable resources mobilization were the most commonly found types of outputs resulting from IDRC support. IDRC-hosted resource mobilization workshops, guidance provided to organisations, the covering of external consultant costs for developing resource mobilization strategies, and the timely prompting of organisations to create strategies internally have generated the desired results.

    According to several PCRs, resource mobilization strategy development and implementation has in cases of more mature organisations acted as a prerequisite to obtaining additional funding from IDRC. In this way, IDRC has helped move organisations away from sole-source funding dependency and towards greater sustainability (a matter discussed further in the sustainability chapter of this report).

Theme 2: Research and Uptake

- **Capacity to undertake relevant and innovative research:** IDRC enabled valuable technological acquisition, that supported the building of, or access to research databases. Organisational websites have been updated, technological hardware has been purchased (e.g. new computers) and accounting systems have been updated. These, often small investments (of less than CAD 20,000) allowed organisations that received them to undertake and support research more effectively, with an apparently large return on investment. Notably, for sub-granting organisations, this type of support built their capacity for sub-granting, with particular emphasis on more effective proposal selection processes.

- **Production of trusted, valued and appropriately-communicated evidence:** IDRC's support was widely reported as having generated results on this indicator, but research organisations and universities consistently reported this more so than others, specifically attributing IDRC support to making them leaders in their field. These organisations perceived their ability not just to enable the completion of research, but to ensure its publication and widespread dissemination as foundational to their positioning as leaders and being able to make impactful change at scale. Through IDRC OD support emphasising communication and dissemination, organisations hosted/attended workshops and conferences, and, particularly for well-established research networks, gained or solidified regional recognition as (comprising) leaders in their field.

- **Engagement with actual and potential multi-sectoral users of research:** Seen as a fundamentally important and defining activity among organisations, IDRC has been a clear positive contributor to helping organisations by acting as a facilitator of exchanges between organisations, and providing unique assistance in how it does so to different organisation types. In the portfolio review and through interviews with grantees (semi-structured, sensemaking, and MSC), IDRC was clearly seen as having supported organisations of all types in ways that allowed them to host other Global South researchers, interact with policy-makers, host regional capacity building workshops, and work with Canadian institutions and researchers.

- **Recognized contributions to impactful positive change at scale:** This indicator saw the most difference between organisation types, as different organisations recognized what it meant to make meaningful change in different ways, and at different scales. For longstanding research grant-making networks /organisations, this has meant being able to support researchers on a global scale, for networks it is the size of their convening power and prestige of the researchers in their networks, and for research institutions and universities the amount and quality of their publications and the renown of their professors. In all of these areas, IDRC was seen to have provided direct support, with reports of what that impact looks like (e.g. direct working relationships with high-level governments, publications in high-profile journals, their regional recognition as lead research networks), as reported in grantees' Final Technical Reports (FTRs) as well as IDRC's internal reporting in PMRs and PCRs. In sensemaking workshops, larger grantee organisations noted that IDRC contributions were more modest, whereas for smaller organisations, attribution was made more robustly.

Theme 3: Interface with Others

- **Cultivating and communicating a niche:** A trend across multiple data sources, although particularly pronounced in sensemaking workshops, was the importance organisations attributed to having an established niche, and in their ability to expand upon and communicate it. Grantees repeatedly expressed that being a leader entailed having one's own vision or niche, as articulated by one respondent: "IDRC supports the grantees' own vision, and this strengthens grantee ownership. This

is crucial in building leaders, successful leaders lead the way, and you can't lead the way if you're just implementing someone else's ideas. There is a symbiotic relationship with IDRC." Another, more established regional organisation stated that "'IDRC funding helped [our organisation] find a niche for its work. There is no other [organisation on this topic] in the region, so definitely [we are] filling a gap." During a workshop, one grantee stated that there is a geographic element to their niche: "A leader is one that has a carved niche in the region, and IDRC support has helped define that." These illustrative examples support the idea that through its research and OD support, IDRC has helped organisations foster their own unique visions, and supported them in defining and communicating their R4D niche.

- **Extending reach through visibility, networks, partnerships, collaborations**: Organisational reach is understood to refer to the intensive and extensive power of organisations to connect their work with large numbers of people and organisations, and in some cases geographic areas[10], a definition which the evaluation team has found to accurately represent IDRC grantees' understanding of 'reach'. Regardless of the type of organisation, the importance of extending organisational reach was foundational to organisations' perceptions of the extent to which they considered themselves as 'leading'. Further, as often reported through project monitoring documentation and confirmed through other data collected for this study, organisations widely believe that IDRC support had significantly contributed to fostering their reach; though the substance of what this means has differed by organisation type.

- **Vision, practice and abilities to inspire others:** Stemming in part from IDRC's support, a fairly high proportion of the sampled organisations have assumed leading roles in inspiring or positively impacting other organisations in the Global South, through participation in research activities, attending conferences, and generally increasing their regional presence. Enhancing geographic presence and network size has been, for some organisations, a defining characteristic of what it has meant to be a leading organisation. For universities and research organisations, this was defined as the reach of research outputs specifically (e.g. number of countries / users receiving publications, regional research groups participating). For research networks, this was often quantified to mean the number of researchers, institutions, and users within their networks. For larger organisations, this was understood as the expansion of their organisational presence through sub-regional geographies, or through more effective communication across international networks using new virtual infrastructures.

Almost unanimously though in diverse ways, IDRC has contributed the leadership development of the sampled organisations, generally well tailored to their priorities and needs.

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[10] Mann, M. (2012). *The Social Sources of Power (Vol. 1) 2nd ed.* University of California, Los Angeles, USA.

5.4 Gender

Finding 5: **Gender-sensitivity has been an important feature of IDRC-funded research. IDRC intentionally provided gender-sensitive support to grantees. In turn, grantees have confirmed that a gender-sensitive orientation to their work had been pushed forward through IDRC support. Despite this focus, gender considerations have not emerged as specific and widespread factors of leadership among grantees at an organisational level.**

Gender-sensitivity considerations are at the forefront of the Government of Canada's domestic and international agenda and policies. They have formed a core aspect of Canada's International Development Assistance agenda for many years. Up until 2016, gender was integrated in policies, programs and projects as a cross-cutting theme and was an integral part of enhancing the sustainability and effectiveness of development results. In 2017, the Government of Canada adopted the Feminist International Assistance Policy (FIAP). This policy targets gender equality and empowerment of women and girls more intentionally than previously with programming specifically designed to advance gender equality.

IDRC's programs and objectives are coherent with this policy, while an opportunity exists for IDRC to further advance its existing approach to supporting gender equality informed by this policy. Gender equality has been an important aspect of IDRC's programs and the support it has provided to organisations generally and over deacdes. Since 2018, the assessment of gender integration in projects as articulated in IDRC PADs has been determined in terms of their being considered gender-aware, gender-sensitive, or gender-responsive.

Turning to the framework used for this evaluation and the leadership themes in particular, it is important to note that gender was not explicitly identified as a core component of leading organisations in any of these themes. Gender did not emerge strongly as a factor for building leading organisations during interviews, or in the IDRC or grantee literature either.

Gender considerations could be implied from leadership theme 1 – Organisational Structures and Processes, more specifically in terms of Inclusive and Equitable Governance. Indeed, during interviews, grantees described how they diversified the representation on their boards to include more women, often attributed to advice received from IDRC. On leadership theme 2 – Research and Uptake, IDRC was identified by grantees as pushing them to include gender-sensitive analysis into research projects or to think about gender outcomes overall within their research. The evaluation found evidence of the inclusion of gender analysis in research as well as the integration of gender specialists in some research teams, though particularly for the more intentionally feminist organisations in the study. On leadership theme 3 – Interface with Others, little explicit information was available to link this theme to gender.

Nevertheless, the evidence on gender-sensitivity as a factor of building leading organisation was scarce and mostly anecdotal. There was little information available to link gender and leading organisations in IDRC's documents. In PCRs for sampled organisations, the document review registered 14 mentions overall of gender while in PADs, this number went down to eight. The scarce reporting on gender largely focused on the binary of men/women, with description of the number of women trained, the number of female grantees, alumni or researchers. The evaluation team also noted only a few examples of gender outcomes within their organisations. In the end, IDRC can encourage grantees to develop a gender strategy, to consider ways to improve gender sensitivity, and to support grantees to as they think about gender in their management and governance structures. But ultimately, the grantees bear responsibility for integrating IDRC's advice into their work and approaches.

The main message from the survey with grantee organisations was that IDRC had contributed to the inclusion of gender in their work, but that there was little explicit linkage to gender being a key component of leading organisations. This was particularly true regarding gender-sensitive support and the inclusion of gender in research practices. Among respondents, 56% indicated that IDRC's support to their organisation had been highly gender sensitive and 22% that it had been moderately so. However, 38% indicated that IDRC had made a high or very contribution to increasing the gender sensitivity of their organisation and 33% a moderate one. (See Figure 5.1)

In qualitative responses provided in the survey, respondents cited the need for greater incorporation of gender concerns in the IDRC approach, especially in engaging in activities which seek to empower and encourage the participation of women in the scientific field. One respondent noted the need for a greater feminist and intersectional approach to research on the part of IDRC, further noting that this would be in line with broader R4D trends.

Figure 5.1   Survey Results of IDRC Contributions to Gender Sensitivity
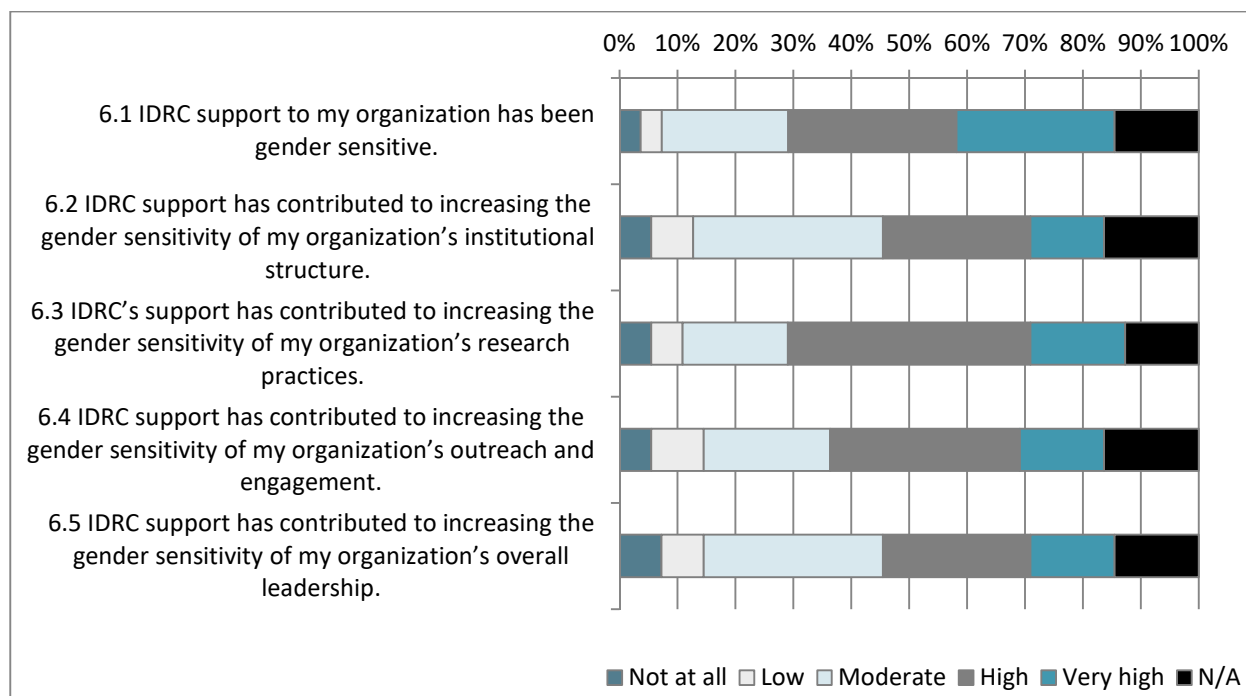
Overall, this evaluation did not observe a clear and overt link between gender and leading organisations. Although the pursuit of gender sensitivity has been a concern of IDRC and its grantees, with some notable though anecdotal results, it has not appeared as a key factor of what it means to be a leading organisation in the discourse of IDRC or its grantees.

6 Factors of Effectiveness

6.1 Introduction

This chapter examines factors enabling or hindering effectiveness through various lenses, including: IDRC's funding modalities, temporal factors (including length of support) and geographic considerations. This chapter also specifically looks at the issue of strategic planning, as related to IDRC's contribution to building leading organisations.

6.2 Funding Modalities

Finding 6: **IDRC's multi-modality funding approach including core support, flexible research funding and OD-specific support programs, often with multiple phases, has been a key factor in allowing IDRC to contribute to strengthening organisations' institutional structures, their ability to undertake quality research and to pursue internal learning processes, while taking ownership of their trajectories.**

The primary modalities of funding through which IDRC provided support to sampled organisations comprised the following:

- Core funding
- Flexible research funding
- OD-specific support programs

Each is described in turn, and an overall assessment of the entire approach is provided.

Core funding

Core funding has been provided to organisations at different stages of their organisational trajectory. When provided for founding an organisation, core funding typically emerged from a strong partnership between IDRC and a grantee during/following the successful execution of a research grant. Such individuals or organisations were able to demonstrate that a clear academic and geographic niche existed, that they had strong research competency, while demonstrating promise and drive for growth.

Core funding was also provided to organisations as transitionary institutional support in times of restructuring (e.g. the development of new governance bodies). This provided funding for board meetings, for office costs, and for resource mobilisation activities (Table xi.2, Appendix XI), speaking to governance, operational and sustainability considerations. Core support was widely described by grantees as "essential", "instrumental", "irreplaceable", and "unique" in its ability to allow organisations to focus on research priorities, increase productivity, develop governance "infrastructure" (e.g. guides, charters), expand their organisational network and presence, and develop and implement resource mobilization activities, among other things.

The type of support provided by core grants differed by organisation type (e.g. a university or research network). For networks or research hubs, core funding served to strengthen the network host organisation(s) and/or for initial networking activities. For research organisations, core funding would

often be more directly geared at *enabling* the production of research-specific outputs, such as paying for researcher salaries or technical equipment required for research. Overall, core funding was used by organisations to meet their specific needs, in pursuit of wider organisational goals.

Flexible funding

The flexible funding modality allowed IDRC to provide OD support through grants that typically did not have had an OD result informing stated objectives or anticipated outcomes. These grants were specifically provided for research support purposes, but flexible enough to be used for OD. Without being an exhaustive list, such support manifested in one or more of the following ways: staff salaries, network development, investment in technological infrastructure, etc.

The flexible approach was broadly appreciated by organisations as something provided by IDRC that was not widely made available by their other donors. IDRC's flexible funding was recognized by survey respondents as flexible in programming, having allowed organisations to lead in setting their own priorities, designing their programmes, and adjusting their trajectories according to changing realities on the ground. In a handful of organisations, flexible research funding and core funding were provided simultaneously. Such funding entailed the provision of grants that were used for OD-specific objectives at the project planning stage, such as strengthening office infrastructure, communications, administrative procedures and documentation, network development, and support for staff recruitment (Table xi.2, Appendix XI).

OD-Specific Support Programs

IDRC provided some of the sampled organisations with specific OD support through tailored programs. Since 2004, IDRC's Donor and Partnership Division worked alongside grantee organisations in providing OD support such as training in resource mobilization and M&E. IDRC developed specific OD funding programs to meet some of the widely recognised OD challenges of grantees. Examples of these have included Developing Evaluation Capacity in ICTD (DECI) and Resource Mobilization for Research (RMR). These point to the value of supporting R4D organisations through means other than research or project-specific funding modalities.

Overall

Organisations included in this study often received funding through more than one modality over the course of their lifetime, sometimes receiving funding through multiple modalities at the same time (e.g. receiving a research grant and core support simultaneously). As reported in PCRs and PADs, results from core grants were almost always explicitly tied to OD-specific grant objectives rather than research-specific outputs. These outputs were not always linked to IDRC research projects (ongoing or anticipated), but rather broader organisational goals such as "supporting [the] overarching mission of the organisation", building evidence bases for the creation /expansion of networks, "strengthen[ing] institutional arrangements, governance and coordination", "to implement a high level, solutions-oriented knowledge agenda". Flexible research grants were often foremost research grants with OD supplementary activities, such as paying for PhD / postdoc salaries, research-specific technological investments, or supporting networking events for researchers, but are not limited to these alone. Some flexible research grants were seen to include funding for resource mobilization activities, executive salaries, and leadership transitions.

The diversity of funding modalities allowed IDRC to be responsive to organisational needs, enacting the partnership-based approach discussed above. In all instances of OD support having been provided to the organisations included in this study, it had built on prior individual and/or organisational relationships as part of a trajectory of support. In some cases, IDRC provided OD support to organisations whose individual leader (or leaders) had received prior research funding. In others, these organisations were known as part

of IDRC's constellation of networks. In some cases, it was a combination of the two. In only one case among sampled organisations was an OD-oriented grant provided to an entirely new organisation based on a Call for Proposals. In other words, IDRC provides OD support in an informed and strategic way, building on a track record where potential for (greater) R4D leadership has been identified.

Also, among sampled organisations, the vast majority had received more than one grant, though it was not typically clear to either party at the outset that multiple grants would be provided consecutively. With the provision of multiple grants, these are sometimes structured into 'phases', with each phase building on the previous. This is again reflective of the partnership-based approach of IDRC with these organisations, providing diverse forms of support (through one or multiple modalities), while building the reputation of organisations and of the individual researchers (or other organisations) comprising them. There is also evidence that doing so has created organisational learning spaces as organisations report, and reflect on the successes and challenges of previous phases. Organisations receiving more than one IDRC grant report that the transition between one grant and another has proved challenging for them due to gaps in funding. Aware of this and to counter it, IDRC has at times provided bridging guidance and targeted core support during transitional periods where continued more significant support was imminent.

6.3 Temporal Analysis

Finding 7: **Rooted in a partnership-based approach, its multi-faceted relationship with grantees has allowed IDRC to build complex and informed narratives of organisations. Doing so has resulted in IDRC's provision of meaningful and informed financial and non-financial support, effectively supporting organisations as, or in becoming, leaders. The tailoring of support is a more important factor of effectiveness than the provision of support for any *specific* length of time. However, the appropriate tailoring of support is itself favoured by deeper relationships between IDRC and grantees, evolving over time.**

IDRC has built relationships with sampled organisations that have extended far beyond superficial donor-grantee relationships, and have evolved into a kind of donor-grantee partnership. With the sampled organisations, IDRC has made important investments over time to understand grantees their needs and priorities, as a means of responding accorgingly. IDRC staff see this temporal investment in building a relationship as being crucial to project success.

One PO noted in a PCR how "it was the solid and long-term nature of the partnership with IDRC which led to the identification of both the need and the process."; another that they "learned of the importance of working closely with the recipient institution throughout the project – through attending workshops, contributing inputs, peer reviews, and articles – as well as with the core partners." Working closely with grantees and making an investment in building a relationship is one which has been given high importance by both grantees and IDRC staff.

A review of qualitative data from grantees having received more than 10 years of IDRC support points to widespread appreciation of IDRC's commitment: IDRC staff were valued for "walking" with organisations through their development, providing "purposeful" or "enduring" support over time, building a "multi-dimensional" relationship. In so doing, IDRC staff have gained an intimate understanding of grantees and their organisational needs, as made evident through IDRC project monitoring documentation: IDRC staff have pushed for organisational development, strongly encouraged organisational investments in resource

mobilization and institutional development outside of IDRC support. The longer-term relationships allowed IDRC to "build a larger narrative" of organisations as a means of providing meaningful and informed support extending beyond the financial (Appendix XI).

At the same time, early OD support for offshoot organisations was particularly valuable in enabling these organisations to propel forward: in securing additional funds, expanding networks and achieving considerable research results (e.g. production of substantive research outputs, rising academic enrolment, regional network building, institutional development).

Table 6.1: Types of Sampled Organisations by Years of Support and Total Support Amount

TYPE OF ORGANISATION	YEARS OF SUPPORT					FUNDING RANGE		
	1 – 5	6 – 10	10 – 15	15 – 20	> 20	0 – 5M	5 – 10M	>10M
Research Organization	2	4	4	1	4	8	5	2
Research Network	8	7	4	4	4	20	3	4
University	2	0	0	1	1	2	1	1
Other (e.g. NGO, Grant-making)	2	1	1	1	1	6	0	0

There is no one best length of support that benefits any and all types of organisation. The context, research support needs, identified institutional development needs, and organisational priorities are much more important to understand in determining what an appropriate length of support might be. Tailored OD support, throughout an organisation's trajectory and lifecycle plays a substantial role in aiding organisational development over time.

Considering organisation types by the years of support and amount provided (Table 6.1), the evaluation team was able to draw a few insights:

- **Across organisation types, there were no discernible differences in the modalities of OD support provided, based upon the length of the relationship with IDRC**. Both new and mature organisations received tailored, context-specific support, which was deemed by organisations as essential to meeting their research and other objectives.

- **New and mature networks receive slightly differentiated support based upon context and need.** Emerging research networks used OD funds to support host member capacities, perform market assessments, and develop strategic plans – foundational activities aimed at starting on a strong footing. For mature networks, OD support allowed them to build their reputation at a higher level – supporting connections with regional policy makers, expanding networks globally, dispersing funds to regional researchers, and through capacity building. The purpose has, in both instances, been on strengthening organisational reputations, while the focus differed slightly – the former being foundational, the latter supplementary.

- **Protracted periods of support (rather than one-off grants) were valuable in helping to build leading organisations, but there was no specific 'golden' amount of time for this to be accomplished**. Some, but not all, new organisations experienced developmental challenges requiring steady early investments in both research capacity development and institutional strengthening. In most cases, new research organisations required considerable (although unspecified) lengths of time to develop institutionally and to foster a reputation for producing high-quality research. In an MSC interview, one grantee noted that "becoming a leading organisation doesn't happen in a short period of five years", but rather occurs over the longer term. Likewise, in a PCR, an IDRC PO described institutional capacity strengthening as being "a process involving

incremental changes in organisational structures and cultures", which requires "long-term grants". Neither specify a duration required for the organisation to build itself sustainably. Across all data sources, there is an emphasis placed on the process itself: the tailoring of context-specific and hands-on support by IDRC to grantees. Another PO, noting the complexity of nurturing thought leadership in developing countries, explained the necessity of a "steady investment in people, in institutions, in communication, and in linking knowledge and practice. How long this takes is contingent on context, the origanisation itself, and other factors.

According to IDRC staff and grantees, IDRC's relationship-based funding approach allowed for largely-appropriate lengths of support to be provided. More than half (56%) of survey respondents indicated that the appropriateness of the timeframe of IDRC support provided was high or very high, with another 25% rating it as moderately appropriate (Appendix X). A multi-grant, multi-modality relationship was particularly appreciated by organisations, allowing for different priorities to be addressed in complementarity ways, including institutional development (including technical infrastructure development), research planning and implementation, and policy impact strategizing.

Reflective of this, IDRC POs and regional office staff have in several instances made bold judgement calls regarding the needs of organisations at crucial times, based upon their intimate knowledge of those organisations (e.g. through sitting on their boards, engaging in frequent communications, etc.). In this light, IDRC has made OD investments in sampled organisations in largely appropriate ways at the right time. It has helped organisations form effective consortia to impact government, supported the restructuring of governance bodies, enabled the development of communications systems to expand networks in the lead-up to large conferences, while investing in highly relevant research topics.

6.4   Geographic Analysis

Finding 8:   **The ability to be recognized as a leading organisation, for all types of sampled organisations, was derived from their positioning, operations and visibility at national *and* regional levels, and through their ability to understand and respond to policy issues with connectivity at both levels. IDRC's ability to identify, work with and even build regionally-oriented organisations and networks is partly contingent on IDRC's regional presence through a regional office.**

Across all organisation classifications, programs and IDRC regions, a recurrent component of organisations' success as leaders stemmed from the following regional components:

- How organisations positioned themselves within geographic contexts played a key role in their ability to produce and disseminate research.

- How organisations positioned themselves within geographic contexts played a key role in their ability to establish or build upon networks.

- Developing or building regional networks created a connection between seemingly fragmented or isolated groups of researchers.

- In several cases, prior to organisations/networks being created, there was no regional body in place to tackle regional issues, collaborate, produce and disseminate research collectively (see Table xi.4, Appendix XI).

The ability to be recognized as a leading organisation, for all types of sampled organisations, was derived from their positioning, operations and visibility at national *and* regional levels, and through their ability to understand and respond to policy issues with connectivity at both levels.

Grantees recognized the importance of regional connectivity to their success. When asked how IDRC's contribution to building leaders could be improved, 25% of survey respondents provided qualitative responses that described a geographic component relevant to their success, such as: facilitating networking within the greater IDRC institutional infrastructure, strengthening the connection with IDRC regional offices, etc. This is congruent with lessons learned and reporting from the RMR program[11] that enhancing regional networks and creating regional connectivity has the potential to increase the funding prospects of organisations, stemming from increased visibility and collective capacity.

Through sense-making exercises with IDRC staff during field visits and in Canada, it became apparent that IDRC's ability to identify and work with regional (e.g. Southeast Asia, West Africa) networks was partly contingent on its physical presence in those regions. IDRC's ability to identify leading organisations was more in evidence where IDRC was in proximity, understood and had more detailed and nuanced insights into a context and its politics, but also its *research and institutional landscape* (both actual and potential). IDRC staff perceived their regional presence as being "critical" to their success in building networks with connections to policy makers, which cannot as effectively be made at a distance, in their estimation.

6.5   Strategic Planning Support

> **Finding 9:**   **Strategic planning, guidance and input were key strengths of the support provided by IDRC to grantees, and provided concrete and beneficial support across grantee organisations that received this OD support.**

One of the key offerings of the support provided by IDRC to some of its grantee organisations was in terms of strategic planning. Overall, there is extensive evidence to suggest that IDRC's contribution in this respect was of key importance and a factor of effectiveness in IDRC's contribution to building leading organisations. Strategic support in this context included governance advice, management and operations planning, and the development of organisational visioning , strategic assessments or institutional reviews, and planning documents.

A notable trend in the data is that this strategic support offered by IDRC was an important dimension of the OD support offered by IDRC to organisations, stemming also from the importance of POs in supporting grantees. This type of explicit strategic support was described as "visionary" in building leading organisations. Organisational evaluations and reviews have led to clearer definitions of strategic directions in resource mobilization, communication and research planning across multiple types of organisations. Evaluations, reviews and more hands-on strategic support – in terms of IDRC PO's sitting on organisations' boards, for instance – was greatly appreciated by organisations.

While this is not to say that the absence of strategic support necessarily resulted in organisations that were "less leading", it does suggest that the strategic support offered provided guidance that enabled organisations to establish and adjust trajectories to improve their effectiveness. As noted earlier in this report, the partnership dimension of IDRC's support generally surpassed in value the sum of financial

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[11] Genereux, N., Taylor, S., and O'Neil, M. (2016). *Resource Mobilisation for Research: What we've learned*. © 2016 International Development Research Centre

disbursements or the length of support. In this vein, organisations widely indicated their openness to seeing IDRC being more active and visible, providing yet more strategic input.

6.6   Inhibiting Internal and External Factors

Finding 10:   **The effectiveness of support provided by IDRC aimed at contributing to leading organisations was hindered by a number of internal and external factors directly and/or indirectly related to organisations. This included the importance of organisational management capacity, the presence of individual leaders, socio-economic contexts in which organisations operated, and the existence of social unrest and/or conflict.**

Most, but not all organisations included in this study were considered "leading organisations", while two of them have shut their doors permanently. The evaluation identified a number of factors that inhibited their potential to be or become leading organisations. They are management capacity, individual leadership, socio-economic factors, and political context/social unrest and conflict. Each is discussed below.

- **Internal factors – Management capacity:** Organisations with robust management and operational capacities tended more to become leading organisations. Of course, this could never be enough in and of itself, given the importance of the other leadership dimensions and factors discussed throughout this study. Most importantly was that many organisations with weaker management capacities did not often see the link between their management experience and organisational leadership. Indeed, while preferring core support overall, organisations were more focused on how this type of support would allow them steer to their ship rather than develop specific capacities for doing so.

- **Internal factors – Individual leadership**: While OD support gave organisations much leeway in the possible use of IDRC-provided funds, individual leaders within organisations were critical in ensuring the funds were properly and effectively put to good use. Even in well-established organisations that had received sizeable sums of flexible research funding (over CAD 500,000), it was clear that highly competent individual leadership was key in having provided the vision and guidance needed for its proper, strategic and targeted allocation and use. Inexperienced or inadequate leadership has had devastating consequences for some organisations.

- **External factors – Socioeconomic factors**: External socioeconomic factors, such as the availability of a local talent pool, factored into the leadership of organisations. For one (no longer operational) organisation, the inability to hire research or administrative staff resulted in their closure, despite the fact that IDRC provided extended funds for staff recruitment and hiring. In other (still operating) organisations, the operational environment impacted their self-autonomy and ability to address organisational challenges. This was particularly pronounced in new organisations founded within/out of universities; the innovativeness they sought was mismatched with, and thus hindered by sometimes slow bureaucratic processes found within academic institutions.

- **External Factors – Political context / social unrest and conflict**: Social unrest, conflict and other unpredictable external events and factors have proven themselves inhibiting factors to organisational development and leadership. According to PMR data of organisations having received foundational OD funding support, their ability to meet various operational targets was hindered during the 'Arab Spring' of 2010. Such external factors point to the importance of context in relation

to the likelihood of any type or configuration of support contribution to organisations being or becoming leading organisations. What is more important is that the configuration of financial and non-financial support matches recognized needs, and that needs are clearly articulated, understood and responded to. In some cases, no matter how much core and/or flexible research funding is made available, a hostile political environment can hinder an organisation's ability to thrive, or even to exist at all

7 Sustainability

7.1   Introduction

The evaluation team understood sustainability to mean an organisation's ability to adapt to changing circumstances; this is part of what it means to be a leading organisation. Three dimensions are examined in this chapter, namely: organisations themselves, overcoming organisational dependency on IDRC as a donor, and organisational ecosystems.

7.2   On Organisations

Finding 11:   **The contextually-attuned, partnership-based approach of IDRC has been an important contributing factor to the sustainability of sampled organisations. The flexibility of IDRC's support has enabled important sustainability-related innovations to be pursued by these organisations.**

The sustainability of organisations, as leading organisations, continues to be of interest (and concern) to IDRC and all grantee organisations. Sustainability is understood to mean an organisation's ability to adapt to changing circumstances, which is indeed one aspect of its leadership. In a survey of participating organisations, 40% of respondents indicated a 'moderate' contribution of IDRC to the overall sustainability of their organisations, while another 43.6% indicated a 'high' or 'very high' contribution. In other words, more than 83% of sampled grantee organisations considered that IDRC made moderate to high contributions to their sustainability.

The contextually-attuned, partnership-based approach of IDRC has been an important contributing factor to the sustainability of sampled organisations. The following were prominent features of the approach:

- Requiring the development of resource mobilization strategies

- Hosting meetings with new donors

- Adopting (new) business models appropriate to organisations (if, when and as appropriate).

When submitting proposals, organisations were required to articulate plans for continuing their work after IDRC funding ends, which was often associated with the identification of quantifiable funding goals. Such a requirement was premised on the idea that grantee organisations are primary (though not sole) agents of their own sustainability. Where organisations required a more hands-on approach, IDRC sometimes provided highly tailored advice and financial support – providing funding for external consultants to develop resource mobilization strategies, performing donor mapping exercises, funding business development plans, and by introducing grantees to other donors. Through monitoring grantees' progress in PADs, PMRs, PCRs, and other project completion documents (e.g. FTRs), IDRC tracked not only the degree of organisational dependence on IDRC, but was also able to understand the relative importance its own contribution and that of other donors.

Resource mobilization strategy development and implementation support saw mixed results in how it impacted organisational sustainability. In several organisations, resource mobilization strategies failed to achieve intended goals, but were reported in PCRs to have contributed to organisational learning. For

others, resource mobilization-related support made clear contributions to their ability to move away from sole-source funding. For example, one grantee reported that for every CAD 1 dollar invested by IDRC, CAD 3.7 dollars was mobilized from other donors. With several more mature organisations having a longer relationship with IDRC, resource mobilization strategic development acted as a prerequisite to obtaining additional IDRC funding. In this way, IDRC helped move these organisations away from sole-source funding dependency and towards greater sustainability.

The partnership-based approach between IDRC and grantees, coupled with IDRC's multiple funding modalities (as well as its flexibility in research funding overall), has allowed sampled organisations to innovate on matters of sustainability. While exceptional, there are instances of sampled organisations in the Middle East where IDRC allowed grantee organisations to redirect leftover grant monies to serve as seed money for endowments, thereby creating the conditions for the grantees to sustain and/or reinvent themselves into the future. The needs and practices of any organisation 'today' will likely not be wholly the same into the medium and longer-term, as explained by IDRC staff. By innovating in this way, these organisations created the conditions for themselves to adapt in the future; a key feature of sustainability. Of course, financial resources are one important enabling feature for R4D organisations, though not the only one (a matter discussed in section 7.3 below).

7.3 On Dependency

Finding 12:	IDRC was perceived as "non-substitutable" by grantees. With the sampled organisations, the main concern was not of dependency, as typically understood – on a donor's financial resources – but rather on non-financial support that contributed to their leadership more broadly. The end of IDRC support entailed a loss of more than just funding, and has been described by sampled organisations as having dramatic actual or potential consequences for them.

In a review of the academic and grey literature, as well as in discussion with IDRC grantees, there continues to be widespread concern with the matter of donor-dependency. Organisations tend to be threatened by the loss of major donors, concerned with paying office rent, keeping the lights on, covering staff salaries, and ensuring they are able to pursue their mandates (i.e. undertaking quality R4D, building R4D regional networks, etc.). Yet, in the case of IDRC as a donor, the matter of sustainability is not so simple or unidimensional, given the unique donor-grantee partnership generally established between them. Indeed, a significant proportion of the sample of grantee organisations examined for this study perceived IDRC as "unique" or "non-substitutable". The relationship has clearly been about much more than just money.

The various dimensions of the donor-grantee partnership have been discussed throughout this report. It is immensely appreciated by grantees, and it has been effective in building and in some cases playing a significant role in creating leading organisations. Grantees have expressed apprehension at the possibility of losing IDRC funding, because this entailed also losing important components of this partnership, beyond the financial implications. Such components of the partnership identified and prioritized by grantees as key sustainability benefits from being in relationship with IDRC, include:

- Reputational and networking benefits (as discussed above)
- Partnership development support, with other organisations
- Diversification of funding support, with other donors
- Strategic planning support

- Research quality support (e.g. the ongoing relationship with IDRC POs)

- Technical support (e.g. access to training and workshops)

Once lost, these benefits would not easily be reproduced, particularly in terms of the reputational gains acquired through the partnership, but also on other dimensions.

Overall, the matter is not one of grantees being dependent on IDRC as a funder providing primarily financial resources, but that IDRC's financial support is appreciated for its bundling with other forms of guidance and support. With the sampled organisations, the main concern is not of dependency, as typically understood – on a donor's financial resources – but rather on non-financial support that has contributed to their leadership more broadly. This highlights the importance of planning IDRC's withdrawal from relationships with grantees on financial but also non-financial matters. While the end of a *funding* period has usually been planned for by IDRC and grantees, the implications in terms of the end of IDRC *non-financial* support has not.

7.4   On Organisational Ecosystems

Finding 13:   **IDRC has recognized that organisations do not exist in isolation, but rather are a part of an organisational landscape and ecosystem. Thus, it has situated its support at multiple levels: individual researchers, organisations themselves, the wider organisational ecosystem of which they are a part. This approach has had important sustainability-contributing benefits to organisations, in improving (the conditions for) their recognition as leaders.**

IDRC has contributed to the sustainability of organisations through a multi-pronged approach that invested in (i) researchers, (ii) organisations, and (iii) the organisational landscape and ecosystem of which the organisations were a part. Building on the discussions in sections 7.2 and 7.3 of this report that focused on the organisations themselves (and their relationship with IDRC), the current section focused on the other two (i.e. points i and iii).

At ground level, IDRC supported organisations that offered institutional homes to individual researchers and groups of researchers, thereby creating a space for leading and emerging researchers to have undertaken their work, establishing a mutually-constitutive bridge between individual R4D researchers/leaders and leading organisations. In supporting organisations offering institutional homes to researchers, IDRC recognized that leading organisations comprise strong researchers, while researchers are central to organisations shining in their field.

Just as IDRC has supported individual researchers and the organisations that house them, it also worked to help organisations (more effectively) situate themselves within a wider landscape and ecosystem of multi-sectoral R4D actors, including research institutions, non-governmental organisations, government actors, multilateral organisations, the private sector and other donors.

One interviewee described IDRC's ecosystem approach as "supporting and building an ecosystem of champions"; through funding support, networking, conferences, and other means discussed in this report. Corroborated with interview and sense-making data, survey results indicated that IDRC's leading contribution on matters of sustainability was to organisations' "reputation as a 'leading organisation'". This points to the fact that an organisation is a "leading organisation" in *relation* to others, as *perceived* by others, and in its *work* with others.

Evidence of IDRC's support to the sustainability of leading organisations includes the following:

- National research capacities were strengthened, in line with national priorities.
- Researchers and organisations were linked with other research and policy institutions within different regions.
- South-south learning platforms were created and facilitated.
- *Global* and *regional* grantee organisations used IDRC support to then support *national* organisations, building capacity and leadership in others.

In some cases, IDRC worked with other donors in ways that streamlined donor-grantee relations. IDRC collaboration with other donors enabled organisations to save time and money spent on proposals, consolidated reporting activities and focused on the delivery of excellence. IDRC also managed grants where there was funding / partnership with other donors, which simplified reporting for grantees (among other benefits). In some cases, funding criteria were shared with partners. Finally, the support provided by IDRC was regionally complementary to that of other donors (e.g. IDRC provides funding to Latin America, while DfID does not).

Overall, 65.5% of survey respondents indicated that IDRC support was complementary to support received from other organisations, including funders, and another 20% that it was moderately complementary. This is triangulated with the qualitative data collected for this study (see Appendix X). As reflected in the comment from one grantee:

> "The funds from IDRC are very important because, while [our organisation] benefits from funding from nine other donors, these donors fund specific research… but IDRC is the only donor to fund the organisation at an institutional level."

As a final point, survey responses indicated that the two next most important factors of sustainability, beyond reputation (and the related dimensions of relationship-building, networking, etc.) were:

- Ability to influence development outcomes (54.5%)
- Contribution to the stability of your organisation (52.7%)

In conclusion, the sustainability of organisations as leading organisations is anchored in their substantive research-oriented work, grounded in the stability, continuity and adaptability. Thus, the sustainability of organisations is linked to their ability to have impact through time, and to their ability to find the enabling financial and non-financial support for doing so.

8 IDRC Institutional Factors

8.1   Introduction

This chapter discusses a few of the institutional factors at IDRC that enable or hinder its work in support of building of leading organisations, identifying those that may require attention. It draws upon overall insights from the study in speaking to the issue of IDRC's language of leadership, its monitoring of leadership, and the implications of risk to its work.

8.2   Retrofitting a Language of Leadership

One of the key issues emerging from this study was that of IDRC's retrofitting of a discourse of leadership and leading organisations onto what was a discursive and organisational focus on OD for R4D. For some interviewees, including some staff at IDRC, the language of "leading organisations" was unnatural and problematic. While not widespread, some concerns were raised about the appropriateness of using a language of leadership. There was a lack of clarity about what it meant to be a leading organisation. Certainly, there was little clarity about the connection between leading organisations and the matter of gender.

Thus, over the course of this study, it became increasingly clear that the evaluative reflection on leadership and building leading organisations in the current Strategic Plan period has been critical, as a strategic exercise, a learning process and to inform programming and planning. This evaluation points to the fact that an ongoing and yet more intentional conversation at IDRC through the lens of "leading organisations" may be an essential one, morese if the language of leadership is retained into the next IDRC Strategic Plan. Were this to be the case, the conversation would be enriched through the inclusion of IDRC program staff, grantee organisations and POEV. Retrofitting a language of leadership is not an impossible task, and has indeed been underway. Doing so is critical any time a new organising discourse or framework is introduced at IDRC. If a language other than that of leadership is adopted in the next Strategic Plan, conversations to generate a shared understanding about it would also be beneficial.

8.3   Monitoring "Building Leading Organisations"

Over the course of this evaluation, a number of issues were either raised by stakeholders about the monitoring of "building leading organisations", or else emerged through the document review that was conducted. These issues are discussed through two lenses. The first relates to the reporting *of organisations*, while the second focuses on the matter of IDRC reporting *on organisations*.

IDRC has provided a lot of support for M&E and learning, as discussed in earlier chapters, helping grantees become leaders. IDRC has supported the development of internal monitoring systems, logframes, ToC, conducting internal and external evaluations, as well as audits. Such support was much appreciated by grantees and was recognised as one fundamental dimension of the guidance and support provided by IDRC. Grantees point to this support as enabling them to create an organisational learning oriented culture and also to become "donor-ready". At the corporate level, IDRC has clearly been committed to M&E, requiring of grantees that they report regularly on work undertaken, including progress and challenges.

Such formal reporting was supplemented by the less than formal monitoring undertaken through the partnership-based relationship, as seen in PO-organisational leadership communication.

Overall, these reporting requirements and processes were inadequately adapted to the change in language and discourse of the 2015-2020 Strategic Plan on "leading organisations". While the metrics reflected some of the leadership themes that frame this report, as in reporting on research publications, the language had not been properly developed and adapted to both individual leadership and leading organisations. For the 2015-2020 period, PADs, PMRs, PCRs and other monitoring tools retained the "Organisational Capacity Development" indicator and reporting language from the 2010-2015 Strategic Plan period. Additionally, POs were required to report on grants' contributions to "building the leaders for today and tomorrow". Without additional guidance on this, grant reporting was not adapted to capture "leadership" results, across the leadership spectrum discussed throughout this report.

8.4   Key Insights on Risk

Risk Level is not a Deterrent of Support

The sampled organisations in this study have all been assessed for their administrative levels of risk, which have been found to be quite different across the spectrum from low to high risk. Organisations were equally distributed across the three levels of risk: low, medium, high. Despite these differing risk levels, there was no discernible pattern that the evaluation team was able to identify with respect to the level of investment or the effectiveness of the support provided. IDRC was well-informed of the risks involved in the provision of support to specific organisations but did not appear to shy away from the provision of such support. Investing in contexts and in organisations with diversified risks was appropriate, and indeed produced results across all risk levels.

Additional Reporting

As discussed throughout this report, IDRC has been in close relationship with its grantees. As such, it has had a strong understanding of the risks facing individual partners, formally on institutional/ administrative weaknesses (but also on contextual challenges, inexperience, etc.). As such, IDRC demanded additional reporting from a sub-set of its grantees in an effort to mitigate administrative risks. This was both a way to monitor the risks associated with working with such organisations and to provide another mechanism of support so that any additional needs may be provided in a timely way, thereby mitigating such risks.

IDRC has sought contingency planning from organisations operating in high-risk environments, to enable swift implementation should contextual challenges escalate suddenly, as in the case of conflict and post-conflict environments. Finally, IDRC's flexible approach to research funding also allowed organisations working in the Global South in particular to manage the sometimes-difficult challenges stemming from currency fluctuations. It was not infrequent for currencies in countries like Egypt to lose value against the Canadian dollar. IDRC tended to understand the challenges stemming from this, and adjusted partner expectations as a result; although some partners have complained that IDRC could be yet more understanding and flexible in this respect.

9   Conclusions and Recommendations

9.1   Concluding on IDRC's Strengths

IDRC has made important and diverse contributions to "building leading organisations", as per the leadership themes developed for this study. What could IDRC learn about its approach and how could it situate its investments more strategically, rooted in a discourse of leadership and leading organisations? A few key insights merit reiteration here.

- **Partnership-based Approach:** IDRC's partnership-based approach has been the overall distinguishing feature of the support provided.

- **Tailored Support:** The ongoing role of program staff in ensuring a tailored approach in response to specific organisational needs has been at the base of IDRC's overall approach and effectiveness.

- **Funding Modalities:** IDRC's diverse funding modalities, including core, flexible, and strategic OD-specific support programs have allowed IDRC to provide support across all three leadership themes.

- **Organisational Structures and Processes:** The provision of support aimed at developing 'Organisational Structures and Processes' has payed dividends in terms of organisations' 'Research and Uptake' and their 'Interfacing with Others'.

- **Geographic Focus:** IDRC's focus on building regionally-situated organisations and networks has been a key strength.

- **Organisational Ecosystem:** An important factor of effectiveness and sustainability has stemmed from IDRC's overall approach that situated organisations within wider organisational ecosystems.

These six points underpin IDRC's approach and should be retained and built upon as IDRC plans into the future.

9.2   Recommendations

There is no doubt that IDRC should retain the core elements of its approach in working to support and build leading organisations. At the same time, this study points to a few areas where IDRC should consider rethinking and reorienting its approach. The guidance and recommendations articulated below are meant as learning insights, to inform conversations at IDRC about how to address them specifically, if and as deemed appropriate. They are articulated in a language of recommendations, reiterating key insights from the study, and are primarily addressed at IDRC leadership, the management of IDRC Programs and Partnerships Branch, IDRC Programs and POEV staff. There are undoubtedly other possible recommendations to be made, but the evaluation team sought to highlight these as priorities for IDRC into the medium-term, through to the end of the current period of the Strategic Plan 2015-2020, and quite possibly beyond.

On Developing Organisational Structures and Processes

Recommendation 1: **IDRC should continue and consider expanding its support to organisations for the development of their Organisational Structures and Processes.**

Additional Guidance: The support provided to every organisation should be tailored to its needs (including the policy context and broader research priorities), as IDRC has been doing. This evaluation has pointed out that investments in the development of organisational structures and processes enable effectiveness in organisations' research and uptake, as well as their engagement and interfacing with others, and are thus good investments. Notably, building the management capacity of organisations and the provision of strategic planning support enable the leadership of organisations in their fields.

Strategic Core/OD Support

Recommendation 2: **When providing core/OD support to established organisations, IDRC should focus this on enabling big picture strategic (re-) orientation and planning.**

Additional Guidance: Established organisations rarely receive funding specifically affording them an opportunity to assess their orientation, adjust their trajectory, engage in strategic planning and implementation. This study has shown that having such support, as sometimes offered by IDRC, can allow such organisations to further develop their leadership.

On Organisational Research Infrastructure

Recommendation 3: **IDRC should continue offering support (e.g. small grants or a proportion of funds included in larger grants) for the acquisition of research and other technical equipment to grantee organisations, particularly younger ones.**

Additional Guidance: Small investments in research infrastructure (e.g. technological equipment acquisition, database access, etc.) enable organisations to undertake more effective and efficient research, and thus could be more broadly offered to IDRC grantees, particularly younger organisations and those re-orienting the direction of their work.

On Supporting Networks

Recommendation 4: **IDRC should continue working with networks to identify needs for core/OD support, and in particular assess the merits of providing Secretariat building and development support.**

Additional Guidance: Networks (and other similar types of organisations) have particularly benefited from Secretariat building/development support from IDRC, noting that few other development funders have offered such support.

On a Regional Focus

Recommendation 5: **IDRC's regional focus should be amplified and developed further, building on the more strategic use of regional offices, and supporting the regional dimensions of grantee organisations' work.**

Additional Guidance: The evaluation concluded that supporting the (further) development of a regional orientation to organisations' work contributed to their leadership. Regional offices and staff are best placed to support this work, though with the involvement of the wider IDRC institution and capacity.

On Gender

Recommendation 6:   IDRC should work with organisations to clarify and construct the appropriate framing and integration of gender, as a factor of their being/becoming leading organisations.

Additional Guidance: Gender has been an important focal area of IDRC's work overall. However, it has not as yet integrated the importance of gender as a factor of leadership and leading organisations into its relational work with grantees. For best, most insightful and contextually appropriate results, doing so should stem from a structured and collaborative work of IDRC and grantees.

On Sustainability

Recommendation 7:   IDRC should request, and in some cases require, that actual/potential organisational grantees develop resource mobilization strategies.

Additional Guidance: IDRC has provided more support for resource mobilization strategy development than any other component of its support related to Organisational Structures and Processes. This has been a much-valued investment, encouraging organisations to diversify their funding.

Recommendation 8:   IDRC should continue investing in both individual leaders and organisational ecosystems as a way to favour the sustainability and leadership of the individual organisations it supports.

Additional Guidance: Individual leaders, in both research and management, are central to the leadership and sustainability of organisations. Also, as organisations function in relation to others, their partnerships and other relational arrangements, as well as their visibility in the organisational ecosystems in which they operate, should be targeted for support.

Recommendation 9:   IDRC should reimagine its relationship with former grantees, particularly those identified as "leading organisations", once the funding-based relationship has come to an end. This relationship may be understood as 'post-funding' but not 'post-relationship'.

Additional Guidance: The end of a funding relationship need not entail the end of a non-funding based relationship. In fact, there are merits to maintaining and cultivating such a 'post-funding' relationship. First, this could ensure that the leadership gains of organisations in the post-IDRC funded period are not lost (e.g. reputational gains of being associated with IDRC). Second, the experience of former IDRC grantees would be available to IDRC Program staff and also to current grantees, lending their experience to the building of the next generation of leading organisations. A modest version of this post-funding relationship may entail the development of something akin to an alumni network. A more ambitious vision and approach may yield yet more interesting possibilities.

On IDRC's Strategic Leadership and Organisation

Recommendation 10:   IDRC should more intentionally position and integrate the strategic-level language and discourse of its Strategic Plans into its program area, program-level and project-related work, as well as in its M&E system and practices.

Additional Guidance: IDRC needs to ensure that the language and discourse contained in its Strategic Plans (e.g. on leadership and leading organisations, for 2015-2020) is appropriately integrated into the language, priorities, guidance, expectations and concrete work produced by the organisation and grantees at program area, program, project and institutional levels. This should become evident in program strategies, in the way support is designed, in relationships with grantees, in the M&E system, in the way outcomes are measured, and in the reporting *of* and the reporting *on* strategic priorities by IDRC and grantees. Doing so would help ensure that IDRC and its grantees share objectives based on a clear and accepted framework.

Appendix I Organisations

ORGANISATION	AMOUNT OF CUMULATIVE COMMITTED FUNDING	TOTAL NUMBER OF GRANTS	RANGE OF SUPPORT	CLASSIFICATION
Africa Centre for Systematic Reviews and Knowledge Translation	CAD 256,600.00	1	2013 -2016	University
African Economic Research Consortium (AERC)	CAD 15,301,780.68	26	1989 - 2018	Research Network
African Health Research Forum (AfHRF)	CAD 1,073,735.00	4	2002 - 2007	Other
African Institute for Mathematical Sciences (AIMS)	CAD 46,582,680.00	4	2012 - 2018	Network
Agua Sustenable	CAD 2,358,600.00	4	2005 - 2016	Other
Alexandria Research Centre for Adaptation to Climate Change (ARCA)	CAD 1,234,788.00	1	2011 - 2018	Research Organisation
Arab Council for the Social Sciences (ACSS)	CAD 1,908,850.00	1	2007 - 2009	Other
Arab Reform Initiative (ARI)	CAD 4,556,500.00	7	2005 - 2018	Research Organisation
Asian Partnership on Emerging Infectious Disease Research (APEIR)	CAD 2,494,530.00	7	2009 - 2018	Research Network
Association for Progressive Communications (APC)	CAD 14,287,887.54	33	1999 - 2018	Research Network
Canadian Association for the Study of International Development (CASID)	CAD 2,173,077.00	7	1999 - 2018	Other
Canadian Council for International Cooperation (CCIC)	CAD 3,081,399.00	20	1977 - 2018	Network
Caribbean Knowledge Economy (CKE)	CAD 3,431,299.35	1	2012 - 2013	Network
Centre for Economic and Social Development (CESD)	CAD 1,828,200.00	2	2014 - 2018	Research Organisation
Collective for Research and Training for Development Actions (CRTD-A)	CAD 1,012,561.68	5	2001 - 2010	Other

ORGANISATION	AMOUNT OF CUMULATIVE COMMITTED FUNDING	TOTAL NUMBER OF GRANTS	RANGE OF SUPPORT	CLASSIFICATION
Community of Evaluators of South Asia	CAD 785,516.00	2	2007 - 2016	Network
Consorcio de Investigacion Economica y Social (CIES)	CAD 9,468,981.00	14	1999 - 2018	Research Organisation
Consortium for National Health Research (CNHR)	CAD 446,000.00	3	2010 - 2011	Research Network
East African Resilience Innovation Hub (EARH)	CAD 1,998,100.00	1	2015 - 2018	Research Network
Economic and Social Commission for Asia and the Pacific (ESCAP)	CAD 2,764,680.00	5	2004 - 2015	Research Network
Economic Research Forum (ERF)	CAD 9,739,180.00	16	1994 - 2016	Research Network
Educational Research Network for West and Central Africa (ERNWACA-ROCARE) Ivory Coast	CAD 75,000.00	1	2012 - 2013	Research Network
Educational Research Network for West and Central Africa (ERNWACA-ROCARE) Mali	CAD 4,775,860.17	12	2002 - 2009	Research Network
EQUINET - Network on Equity in Health	CAD 4,316,925.00	6	2001 - 2018	Research Network
Global Development Network (GDN)	CAD 4,582,400.00	7	2002 - 2018	Research Network
Global Health Institute (American University of Beirut)	CAD 12,414,362.71	51	1974 - 2018	University
Health Systems Research Institute (HSRI)	CAD 1,750,400.00	7	2009 - 2013	Research Network
Innovations, Environnement et Développement en Afrique (IED)	CAD 3,543,305.00	5	2009 - 2018	Research Organisation
Institut des Sciences, des Technologies et des Études Avancées d'Haïti (ISTEAH)	CAD 568,900.00	1	2014 - 2018	University
Institute of Human Development (IHD)	CAD 1,879,827.00	10	2007 - 2016	Research Organisation
Institute of Social Studies Trust (ISST)	CAD 2,813,160.00	17	1987 - 2015	Other
Instituto Nacional de salud Publica (INSP)	CAD 8,037,698.39	22	1992 - 2018	Research Organisation

ORGANISATION	AMOUNT OF CUMULATIVE COMMITTED FUNDING	TOTAL NUMBER OF GRANTS	RANGE OF SUPPORT	CLASSIFICATION
Kenya AIDS Vaccine Initiative - Institute of Clinical Research (KAVI-ICR)	CAD 1,484,540.00	2	2010 - 2014	Research Organisation
Latin American Trade Network (LATN)	CAD 5,432,760.00	6	1998 - 2016	Research Network
Learning Initiatives on Reforms for Network Economies (LirneAsia)	CAD 12,667,189.27	17	2005 - 2018	Research Organisation
M.S. Swaminathan Research Foundation, India	CAD 7,658,650.00	17	1992 - 2014	Research Organisation
Mercosur Economic Research Network (MERCONET)	CAD 3,874,800.00	7	2006 - 2018	Research Network
Namibian Economic Policy Research Unit (NEPRU)	CAD 921,428.00	5	1998 - 2009	Research Organisation
North South Institute	CAD 15,288,713.00	31	1976 - 2015	Research Organisation
Partnership for Economic Policy, Inc. (PEP)	CAD 3,498,500.00	2	2015 - 2018	Research Network
Regional Dialogue on the Information Society Network (DIRSI-REDIS)	CAD 2,458,482.00	6	2006 - 2018	Research Network
Research ICT Africa	CAD 6,330,791.00	5	2009 - 2018	Research Network
RIMISP[Corporación de Derecho Privado "Rimisp" - Centro Latinoamericano para el Desarrollo Rural] or [Corporación Rimisp]	CAD 24,665,279.00	15	1992 - 2018	Research Network
South African Development Research Network (SADRN)	CAD 800,000.00	2	2007 - 2013	Research Network
Sustainable Development Communications Network (SDCN) (formerly 'spinning the web)	CAD 942,000.00	1	1998 - 2002	Research Network
Trade and Industrial Policy Strategies (TIPS) (Association incorporated under Section 21)	CAD 5,560,338.03	9	2001 - 2015	Research Organisation
Trade Knowledge Network (TKN)	CAD 876,760.00	2	1997 - 2004	Research Network
University for Peace (UPEACE Africa)	CAD 5,539,576.00	11	1999 - 2015	University

ORGANISATION	AMOUNT OF CUMULATIVE COMMITTED FUNDING	TOTAL NUMBER OF GRANTS	RANGE OF SUPPORT	CLASSIFICATION
Viet Nam Economic Research Network (VERN) - (Later renamed the Mekong Economic Research Network (MERN)	CAD 2,181,285.00	2	2006 - 2015	Research Network
West Africa Rural Foundation (FRAO, WARF)	CAD 3,081,163.61	8	1993 - 2005	Research Organisation
West and Central African Research and Education Networking (WACREN)	CAD 256,657.00	1	2010 - 2014	Research Network
WorldFish Centre	CAD 8,124,560.00	18	1984 - 2018	Research Organisation

Appendix II   Detailed Methodology

Guiding Approaches

- The evaluation design was influenced by Contribution Analysis[12] and Realist Evaluation approaches[13], aiming to understand IDRC's contributions to building leading organisations and the ways in which these contributions have played out.

- The evaluation team restructured and analysed a Theory of Change (ToC) specific to building leading organisations.

- The evaluation was anchored in an evaluation matrix (Appendix III) that spelled out the specific questions, sub-questions and key indicators, as well as the sources of data.

- The evaluation was undertaken in a highly participatory manner, engaging stakeholders throughout, including staff at IDRC, a diverse range of grantees, collaborators, research users, and others within the wider network.

- The evaluation team took gender into consideration in the design and implementation of this evaluation. As such, a roughly equivalent number of women and men were interviewed and otherwise consulted, to the extent possible; the conceptual framework used by the evaluation team was inclusive of gender awareness, gender sensitivity and gender transformation; data collection and data analysis was gender disaggregated, to the extent possible and desirable; and evaluation team fieldwork was undertaken by both women and men.

- The analysis within this report incorporates both retrospective (accountability) and prospective (learning) dimensions.

- This evaluation was informed by the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) Evaluation Standards.[14]

The design and conduct of this evaluation have been utilization-focused, pursuing a mixed-methods approach to provide an overall understanding of the contribution of IDRC towards building leading organisations.

Contribution Analysis

A Contribution Analysis approach was used to inform this evaluation which allowed the evaluation team, in addition to diverse methodological approaches, to assess the "contribution a program is making to observed results"[15]. The understanding of the context in which IDRC provides OD support is further informed through a complexity and systems thinking approach, with the framing of the evaluation questions being guided by the *contribution* which IDRC has made to building leading organisations.

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[12] Mayne, J. (2008), Contribution analysis: An approach to exploring cause and effect, ILAC BRIEF16.

[13] Pawson, R. and Tilley, N. (1997) Realistic Evaluation, Sage

[14] OECD Development Assistance Committee (2010) *Quality Standards for Development Evaluation. DAC Guidelines and Reference Series*. Secretary-General of the OECD, available at http://www.oecd.org/development/evaluation/qualitystandards.pdf [accessed on November 15, 2017]

[15] Mayne, J. (2008), Contribution analysis: An approach to exploring cause and effect, ILAC BRIEF16.

Considerations for the complexity in which IDRC operates in terms of providing OD support, the evaluation is considerate of several compounding factors. First, the context in which each organisation operates results in a multiplicity of political, economic and sociological factors which required careful consideration throughout the evaluation. Second, IDRC has supported the organisations found in this evaluation for varying lengths of time, providing different amounts and types of OD support, and in vastly differing scientific fields. Finally, there are in many cases several organisations providing OD support to the grantees included in this evaluation in addition to IDRC, thus this degree of complexity must be accounted for prior to making specific attributions regarding building leading organisations.

Realist Evaluation

This evaluation was jointly influenced by a Realist Evaluation approach. Similarly, theory-based, realist evaluation seeks to answer questions such as "How or why does this work, for whom and in what circumstances?" rather than asking questions like "what works?". Intent on generating such understanding, this evaluation was influenced by a realist evaluation approach. It sought to understand not only the extent of IDRC's contribution to building leading organisations, but also the ways in which such contributions have resulted in leadership. The range of methods selected for this evaluation allowed this to be undertaken in ways which blend the Contribution Analysis influenced approach and the Realist Evaluation approach chosen to frame and guide this work.

Supportive Approaches

While this evaluation was framed and guided by Contribution Analysis and Realist Evaluation approaches, a number of supportive approaches also informed the work completed.

Utilization-Focused Evaluation

Given the accountability as well as learning orientation of this evaluation, we adopted a Utilization-Focused Evaluation (UFE) approach, informed by the work of Patton (2008).[16] Thus, the main objective of the evaluation was to ensure that it is useful to its intended users in terms of covering accountability and learning. As such, the team conducted the evaluation according to the different uses and users identified. During the inception workshop, the following users and uses were identified:

- **IDRC Management:** Notable interest in evidence and assessment related to the strategic objective 'Building the Leaders for Today and Tomorrow' and IDRC's value proposition with specific attention to building leading organisation; Share learning to inform strategic planning and Board discussions.

- **IDRC Programs:** Assess results of diverse strategies; Produce learning that could inform current and future programming; Support reflections on the need for strategic and operational coherence across Program Areas and Programs.

- **IDRC Communications and Thought Leadership:** Contribute to IDRC engagement with grantees and the R4D community on approaches and results.

Strategic Evaluation

In management literature, strategic evaluation is described as the process of determining the effectiveness of a given strategy in achieving organisational objectives and taking corrective action, wherever required[17]. Strategic evaluation may involve testing the effectiveness of a strategy, keeping the organisation on track,

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[16] Patton, M.Q. (2008) *Utilization-Focused Evaluation: 4th edition*. Thousand Oaks, Ca: Sage Publications

[17] Schendel, D., & Hofer, C. W. (Eds.). (1979). Strategic management: A new view of business policy and planning. Little, Brown.

and monitoring if the strategy is producing the desired effect. A strategic evaluation may address a wide range of questions, including: whether the premises underlying the strategy are proving to be correct, and if the strategy is guiding the organisation towards its objectives. It can also include an examination of whether the organisation and managers are taking steps that ought to be taken, if there is a need to change or reformulate the strategy, how the organisation is performing, and what resources are being directed towards the strategy. In this way, strategic evaluation is part of the overall strategic control of an organisation that addresses the dual questions of whether: 1) the strategy is being implemented as planned; 2) the results produced by the strategy are those intended.

The Strategic Objective on contributions to building leadership (i.e. Building Leaders for Today and Tomorrow) was formally articulated in 2015. This focus on leadership and leading organisations builds on previous IDRC work. Historically, many IDRC programs and activities have included explicit or implicit OD components, aimed at building the capacities of partners in the Global South. With this recent Strategic Objective in place and stemming from it, IDRC is seeking to understand the range of interpretations of "leadership", as related to leading organisations. It wishes to learn what IDRC's contributions to building leading organisations have been and to systematize that learning. This evaluation meant to inform strategic and appropriately coordinated ways forward for IDRC in building leading organisations (including what might be changes required to do so more effectively), in recognition of existing and emerging challenges (e.g. R4D in fragile contexts). In this sense, this strategic evaluation will inform the overall strategic management process.

Participatory Evaluation

This evaluation was undertaken through continuous and meaningful engagement with stakeholders at all stages with the intent of being highly participatory and utilization-focused. The team worked closely with IDRC, POEV, as well as a diverse range of grantees and research users throughout this mandate. At various stages, the team engaged with Directors of Program Areas (DPAs), Program Leaders (PLs) and Program Officers (POs), research grantees, and research users. Drawing on the range of methods used in the evaluation, the evaluation team enabled an internal reflection amongst key and diverse stakeholders of the program, and provided our expert assessment of the contributions of IDRC towards leadership. We are confident that by pursuing such a participatory methodology, we were able to promote both a sense of ownership and trust in the evaluation, its findings, and recommendations.

To illustrate, the evaluation included broad and targeted consultations through different means and for various purposes.

- During the Inception Phase, the team engaged with IDRC's POEV, the management of the Programs and Partnerships branch (e.g. DPAs), PLs and POs and grantees to develop a shared understanding of the evaluation.

- During the Data Collection Phase, the team conducted interviews and sense-making exercises with a broad selection of stakeholders from among the IDRC staff, grantees, research users, and others.

- During field missions, the team undertook in-depth interviews, focus-group discussions (FGDs) and sense-making exercises with an array of grantees.

- The consultations were further complemented by a large online survey which was sent to all stakeholder organisations available.

- Overall, the evaluation team continuously engaged with the POEV and other IDRC stakeholders (as appropriate) at all stages of the evaluation.

Gender

Mindful of IDRC's concern in "enhancing [its] gender transformative approach", as explained by IDRC during inception, the evaluation team integrated the following elements into this evaluation:

- A roughly equivalent number of women and men were interviewed and otherwise consulted, to the extent possible;

- The conceptual framework used by the evaluation team was inclusive of gender awareness, gender sensitivity and gender transformation;

- Data collection and data analysis were gender disaggregated, to the extent possible and desirable; and

- Evaluation team fieldwork was undertaken by both women and men.

Sampling Strategy

This evaluation employed a criterion-based, purposive sampling approach to select grantees to participate in different respective data collection methods. Through an extensive evaluability assessment, the POEV developed a list of organisations as suggested organisations to be included in this evaluation based upon the evaluability criteria presented in Figure ii.1. This list provided a basis for the evaluation team's grantee selection process, which evolved slightly throughout the course of the evaluation to include 52 organisations, with the four additions made following the inception phase due to recommendations by IDRC program officers.

Within this universe of 52 organisations, each was selected for inclusion at different data collection stages based upon four main criteria: geographic location, the number of years which they have received IDRC support, the IDRC program area they are categorized into, and the range of funding they have been given. Contact information was provided by the evaluation team for each of the organisations based upon historical IDRC records or recommended contacts by IDRC PO's involved with the organisations.

Figure ii.1   POEV Evaluability Assessment Process

All organisations were engaged through at least two data collection methods, maintaining representation according to the sampling strategy proposed during the inception phase, and ensuring that no single organisation was represented in more than four data collection methods to prevent sampling bias (see Table 3.2). For a complete list of the 143 individual stakeholders engaged through each data collection method, see Appendix V .

Portfolio Review

The evaluation team collected a sample of 142 documents which were scanned for relevance to the evaluation assignment, which underwent a "light scan"; from which a smaller, more selective sample were coded and analysed in greater detail (Table ii.1). For the full list of documents included in the portfolio review, see Appendix VII .

Table ii.1   Portfolio Review Documents Included in Analysis

	PCR	FTR	PAD	PMR	EVALUATION	ANALYSIS	ANNUAL REPORT
Total Documents in 'light scan'	38	31	50	7	13	6	3
Total Included in Analysis	28	13	13	5	13	6	1

Each of the documents in the more in-depth analysis listed above was systematically reviewed and coded according to the Dedoose reporting protocol, allowing for each relevant excerpt to be included in the triangulation process.

Most Significant Change

In this evaluation, stories of significant change were collected from 14 senior-level staff (e.g. directors, CEOs) at organisations across the geographic and programmatic scope of IDRC's support to leading organisations (Table ii.92; also, Appendix V for stakeholders consulted during this stage). As a first data collection method, the stories of significant change allowed the evaluation team to gain an understanding from a stakeholder perspective as to what the fundamental characteristics of a leading organisation may be, what fosters the development of leading organisations, and what contributions IDRC has made to enabling such change within their own organisations (see Table ii.92) for the data collection tool used to elicit these responses).

Table ii.92   MSC Participants, by Region

	CANADA	ARO	LACRO	MERO	ROSSA
# of Most Significant Change participants	1	2	3	0	8

As this evaluation is theory-based, the MSC interviews were conducted with a *realist evaluative* approach, which recognized the political and social context, as well the constructive significant story-based approach used by MSC which need to be considered as part of the analysis on overall effectiveness. The discussions on the significant, impactful stories provided by individual leaders allowed the evaluation team to better understand the significant factors of change at the organisational level in terms of the IDRC support received, and its effectiveness.

Survey

The evaluation team developed an online survey, designed to gather perceptual data from members of grantee organisations included in this evaluation on various dimensions of IDRC support. The survey design was based on the evaluation matrix. The construct and questions for the survey were validated by IDRC, which reviewed Universalia drafts and provided feedback and recommendations for adjustments and finalization. Discussions regarding distribution methodology, accessibility, efficiency and cost-effectiveness led the team to use SurveyMonkey as the survey tool.[18]

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[18] The link, which is closed now, was located at.

https://www.surveymonkey.ca/r/?sm=IQDO6PYRry16e_2BKSwq29ISzhR69h2kZ3gcZWh9AI2yU_3D

The survey was launched online on 9 April 2018 and ran until 22 June 2018. During this time, researchers of all selected organisations were sent invitations to participate in the survey, as well as two reminders. Key Informant Interviewees were not included in the distribution list. Ultimately, the survey was completed by 63 out of the 250 individuals, which represents a response rate of 25%. A total of 34 organisations to whom it was sent provided responses, which is over 65% of the organisations included in our study. The survey template is presented in Appendix VIII, and a summary and results of the survey are available in Appendix IX .

Field Visits

Field visits were used to collect additional data, validate, further develop and triangulate emergent findings, conduct interviews and hold sense-making workshops. The evaluation team undertook field visits to 6 selected sites – with 4 visits taking place in person, and 2 taking place virtually via Skype / Zoom.

- In Person: Kenya, India, Egypt, Lebanon
- Virtual: Uruguay, Chile

Undertaking field visits afforded the evaluation team the opportunity to engage with grantees directly and to undertake data collection and validation processes through sense-making exercises, thereby informing the ToC and Contribution Analysis. There was a total of 101 individuals contacted during in-person and virtual field missions in this evaluation, 12 of which were IDRC staff participants in sense-making workshops.

Sensemaking Workshops

During each of the field missions, both physical and virtual, evaluation staff hosted sensemaking workshops with grantees to collect their inputs on the events, expectations, and outcomes around organisational development support provided by IDRC (Table ii.3). These workshops created a learning environment for grantees across multiple organisational levels, providing space for sharing fruitful insights into the key evaluation questions and ToC development, as well as acting as a light evaluation capacity-building exercise within certain organisations.

Table ii.3   Sensemaking Workshop Participation

	INDIA	KENYA	EGYPT	LEBANON	URUGUAY	CHILE
# of grantee organisations	4	3	2	4	1	1
# of sense-making participants	31	17	15	20	3	3
# of IDRC staff participants	5	5	1	0	1	0

In Canada, several[19] sensemaking workshops guided by the evaluation team with IDRC program and project staff similarly informed the evaluation team's understanding of the role that IDRC plays in building leading organisations.

Overall, the rich, diverse and ample data collected by the evaluation team was, in the evaluation team's estimation, sufficient for answering the range of questions raised for this study.

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[19] During data collection, two sense-making workshops were undertaken with IDRC staff in Canada. During the inception phase of this study, a preliminary set of FGDs were also undertaken with IDRC staff.

Appendix III Evaluation Matrix

	EVALUATION QUESTION	SUBQUESTION[20]	INDICATOR/ ANALYSIS[21]	SOURCE
Relevance	How do grantee organisations define being "leading" organisations in their fields?	What does it mean to be a "leading organisation"? What are the features of leadership, in the respective fields at-large? What is the relevance of IDRC's "leadership" support to grantees? What is the of alignment in the understanding and framing of "leadership" between IDRC programs being offered and the grantees being supported?'	Development of a framework of "leading organisations" (see Appendix III) Development of a framework of "Typology of IDRC Support to Leadership" and "leading organisations" framework Stakeholder views on congruence between IDRC support and development of organisations as leaders Iterative, comparative discursive examination/analysis of framings	Document review Interviews with IDRC MSC Interviews with grantees Semi-structured interviews with grantees Field visits Sense-making External validation
Effectiveness	How have IDRC programs incorporated organisational development support into grants, via flexible research funding or other measures? What were the specific organisational development	What are the specific support measures provided to organisations?	Analysis of IDRC support for building leading organisations, broadly and in line with the "Typology of IDRC Support for Leadership" Analysis of relative strengths and limitations of different types of support modalities	Document review Interviews with IDRC MSC Interviews with grantees Semi-structured interviews with grantees Field visits Sense-making

[20] Subquestions have been developed as a way to guide the evaluation study. However, the evaluation team may modify this list iteratively, to best serve the purposes and objectives of the evaluation.

[21] Indicators/Analysis has been included as a way to guide the evaluation study. However, the evaluation team may modify this list iteratively, to best serve the purposes and objectives of the evaluation.

	EVALUATION QUESTION	SUBQUESTION[20]	INDICATOR/ ANALYSIS[21]	SOURCE
	objectives of the IDRC programs and how do they relate to positioning organisations as leaders in their fields/sectors? To which organisations was this support offered and with what rationale?		(core, flexible, grant, length, etc.) Data from IDRC evaluability assessment	
	Among those organisations, what capacity and leadership results have been achieved, in what timeframe and with what resources?	What are the contributing factors to leadership and organisational development? How can these factors inform IDRC considerations in the future?	Theory of Change Analysis Indicators based on the "leadership themes" and on "typology of IDRC support" Performance of organisations against 'leadership framework', correlated with type of support received Consideration of diverse factors, including: • Contextual factors, including geography, development trajectory, political economy, etc. • Gender (awareness, sensitivity, transformation) • Presence of other IDRC-supported organisations	Document review Interviews with IDRC MSC Interviews with grantees Semi-structured interviews with grantees Field visits Online survey Sense-making
	Have leadership results contributed to organisational sustainability and effectiveness toward influencing	What contribution has IDRC support made to building leading organisation, noting that other	Changes in ability to secure other funds Changes in planning for longevity (e.g. succession planning)	Document review Interviews with IDRC MSC Interviews with grantees

	EVALUATION QUESTION	SUBQUESTION[20]	INDICATOR/ ANALYSIS[21]	SOURCE
	development outcomes, and if so, how?	organisations have contributed as well? What is the extent to which building leading organisations contributed to organisational stability, longevity, reputation, etc.?		Semi-structured interviews with grantees Field visits Online survey Sense-making
	How do the findings about organisational development results compare with the lessons emerging from the Think Tank Initiative?		Comparative examination of diverse IDRC support modalities correlated with different leadership themes	Document review Interviews with IDRC Sense-making
Lessons learned	What lessons can be drawn about what contributes most significantly to building leading organisations, including the drivers of change within organisations, about IDRC strategies to support those organisations, and about the timeframes of IDRC support?	Lessons related of the following: • Drivers of change within organisations; IDRC strategies to support organisations; IDRC strategies to create favourable/enabling environments for organisations; The time frames of IDRC support What could be improved? What should be avoided? What are notable challenges, constraints, opportunities? Are there aspects unique to geographic locations? Are there particular aspects unique to any thematic area?	Expert analysis	Document review Interviews with IDRC staff MSC Interviews with grantees Semi-structured interviews with grantees Online survey Field visits Sense-making
	Which organisations have thrived and established	What factors about IDRC support should be taken into consideration when	Expert analysis	Document review Interviews with IDRC

	EVALUATION QUESTION	SUBQUESTION[20]	INDICATOR/ ANALYSIS[21]	SOURCE
	themselves as leaders? Is there a correlation between their success, and the types of OD support IDRC has offered? What factors about an organisation and its context should be considered when deciding whether OD investment might be most effective?	programming for leadership and building leading organisations? Are there differences in leadership pathways stemming from different IDRC support modalities? Which organisations, if any, have not established themselves as leaders? Why? What can be learned from this?		MSC Interviews with grantees Semi-structured interviews with grantees Field visits Online survey Sense-making

Appendix IV Grantee Organisation by Data Collection Method

Legend:
X = Method Carried Out
O = Contacted Without Response
NA = Marked as 'do not contact'

ORGANISATION	COUNTRY	INCEPTION	PORTFOLIO REVIEW	MSC	FIELD MISSION	SEMI-STRUCTURED	SURVEY
Africa Centre for Systematic Reviews and Knowledge Translation	Uganda		X	X			X
African Economic Research Consortium (AERC)	Kenya		X		X		X
African Health Research Forum (AfHRF)	Tanzania		X				
African Institute for Mathematical Sciences (AIMS)	Rwanda		X	X			X
Agua Sustenable	Bolivia		X	O			X
Alexandria Research Centre for Adaptation to Climate Change (ARCA)	Egypt		X		X		X
Arab Council for the Social Sciences (ACSS)	Lebanon		X		X		X
Arab Reform Initiative (ARI)	France						X
Asian Partnership on Emerging Infectious Disease Research (APEIR)	Indonesia		X	O			X
Association for Progressive Communications (APC)	South Africa		X	X			X

ORGANISATION	COUNTRY	INCEPTION	PORTFOLIO REVIEW	MSC	FIELD MISSION	SEMI-STRUCTURED	SURVEY
Canadian Association for the Study of International Development (CASID)	Canada		X			X	X
Canadian Council for International Cooperation (CCIC)	Canada		X			O	X
Caribbean Knowledge Economy (CKE)	Jamaica	X	X				
Centre for Economic and Social Development (CESD)	Myanmar		X	X			
Collective for Research and Training for Development Actions (CRTD-A)	Lebanon		X		X		
Community of Evaluators of South Asia	India		X		O		X
Consorcio de Investigacion Economica y Social (CIES)	Peru		X	X			
Consortium for National Health Research (CNHR)	Kenya	NA	NA	NA	NA	NA	NA
East African Resilience Innovation Hub (EARH)	Kenya		X		X		X
Economic and Social Commission for Asia and the Pacific (ESCAP)	Thailand		X			X	
Economic Research Forum (ERF)	Egypt		X		X		

ORGANISATION	COUNTRY	INCEPTION	PORTFOLIO REVIEW	MSC	FIELD MISSION	SEMI-STRUCTURED	SURVEY
Educational Research Network for West and Central Africa (ERNWACA-ROCARE) Ivory Coast	Ivory Coast			X			X
Educational Research Network for West and Central Africa (ERNWACA-ROCARE) Mali	Mali		X	O			X
EQUINET - Network on Equity in Health	Zimbabwe		X	O			X
Global Development Network (GDN)	India		X		X		X
Global Health Institute (American University of Beirut)	Lebanon	X	X		X		X
Health Systems Research Institute (HSRI)	Indonesia		X	O			
Institut des Sciences, des Technologies et des Études Avancées d'Haïti (ISTEAH)	Haiti	X	X	X			X
Innovations, Environnement et Développement en Afrique (IED)	Senegal		X				X
Institute of Human Development (IHD)	India		X		X		X
Institute of Social Studies Trust (ISST)	India		X	X	X		X
Instituto Nacional de salud Publica (INSP)	Mexico		X	O			

ORGANISATION	COUNTRY	INCEPTION	PORTFOLIO REVIEW	MSC	FIELD MISSION	SEMI-STRUCTURED	SURVEY
Kenya AIDS Vaccine Initiative - Institute of Clinical Research (KAVI-ICR)	Kenya		X		O	O	
Latin American Trade Network (LATN)	Argentina		X	O			
Learning Initiatives on Reforms for Network Economies (LirneAsia)	Sri Lanka	X	X				X
M.S. Swaminathan Research Foundation, India	India		X		X		X
Mercosur Economic Research Network (MERCONET)	Uruguay		X		X		X
Namibian Economic Policy Research Unit (NEPRU)	Namibia		X				
North South Institute	Canada			O			X
Partnership for Economic Policy, Inc. (PEP)	Kenya	X	X		X		X
Regional Dialogue on the Information Society Network (DIRSI-REDIS)	Peru		X	X			
Research ICT Africa	South Africa		X	X			
RIMISP[Corporación de Derecho Privado "Rimisp" - Centro Latinoamericano para el Desarrollo Rural] or [Corporación Rimisp]	Chile		X		X		X

ORGANISATION	COUNTRY	INCEPTION	PORTFOLIO REVIEW	MSC	FIELD MISSION	SEMI-STRUCTURED	SURVEY
South African Development Research Network (SADRN)	South Africa		X	X			
Sustainable Development Communications Network (SDCN) (formerly 'spinning the web)	Canada		X	X			X
Trade and Industrial Policy Strategies (TIPS) (Association incorporated under Section 21)	South Africa	X	X	X			
Trade Knowledge Network (TKN)	Canada		X	X			X
University for Peace (UPEACE Africa)	Ethiopia		X			X	X
Viet Nam Economic Research Network (VERN) - (Later renamed the Mekong Economic Research Network (MERN)	Vietnam		X	O		O	X
West Africa Rural Foundation (FRAO, WARF)	Senegal		X				
West and Central African Research and Education Networking (WACREN)	Ghana		X	X			
WorldFish Centre	Malaysia	X	X	O			X

Appendix V List of Stakeholders Consulted

Inception Phase

Stakeholder Interviews: IDRC(Inception)

NAME	TITLE	PROGRAM | PROGRAM AREA
Amy Etherington	Senior Program Officer	Policy and Evaluation Division
Ann Weston	Program Leader	Foundations for Innovations, Technology and Innovation
Arjan De Haan	Program Leader	Employment and Growth, Inclusive Economies
Claire Thomson	Program Officer	Foundations for Innovation, Technology and Innovation
Colleen Duggan	Senior Strategist	Policy and Evaluation Division
Dominque Charron	Director	Agriculture and Environment
Farida Hassan	Co-op Student	Policy and Evaluation Division
Federico Burone	Regional Director, Acting Vice-President Programs and Partnership Branch	Latin America and the Caribbean
Greg Hallen	Program Leader	Food, Environment and Health; Agriculture and Environment
Julie Lafrance	Senior Program Specialist	Think Tank Initiative, Inclusive Economies
Laurent Elder	Program Leader	Networked Economies, Technology and Innovation
Maggie Gorman Velez	Director	Policy and Evaluation Division
Montasser Kamal	Program Leader	Maternal and Child Health, Inclusive Economies
Renaud DePlaen	Program Leader	Agriculture and Food Security, Agriculture and Environment
Robert McLean	Senior Program Specialist	Policy and Evaluation Division
Sandra Nduwimfura	Program Officer	Think Tank Initiative, Inclusive Economies
Sue Godt	Senior Program Officer	Maternal and Child Health, Inclusive Economies
Tavinder Nijhawan	Senior Program Advisor	Programs and Partnerships Branch
Tricia Wind	Senior Program Specialist	Policy and Evaluation Division

Stakeholder Interviews: Grantees

NAME	TITLE	ORGANISATION
Helani Galpaya	Chief Executive Officer	Learning Initiatives on Reforms for Network Economies (LIRNEAsia)
Jane Mariara	Executive Director	Partnership for Economic Policy (PEP)
Maurice McNaughton	Director	Caribbean Knowledge Economy
Noha Hachach	Director of Health Strategy	American University of Beirut (Faculty of Health Science / Global Health Institute (GHI))
Olfat Khattar	Grants Manager	American University of Beirut (Faculty of Health Science / Global Health Institute (GHI))
Samuel Pierre	President of Board of Directors	Institut des sciences, des technologies et des études avancés d'Haïti (ISTEAH)
Saul Levin	Executive Director	Trade and Industrial Policy Strategies (TIPS)
Yacine Khelladi	Executive Director	Fundación Taigüey

Most Significant Change

NAME	TITLE	ORGANISATION
Alison Gillwald	Executive Director	Research ICT Africa
Boubakar Barry	Chief Executive Officer	West and Central African Research and Education Networking (WACREN)
Chat Garcia Romilo	Executive Director	Association for Progressive Communications (APC)
François Joseph Azoh	Professor	Educational Research Network for West and Central Africa (ERNWACA)
Javier Portocarrero	Executive Director	Consorcio de Investigación Económica y Social (CIES)
Judith Mariscal	Steering Committee Member	Diálogo Regional sobre la Sociedad de la Información (DIRSI)
Ludovic Comeau	Executive Director	Institut des Sciences, des Technologies et des Études Avancées d'Haïti (ISTEAH)
Matthew McCandless	Executive Director – IISD-ELA	International Institute for Sustainable Development

NAME	TITLE	ORGANISATION
Nelson Sewankambo	Professor, Principal of the Makerere University College of Health Sciences	Africa Centre for Systematic Reviews and Knowledge Translation (Makerere University)
Rajib Nandi	Research Fellow and Office-in-Charge	Institute of Social Studies Trust (ISST)
Ramona Angelescu Naqvi	Director of Strategic Partnerships	Global Development Network (GDN)
Saul Levin	Executive Director	Trade and Industrial Policy Strategies (TIPS)
Thierry Zomahoun	President and CEO	African Institute for Mathematical Sciences (AIMS) -Next Einstein Initiative Foundation (UK)
Zaw Oo	Executive Director	Centre for Economic and Social Development (CESD)

Field Visit (India)

NAME	TITLE	ORGANISATION
Mubashira Zaidi	Research Analyst	Institute of Social Studies Trust (ISST)
Rajib Nandi	Research Fellow and Office-in-Charge	Institute of Social Studies Trust (ISST)
Ayesha Datta	Consultant	Institute of Social Studies Trust (ISST)
Gurpreet Kaur	Consultant	Institute of Social Studies Trust (ISST)
Ratna Sudarshan	Member, Board of Trustees	Institute of Social Studies Trust (ISST)
Monika Banerjee	Research Fellow	Institute of Social Studies Trust (ISST)
Madhuri Dass Woudenberg	Head of Communications	Global Development Network (GDN)
Francesco Obino	Head of Programs	Global Development Network (GDN)
Ramona Angelescu Naqvi	Director, Strategic Partnerships	Global Development Network (GDN)
Bhim Reddy	Associate Fellow	Institute of Human Development
Priyanka Tyagi	Senior Manager (Programme, Administration and Communication)	Institute of Human Development
Sandip Sarkar	Professor	Institute of Human Development
Alakh N. Sharma	Professor & Director	Institute of Human Development
V.Selvam	Executive Director	MS Swaminathan Research Foundation
G.N. Hariharan	Director	MS Swaminathan Research Foundation

NAME	TITLE	ORGANISATION
R. Rukmani	Director	MS Swaminathan Research Foundation
Nancy J. Anabel	Director	MS Swaminathan Research Foundation
R.V. Bhavani	Project & Outreach Manager	MS Swaminathan Research Foundation
R. Ramasubramanian	Principal Coordinator	MS Swaminathan Research Foundation
S. Velvizhi	Head, Fish for Centre	MS Swaminathan Research Foundation
V.R. Prabavathy	Principal Scientist	MS Swaminathan Research Foundation
Priyanka Mohan	Consultant	MS Swaminathan Research Foundation
G. Girigan	Principal Scientist	MS Swaminathan Research Foundation
V. Gayatri	Principal Scientist	MS Swaminathan Research Foundation
Suja George	Principal Scientist	MS Swaminathan Research Foundation
K. Thachinamurthy	Project Coordinator	MS Swaminathan Research Foundation
P. Lakshmanan	Scientist	MS Swaminathan Research Foundation
G. Anuradha	Principal Scientist	MS Swaminathan Research Foundation
D.S. Girija	Senior Scientist	MS Swaminathan Research Foundation
R. Rajkumar	Senior Scientist	MS Swaminathan Research Foundation
Sangeetha Rajeesh	Research Uptake Manager	MS Swaminathan Research Foundation

Stakeholder Interviews: IDRC (India)

NAME	TITLE	PROGRAM | PROGRAM AREA
KS Murali	Senior Program Officer	Collaborative Adaptation Research
Phet Sayo	Senior Program Officer	Networked Economies

NAME	TITLE	PROGRAM | PROGRAM AREA
Seema Bhatia-Panthaki	Senior Program Officer	Think Tank Initiative
Vikas Kumar	Program & Research Advisor	ARO
Anindya Chatterjee	Regional Director	Global Health and Development

Field Visit (Kenya)

NAME	TITLE	ORGANISATION
Lemma W. Senbet	Executive Director	Africa Economic Research Consortium (AERC)
Monica Naggaga-Kizito	Resource Mobilization Manager	Africa Economic Research Consortium (AERC)
Innocent Matshe	Director of Training	Africa Economic Research Consortium (AERC)
Wilson Wasike	Manager, Research	Africa Economic Research Consortium (AERC)
Tom Kimani	Manager, Training Programme	Africa Economic Research Consortium (AERC)
Witness Simbanegavi	Director, Research	Africa Economic Research Consortium (AERC)
Jean Kambuni	Research Fellow	Eastern Africa Resilience Hub (EARH)
Philip Gathungu	Research Fellow	Eastern Africa Resilience Hub (EARH)
Daisy Maritim	Research Fellow	Eastern Africa Resilience Hub (EARH)
Kevin Maina	Associate Fellow	Eastern Africa Resilience Hub (EARH)
Faith Kiboro	Associate Fellow	Eastern Africa Resilience Hub (EARH)
Rita Gichema	Associate Fellow	Eastern Africa Resilience Hub (EARH)
Jonathan	Not given	Eastern Africa Resilience Hub (EARH)
Mutahi Ngunyi	Principal Fellow	Eastern Africa Resilience Hub (EARH)
Jane Mariara	Executive Director	Partnership for Economic Policy (PEP)
Philip Doyo Ade	Finance Officer	Partnership for Economic Policy (PEP)
Wanjiku Kiragu	M&E Officer	Partnership for Economic Policy (PEP)

Stakeholder Interviews: IDRC (Kenya)

NAME	TITLE	PROGRAM | PROGRAM AREA
Elizabeth Muriithi	Programs and Research Advisor	ROSSA
Paul Okwi Pokwi	Senior program officer	Employment and governance programme
Sue Godt	Senior program officer	Maternal and child health
Ramata Thioune	Senior program officer	Governance and justice
Flaubert Mbiekop	Senior program officer	Social and Economic Policy

Field Visit (Egypt)

NAME	TITLE	ORGANISATION
Mahmoud Adel Hassan	Associate Professor, Department of Environmental Studies	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Afaf Mahmoud Hafey	Not given	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Lobna Samir E-Hosseiny	Communication Officer	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Nefertiti El Nikhely	Research Officer	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Rohida Gamal El-Dien Abdelwahab	Junior Researcher	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Toka Adel Hohamed El-Barky	Junior Researcher	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Ahmed Mohamed Harb Rabia	Assistant Professor, Faculty of Agriculture	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Dalia Mohamed Yacout	Researcher	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Ragia Moussa Nasr	Researcher at National Institute of Oceanography and Fisheries (NIOF)	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Mohamed A. Abdrabo	Professor	Alexandria Research Centre for Adaptation to Climate Change (ARCA)
Ibrahim Elbadawi	Managing Director	Economic Research Forum (ERF)
Hanan Nazier	Associate Professor, Cairo University	Economic Research Forum (ERF)
Rafin Assaad	BoT Member and Thematic Leader	Economic Research Forum (ERF)
Yasmin Fahim	Director of Programs	Economic Research Forum (ERF)
Faiza Jafar	Director (Dubai Office)	Economic Research Forum (ERF)

Stakeholder Interviews: IDRC (Egypt)

NAME	TITLE	PROGRAM	PROGRAM AREA
Sarwat Salem	Regional Director	IDRC Middle East and North Africa

Field Visit (Lebanon)

NAME	TITLE	ORGANISATION
Farah Al Souri	Grants Coordinator	Arab Council for the Social Sciences (ACSS)
Jana Chammaa	Program Coordinator	Arab Council for the Social Sciences (ACSS)
Kassem Kaouk	Communications Manager	Arab Council for the Social Sciences (ACSS)
Seteney Shami	Director General	Arab Council for the Social Sciences (ACSS)
Najwa Grace Tohme	Finance and Admin Manager	Arab Council for the Social Sciences (ACSS)
Muzna Al-Masri	Grantee (ACSS post doc)	Arab Council for the Social Sciences (ACSS)
Waleed Hazbun	Grantee (Critical Security Project)	Arab Council for the Social Sciences (ACSS)
Lea Bou Khater	Grantee (Post doc)	Arab Council for the Social Sciences (ACSS)
Lina Abou-Habib	Executive Director	Collective for Research and Training for Development Action (CRTD-A)
Jocelyn Dejong	Professor and Associate Dean	Faculty of Health Sciences (American University in Beirut, Lebanon)
Abla Sibai	Professor, Department of Epidemiology and Population Health (EPHD)	Faculty of Health Sciences (American University in Beirut, Lebanon)
Ruba Ismail	Instructor, Grant Manager	Faculty of Health Sciences (American University in Beirut, Lebanon)
Rima Nakkasm	Associate Professor, MPCM	Faculty of Health Sciences (American University in Beirut, Lebanon)
Rima Habib	Professor, Chair of Environmental Health	Faculty of Health Sciences (American University in Beirut, Lebanon)
Aline Germani	Instructor, Director of Center for Public Health	Faculty of Health Sciences (American University in Beirut, Lebanon)
Iman Nuwayhid	Dean	Faculty of Health Sciences (American University in Beirut, Lebanon)

NAME	TITLE	ORGANISATION
Marilyne Menassa	Programs & Initiatives Coordinator / Conflict Medicine Program Coordinator	Global Health Institute (GHI) (American University of Beirut)
Mania El Koussa	Special Projects Coordinator	Global Health Institute (GHI) (American University of Beirut)
Olfat Khattar	Grants Manager	Global Health Institute (GHI) (American University of Beirut)
Nour El Arnaout	Research Officer / Refugee Health Program Coordinator	Global Health Institute (GHI) (American University of Beirut)

Virtual Field Mission (Chile)

NAME	TITLE	ORGANISATION
María Ignacia Fernández	Executive Director	Centro Latino Americano para el Desarrollo Rural (RIMISP)
Julio Berdegué	Former Executive Director	Centro Latino Americano para el Desarrollo Rural (RIMISP)
Angela Maria Penagos Concha	Project Leader, Director of Columbia Office	Centro Latino Americano para el Desarrollo Rural (RIMISP)

Virtual Field Mission (Uruguay)

NAME	TITLE	ORGANISATION
Federico Burone	LACRO Regional Director, Vice-President of Program and Partnership branch	IDRC
Andrés López	Project Leader, Executive Director (CENIT Argentina)	Mercosur Economic Research Network (MERCONET)
Cecilia Alemany	Coordinator (Red Sur)	Mercosur Economic Research Network (MERCONET)
Fernando Lorenzo	President, Structure and Finance (from CINVE Urugay)	Mercosur Economic Research Network (MERCONET)

Semi-Structured Interviews

NAME	TITLE	ORGANISATION
Ian Smillie	Board member, Ex-President	Canadian Association for the Study of International Development (CASID)
Mia Mikic	Chief, Trade Policy and Analysis Section and Coordinator of ARTNeT	ARTNeT

NAME	TITLE	ORGANISATION
Samuel Kale Ewusi	Director	University for Peace (UPEACE)

IDRC HQ Sense-making and Preliminary Findings Meetings

NAME	TITLE	PROGRAM | PROGRAM AREA
Claire Thompson	Program Officer	Foundations for Innovation
Tavinder Nijhawan	Senior Programs Advisor	Office of the Vice-President
Robert Hofstede	Associate Director	Climate Change. Agriculture and Environment
Renaud De Plaen	Program Leader	Canadian International Food Security Research Fund (CIFSRF)
Julie Lafrance	Senior Program Specialist	Think Tank Initiative
Ruhiya Seward	Senior Program Officer	Networked Economies, LirneAsia, Research ICT Africa (RIA)
Luc Mougeot	Senior Program Specialist	FHI, Canadian Association for the Study of International Development (CASID)
Marie-Gloriose Ingabire	Senior Program Specialist	MCH, Makere University
Andres Sanchez	Senior Program Specialist	FEH, AUB FHI
Fernando Perini	Senior Program Officer	Networked Economies, LirneAsia
Bruce Currie-Alder	Program Leader	CC, MENA

Appendix VI MSC Interview Template

Most-Significant Change Story Interview Template

ELEMENTS OF STORY	DESCRIPTION
Description of change	
Key change	
Element/ mechanism of change	
Factors and context	
Context of change	
Factors contributing to change	
IDRC contribution	
Nature of IDRC support that contributed	
Significance of IDRC in change	
Project/ programs that were most significant	
Contribution of IDRC relative to other support	
Lessons	
What could have been done differently/ additionally? Why?	

Appendix VII List of Documents Reviewed

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- IDRC (2013). Project Approval document: 107652 - AERC 25 Years and Beyond: Building Enduring Capacity for Economic Policy Analysis in Africa

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- IDRC (2017). Project Completion Report: 106419 - National Institute of Public Health (INSP), Mexico. Ecohealth Field Building Leadership in Prevention and Control of Vector Borne Diseases (LAC)

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- IDRC (2017). Project Completion Report: 107227 - Economic Research Forum (ERF) - Economic Research Forum - Core Support 2013-2015

- IDRC (2017). Project Completion Report: 107237 - Africa Centre for Systematic Reviews and Knowledge Translation

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- IDRC (2017). Project Completion Report: 107490 - Consorcio de Investigacion Economica y Social (CIES) - Linking Social and Productive Development Policies for Inclusive Growth: A Program of Research and Capacity Building

- IDRC (2018). Project Completion Report: 107598 - Institut des Sciences, des Technologies et des Etudes Avancees d'Haiti (ISTEAH) - Supporting future university educators in Haiti (Renforcement de l'enseignement supérieur en Haïti)

Project Monitoring Reports

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- IDRC (2017). Project Monitoring Report: 107605 - The East African Resilience Innovation Hub (EARIH)

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- Asian Partnership on Emerging Infectious Disease Research (2011). Final Technical Report: 106321 – Health Research Systems Institute - Asian Partnership on Emerging Infectious Disease Research (APEIR) Organisational Consolidation and Development

- Association for Progressive Communications (2010). Second Technical Progress Report: 105259 - ICT4D Institutional Strengthening and Capacity Development Project

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- Educational Research Network for West and Central Africa (2011). Final Technical Report: 105432 – ERNWACA - Institutional Support: in succession planning, recruitment and resource mobilization strengthening" for 2008-2010

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- Regional Network for Equity in Health in East and Southern Africa (2017). Interim Technical Report: 107247 - Integrating research on health equity into policy and practice in east and southern Africa in east and southern Africa

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- Blomeyer & Sanz (2017). Final Evaluation Report: Global Development Network (GDN) 'Evaluation for Building Research Capacity in LDCs'

- MDF Training & Consultancy (2017). Final Evaluation: 107185 - African Institute for Mathematical Sciences – Next Einstein Initiative

- PriceWaterhouseCoopers (2013). Internal Evaluation: 107031 - The Arab Council for the Social Sciences (ACSS) – Assessment of internal management and control

Appendix VIII Interview Protocol

Semi-Structured Interview Template

Guidelines

All interviews are to be recorded. Shortly after each interview, interviewers are to prepare a report that transcribes or summarizes the main findings of the interview. Where passages are quotes, please be sure to include quotation marks in the report. Otherwise, anything that is not in a quotation mark will be understood as either a paraphrased passage or an analytical reflection of the interviewer. Please be clear about this.

To facilitate management and use of interview data in the analysis and report writing, Interview Reports must use the headings / categories as defined below, drawn from the Evaluation Matrix and Interview Protocol. Since not all interviews will cover all the topics listed below, only the relevant headings should be filled in each report.

When you complete your interview reports, please name it *Last name of interviewee_first name of interviewee_your name.docx* and upload the document (along with the interview) to the server/ email Corey.

Date of Interview:

Interviewer:

Organisation Name:

Organisation Location (Country):

Participants: (name and title)

Interviewee Designation: *Select one: Senior Leader, Mid-level Leader / Management, Researcher*

Gender of Interviewee:

▪▪

Familiarity

1. Relevance

1.1 Defining Leadership / Leading Organisations

1.2 Relevance / alignment of IDRC support (tailored support)

2. Effectiveness: IDRC incorporation into programs

2.1 Support Modalities

       2.1.1 Est. / Improve Governance Structure

2.1.2 Est. / Improve Management Structure

2.1.3 Staff Recruitment

2.1.4 Resource Mobilisation Strategy Development

2.1.5 Project Management Staff Capacity

2.1.6 Finance / Admin Staff Capacity

2.1.7 Communication Staff Capacity

2.1.8 M&E Staff Capacity

2.1.9 Technology Acquisition, Development or Improvement

2.1.x10 Establishment of new / improving facilities

2.1.x11 Enabling Research

2.1.x12 Enabling Publication and Dissemination of Research

2.1.x13 Facilitating Networking / Exchanges

2.1.x14 Expanding Org Presence

2.1.x15 Other Support

3. Effectiveness: Leadership results

3.1 Capacity and Leadership Results

  3.1.1 Inclusive and Equitable Governance

  3.1.2 Strategic, Adaptive, Communicative, Effective Management

  3.1.3 Fairness Regarding Human Resources

  3.1.4 Sustainable Resource Mobilization

  3.1.5 Capacity to undertake relevant and innovative research

  3.1.6 Generation of trusted evidence

  3.1.7 Engagement with multisectoral users

  3.1.8 Recognized Contributions to Impactful Positive Change at Scale

  3.1.9 Cultivating and Communicating a Niche

  3.1.x10 Extending Reach Through Visibility, Networks and Partnerships

  3.1.x11 Vision, Practice and ability to inspire others

3.2 (Additional Factors) Timeframe of Results

3.3 (Additional Factors) Resource Investment

3.4 (Additional Factors) Contextual Factors

3.5 (Additional Factors) Organisational Factors

4. Contribution of results: Sustainability

4.1 Overall Sustainability

Focus Groups Discussions

Protocol

1. What is your interpretation of the strategic objective 'Building Leaders for today and tomorrow', in both conceptual and concrete terms, for IDRC?

2. What is your understanding of what it means to be a leading R4D organisation? Can you provide an example of 1-2 leading r4d organisations supported by IDRC, and what defines them as 'leading organisations', from your perspective?

3. What are 1-2 of IDRC's key strengths (strategically, programmatically, operationally) in contributing to building leading organisations?

4. Are there any areas / capacities of IDRC (strategically, programmatically, operationally) that you think are likely to merit further strengthening to be able to do this more effectively?

5. Are there things that IDRC may not be doing now, that it should consider doing into the future in seeking to contribute to building leading organisations?

6. Closing reflections.

Objectives

- Engage with key stakeholders
- Develop the framework of 'leading organisations'
- Develop the framework of IDRC support for building leading organisations
- Inform Theory of Change development

Appendix IX Survey Template

1. BACKGROUND QUESTIONS

* 1.1 Please select as many of the following options that accurately depict your profile in the organisation:

- Senior Leader / Director
- Mid-level Leader
- Management
- Researcher
- Board Member
- Other (please specify)

Appendix IX

1.2 Please describe the number of years you have been involved with IDRC's support of your organisation:

- 1-5
- 6-10
- 11-15
- 16-20
- Over 21

1.3 What is your gender?

- Male Female Other
- Prefer Not to Indicate

2. TYPES OF IDRC SUPPORT IN BUILDING LEADING ORGANISATIONS

IDRC provides various types of support to organisations. Please answer Yes, No, or Do Not Know to the following questions, indicating which types of support IDRC has provided to your organisation.

	YES	NO	DO NOT KNOW
2.1. Establishment of/improvements in governance structure(s)			
2.2 Set up, or improvements to management / operational structures or practices			
2.3 Support related to staff recruitment			

	YES	NO	DO NOT KNOW
2.4 Development and/or implementation of a resource mobilization strategy			
2.5 Building/strengthening staff capacities – project management			
2.6 Building/strengthening staff capacities – administration/financial systems			
2.7 Building/strengthening staff capacities - communication			
2.8 Building/strengthening staff capacities – monitoring & evaluation			
2.9 Technology acquisition, development or improvement			
2.10 Establishment, acquisition of new, or improvement of existing facilities/organisational infrastructure			
2.11 Enabling research specifically			
2.12 Enabling publication and dissemination of research results			
2.13 Facilitating exchanges/networking			
2.14 Expanding organisational presence			
Other			

Please add one additional type of support, in the space below, if required (up to 50 words) and respond accordingly above as "Other".

3. IDRC CONTRIBUTION TO BUILDING LEADING ORGANISATIONS

* Please answer the following questions on a scale of 1-5, with 1 indicating no contribution and 5 indicating a major contribution.

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
3.1 Overall, what is the extent of IDRC's contribution to the building of your organisation as a "leading organisation"?						

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
3.2 As a result of IDRC's contributing support, what is the extent to which your organisation has strengthened the following aspects of leadership?						
3.3 Governance, that Inclusive and/or equitable						
3.4 Effective management, that is strategic, adaptive and communicative						
3.5 Fairness regarding human resources						
3.6 Sustainable resource mobilization						
3.7 Planning for longevity						
3.8 Capacity to undertake high quality, relevant and/or innovative research						
3.9 Generation of trusted, valued and/or appropriately-communicated evidence						
3.10 Engagement with actual and potential multi-sectoral users of research						
3.11 Recognized contributions to impactful positive change at scale						
3.12 Cultivating and communicating a niche						
3.13 Extending reach through visibility, networks, partnerships, collaborations						
3.14 Vision, practice and abilities to inspire others						

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
3.15 Other						

Please add one other aspect of being a leading organisation in the space below, if required (up to 50 words) and indicate the extent to which your organisation has strengthened and respond accordingly above as "Other".

4. IDRC CONTRIBUTION TO SUSTAINABILITY

* Please answer the following questions on a scale of 1-5, with 1 indicating no contribution and 5 indicating a major contribution.

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
4.1 Contribution to the overall sustainability of your organisation						
4.2 Contribution to changes in planning succession within your organisation						
4.3 Contribution to your ability to secure additional funds						
4.4 Contribution to the stability of your organisation						
4.5 Contribution to the longevity of your organisation						
4.6 Contribution to your reputation as a "leading organisation"						
4.7 Contribution to your ability to influence development outcomes						
4.8 Other						

Please add one other aspect of sustainability in the space below, if required (up to 50 words) and indicate the extent to which your organisation has been strengthened and respond accordingly above as "Other".

5. DIMENSIONS OF IDRC SUPPORT

* Please indicate your degree of agreement with the following statements, on a scale of 1-5, with 1 indicating no agreement and 5 indicating very high agreement.

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
5.1 IDRC support has been complementary to the leadership priorities of my organisation.						
5.2 IDRC support has been adapted to the socio-political context of my organisation.						
5.3 The time-frame of IDRC support has been appropriate to building my organisation as a leading organisation.						
5.4 IDRC support has been complementary to support received from other organisation (e.g. funders, capacity development organisation).						

6. GENDER

* Please indicate your degree of agreement with the following statements, on a scale of 1-5, with 1 indicating no agreement and 5 indicating very high agreement.

	NOT AT ALL	LOW	MODERATE	HIGH	VERY HIGH	N/A
6.1 IDRC support to my organisation has been gender sensitive.						
6.2 IDRC support has contributed to increasing the gender sensitivity of my organisation's institutional structure.						
6.3 IDRC's support has contributed to increasing the gender sensitivity of my organisation's research practices.						
6.4 IDRC support has contributed to increasing the gender sensitivity of my organisation's outreach and engagement.						
6.5 IDRC support has contributed to increasing the gender sensitivity of my organisation's overall leadership.						

7. AWARDS AND/OR GRANTS

7.1 Please identify one award or grant your organisation has received that reflects your organisation's recognition as a "leading organisation" by external organisations (up to 30 words).

7.2 Please explain why this award or grant serves as external recognition of your organisation as a "leading organisation" (up to 50 words).

8. LESSONS LEARNED

8.1 What do you think is most valuable about IDRC's contribution to building "leading organisations" (up to 100 words).
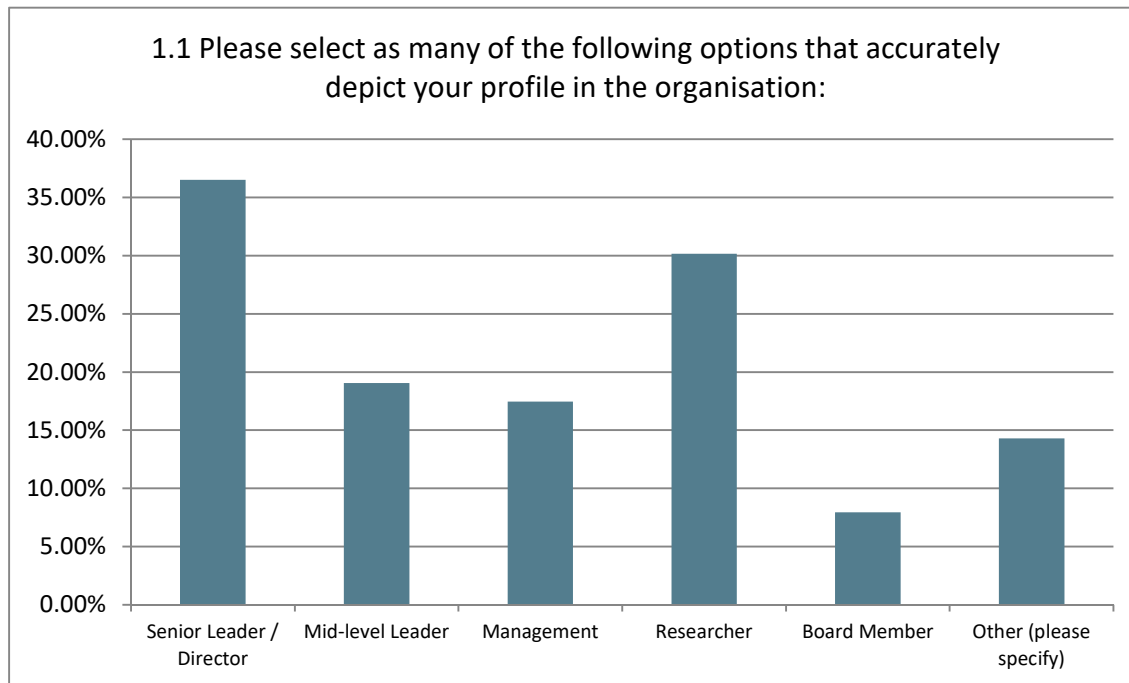
8.2 Please identify and describe up to two ways in which IDRC's contribution to building "leading organisations" may be improved (up to 35 words each).

- Potential Improvement 1:
- Potential Improvement 2:

8.3 Are there any additional comments you wish to make about IDRC's contribution to building leading organisations (up to 100 words)?
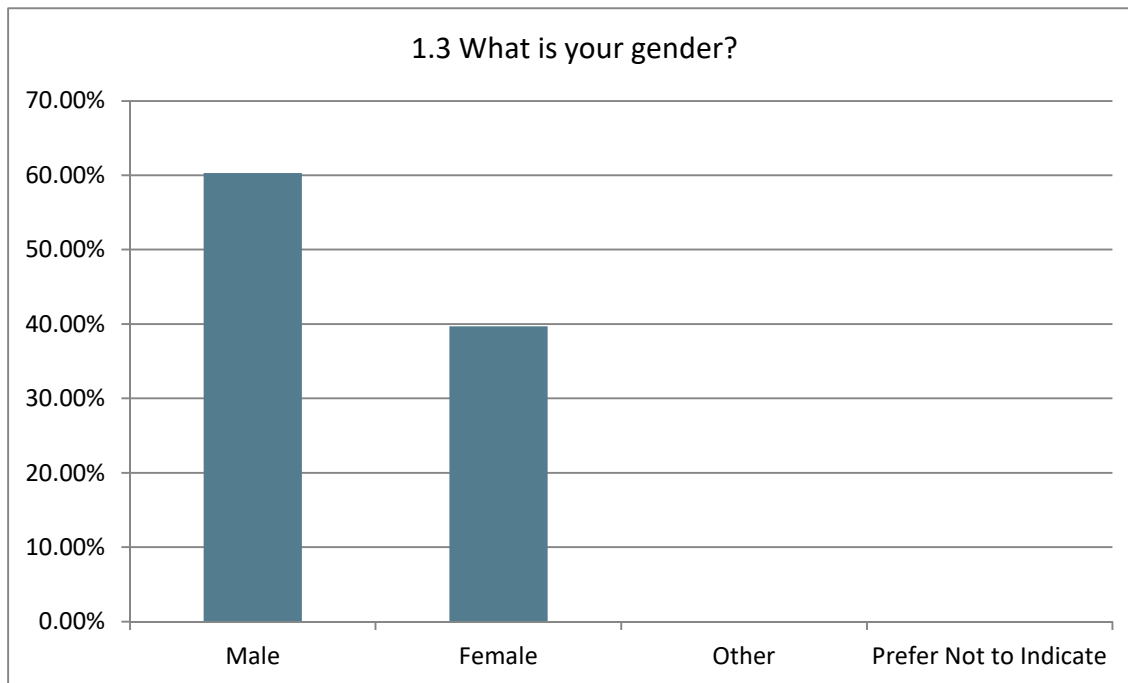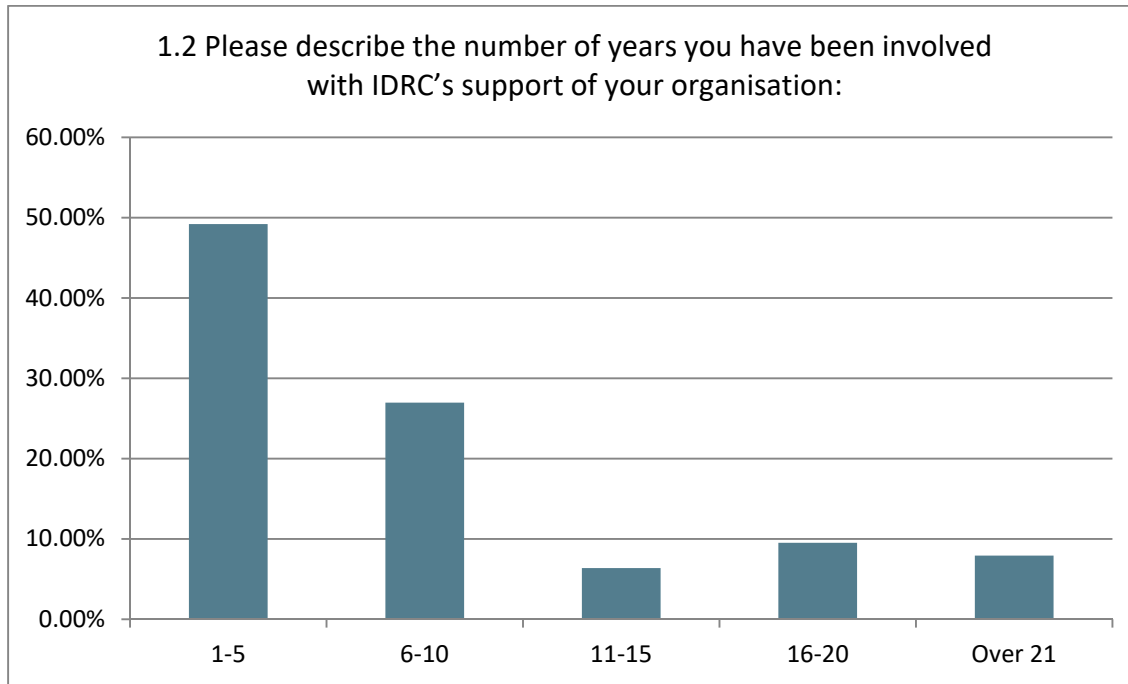
Thank you for your participation in the evaluation of IDRC's contribution to building leading organisations.

Appendix X Survey Results

1.1 Please select as many of the following options that accurately depict your profile in the organisation:


Other (please specify)

- Head of Communications
- Administration
- Professor and researcher
- Project Coordinator
- Étudiant au doctorat
- Research Fellow
- Staff
- Senior Research and Policy Analyst
- Account-Management account dept

1.2 Please describe the number of years you have been involved with IDRC's support of your organisation:
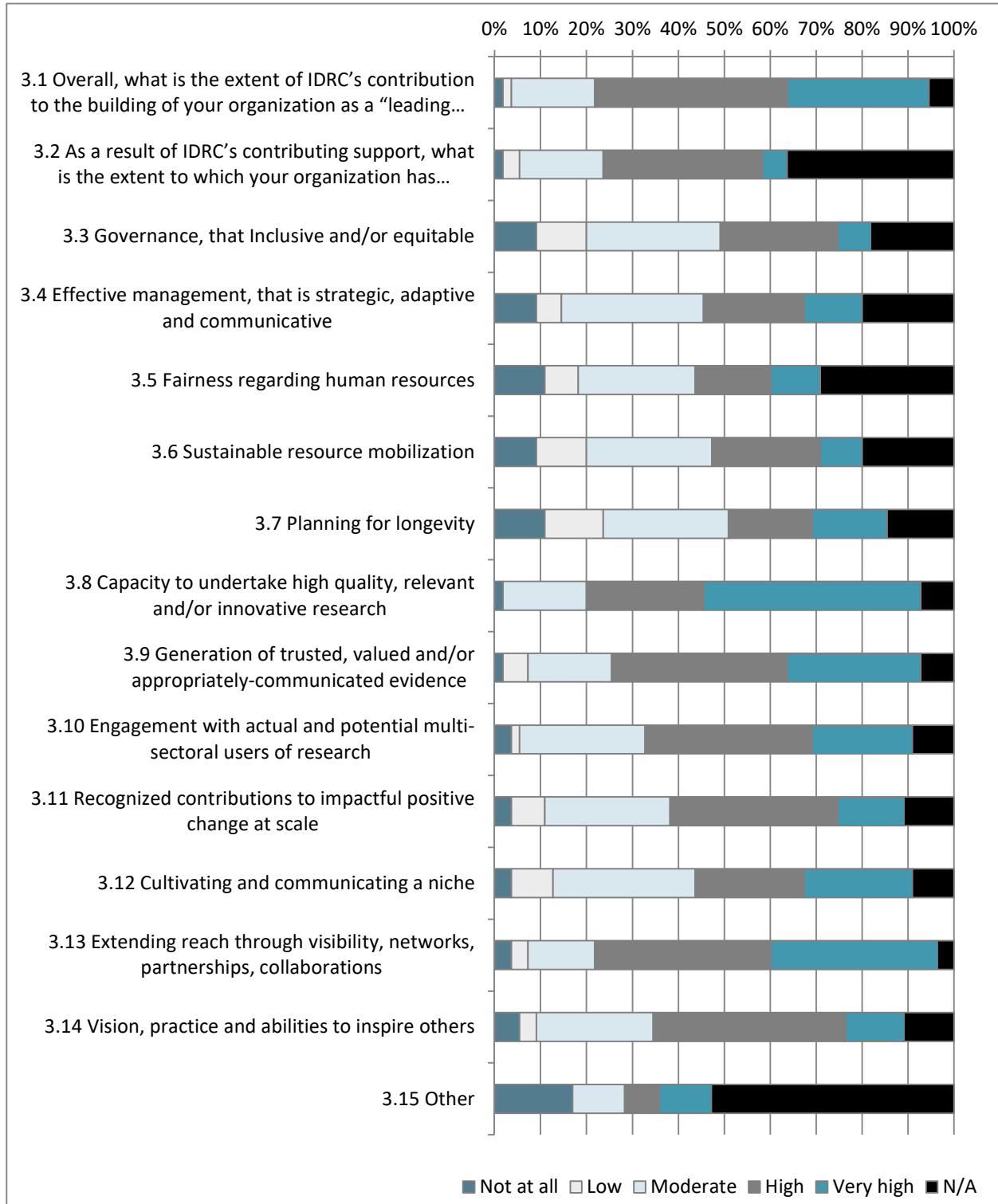

1.3 What is your gender?

2. IDRC provides various types of support to organisations. Please answer Yes, No, or Do Not Know to the following questions, indicating which types of support IDRC has provided to your organisation.
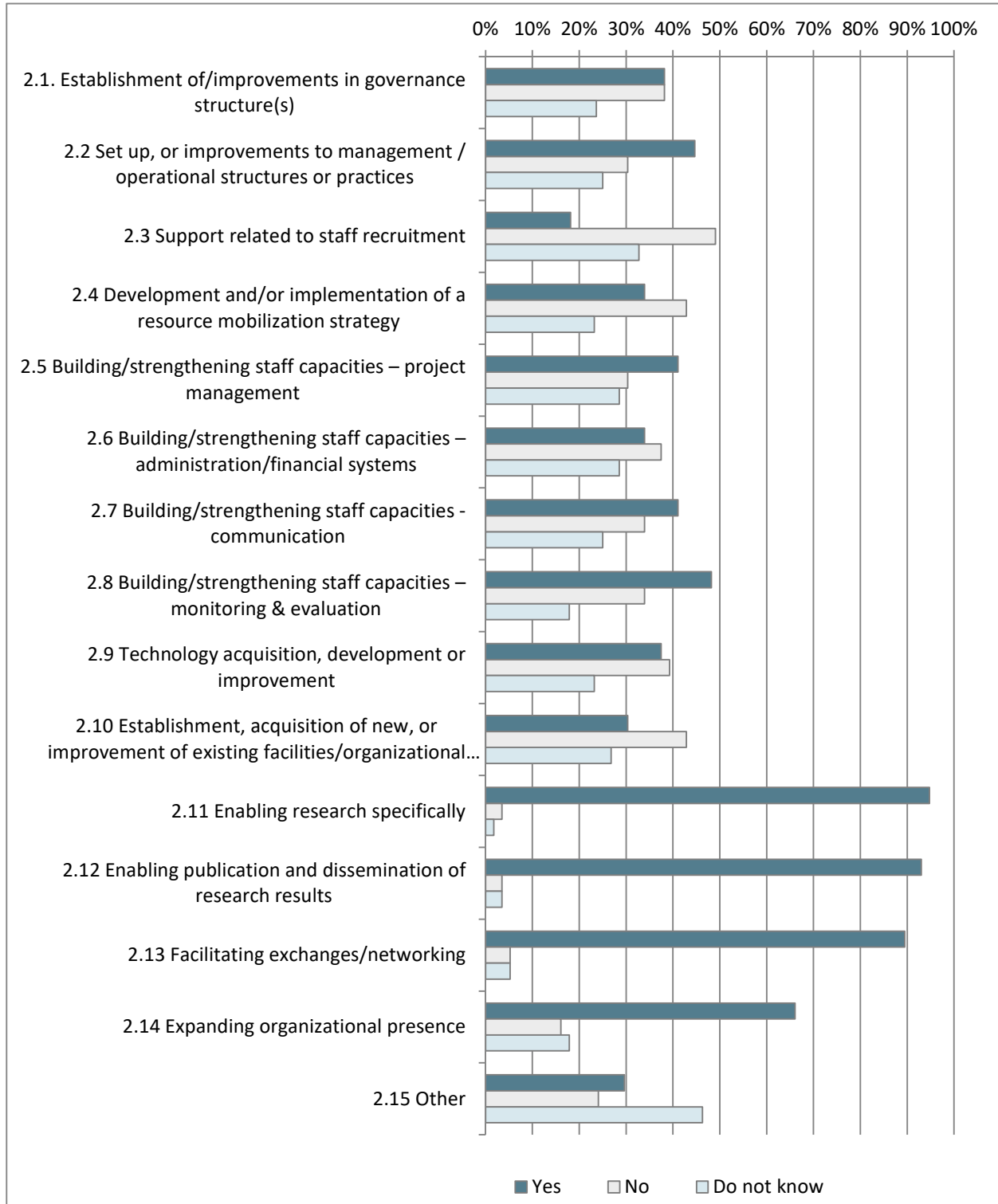
2.15 Other:

- Networking with other organisations

- core funding

- through supporting participation in capacity building workshops has contributed to understanding fund raising, management practices etc although these have not been directly supported

- amelioration de la gouvernance

- IDRC has provided funding for conductig research in African countries regarding the factors leading to the migration of skilled health care workersform underdeveloped countries to developed countire. Development and implementation of stratgies to deal with the migration of skilled health care workers to developed countires. Development and implementation of The Who global Code of Pratice on International recruitment of Health personnel in east and Southern Africa. Strategies to improve recruitment and retention of skilled health care workers in rural and remote areas.

- Provides an overseer who offers strategic guidance and moral support to the project

- Enabling sustainability of a research idea in the organisation, viz., we continue to work on feminist evaluation without current IDRC support

- Capacity building for policy advocacy

- Linking [name removed] to other funders

- Project/ Programme Design

- Supporting the work in general of the council around research and policy analysis and development

- Facilitating research to policy continuum

- Allowing flexibility in dispensing research funds and redefining priority research questions in response to emerging needs

- facilitated training initiatives as well as developing a research ethics program

- Projet d'appui à la réhabilitation, à l'équipement et à la relance des activités du [name removed] en situation de crise postélectorale en côte d'ivoire comprenant : La réhabilitation des installations des deux salles servant de bureaux du siège de [name removed] ; L'acquisition et installation de la documentation physique et numérique, des équipements techniques, informatiques et bureautiques afin de rendre opérationnel le siège de [name removed] ; La contribution à la relance des activités de [name removed] par l'octroi d'un appui financier à ses activités de recherche.

- Core funding

- Support for meetings

3. Please answer the following questions on a scale of 1-5, with 1 indicating no contribution and 5 indicating a major contribution.

Chart showing responses (0%–100%) for questions 3.1 through 3.15 with categories: Not at all, Low, Moderate, High, Very high, N/A.

- 3.1 Overall, what is the extent of IDRC's contribution to the building of your organization as a "leading…
- 3.2 As a result of IDRC's contributing support, what is the extent to which your organization has…
- 3.3 Governance, that Inclusive and/or equitable
- 3.4 Effective management, that is strategic, adaptive and communicative
- 3.5 Fairness regarding human resources
- 3.6 Sustainable resource mobilization
- 3.7 Planning for longevity
- 3.8 Capacity to undertake high quality, relevant and/or innovative research
- 3.9 Generation of trusted, valued and/or appropriately-communicated evidence
- 3.10 Engagement with actual and potential multi-sectoral users of research
- 3.11 Recognized contributions to impactful positive change at scale
- 3.12 Cultivating and communicating a niche
- 3.13 Extending reach through visibility, networks, partnerships, collaborations
- 3.14 Vision, practice and abilities to inspire others
- 3.15 Other

Legend: ■ Not at all □ Low □ Moderate ■ High ■ Very high ■ N/A

3.15 Other

- Linking the organisation with high quality research grouups across world

- Had to mark questions which are NA becauuse of the survey doesn't proceed without ticking all questions

- Seeing that the funding focused very littele on supporting the Postgraduate students, it didn't have an impact and it is not known by the University Community. Data collection involved personnel who were in ledership positions and leadership in health care workers ad other countries, the findings did not affect the University management as they were not part of the research.In the projects I participated in we strugled to get information from the government leaders. For exmple some were not even aware of the Code of Practice, It was very difficult to make appoitments fr data collection, frequent changes in leadership made the situation even more complicated.

- Including gender into monitoring and evaluation practices particularly in the ICT for Development sector

- Policy influence

- Support for strategic planning and evaluation

- Research Uptake and Dissemination

- IDRC funds allowed us to develop a unique framework and structure that links research to practice to policy

- Leading in establishing a practice for research ethics

- Mobilisation de l'appui d'institutions soeurs comme le [name removed], la coopération suisse, la coopération suédoise. Ces institutions ont appuyé le [name removed] au plan scientifique et financier.

- n/a

- Cross-disciplinary communications (BTW 3.2 doesn't make sense)

4. Please answer the following questions on a scale of 1-5, with 1 indicating no contribution and 5 indicating a major contribution.

*Legend: Not at all ▪ Low ▫ Moderate ▫ High ▪ Very high ▪ N/A ▪*
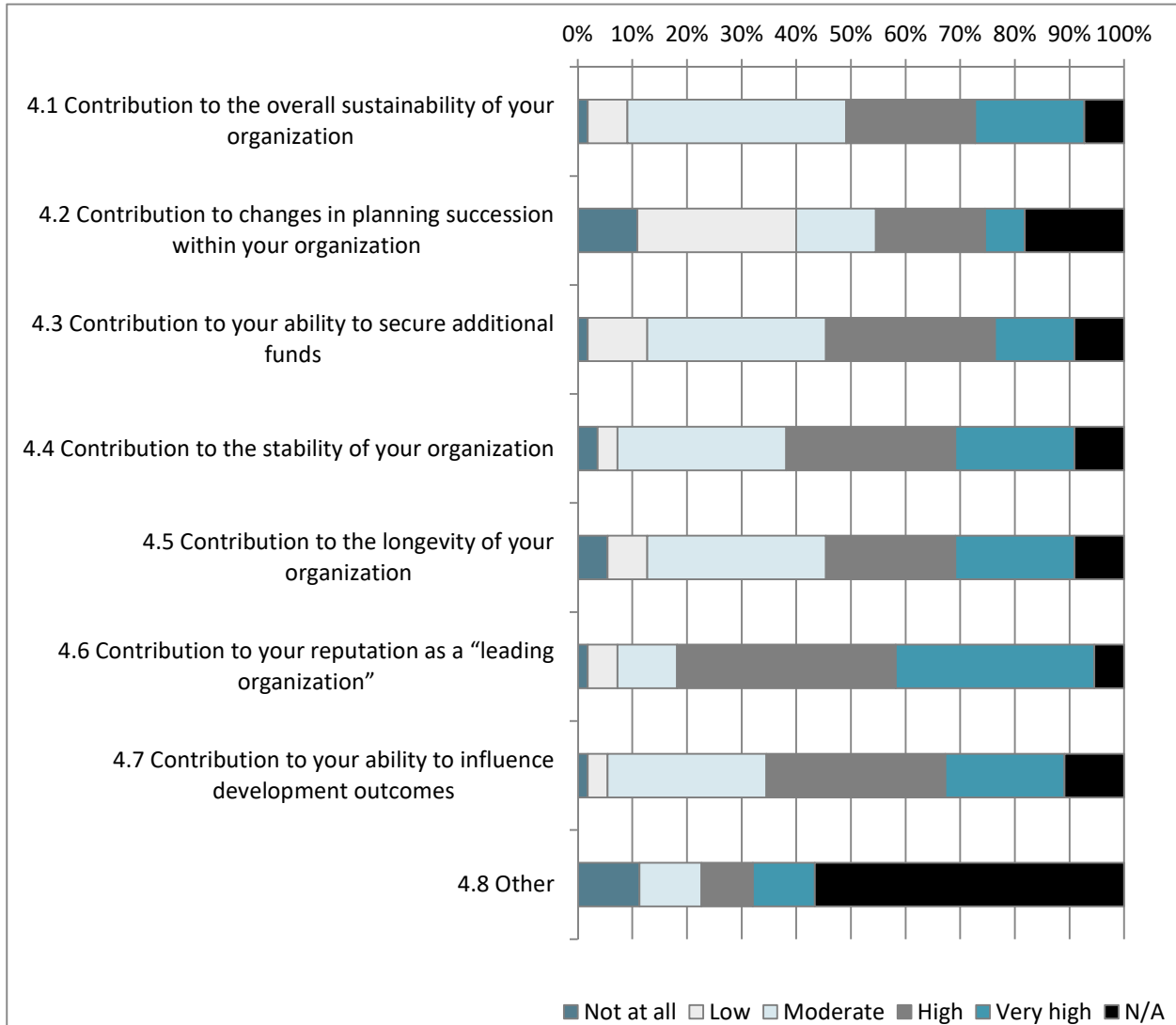
4.8 Other

- Influencing the socio-political environment and adopting good practices for food and nutrition security

- Although the IDRC funding had very little impact on strengthening the orgaizational leadership, the organzation benefited n the fact that the staff members who participated did gain and improve their writing, research and presentation skills.Conducting research also assisted the researchers to improve their research supervision skills of students they are supervising   l

- Supporting the integration of gender into our work

- Gender focus as a niche

- Challenging us to diversify source sof funding for sustainability

- Contribution to Infrastructural Strengthening - Expansion of Technical Capacity & Equipment

- IDRC contributed to our vision of becoming a leading institution in the region

- Creation of new programs

- Contribution à l'obtention de prix d'excellence en matière de recherche (exemple: prix d'excellence …).

- the end of core funding triggered an existential crisis in the organisation.

- Building reputation beyond our immediate stakeholders

5. Please indicate your degree of agreement with the following statements, on a scale of 1-5, with 1 indicating no agreement and 5 indicating very high agreement.
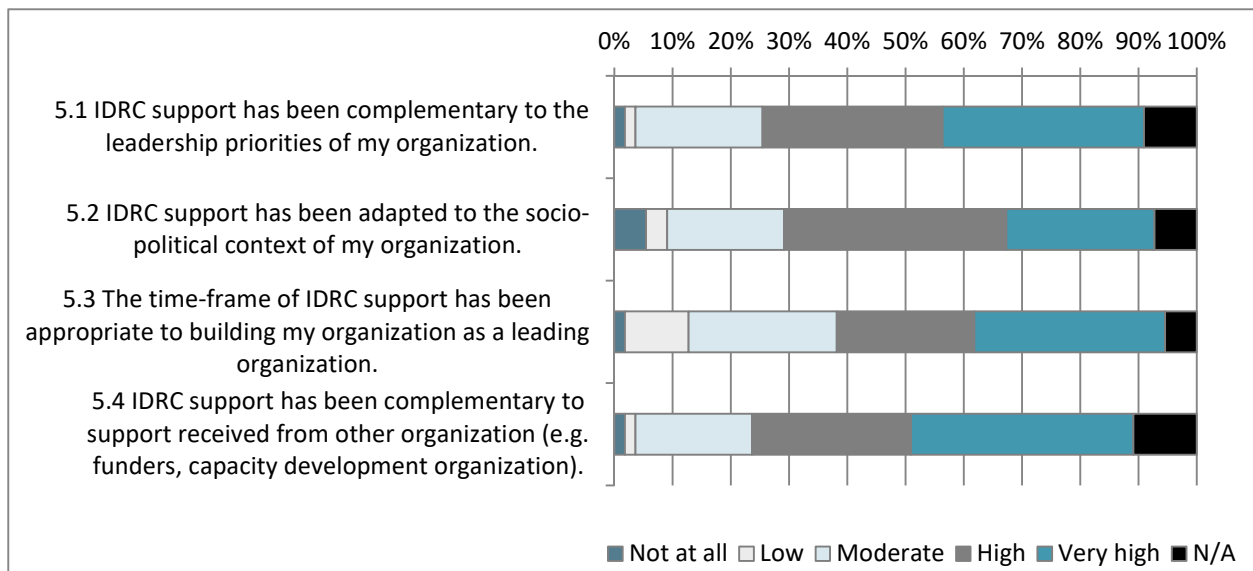
6. Please indicate your degree of agreement with the following statements, on a scale of 1-5, with 1 indicating no agreement and 5 indicating very high agreement.
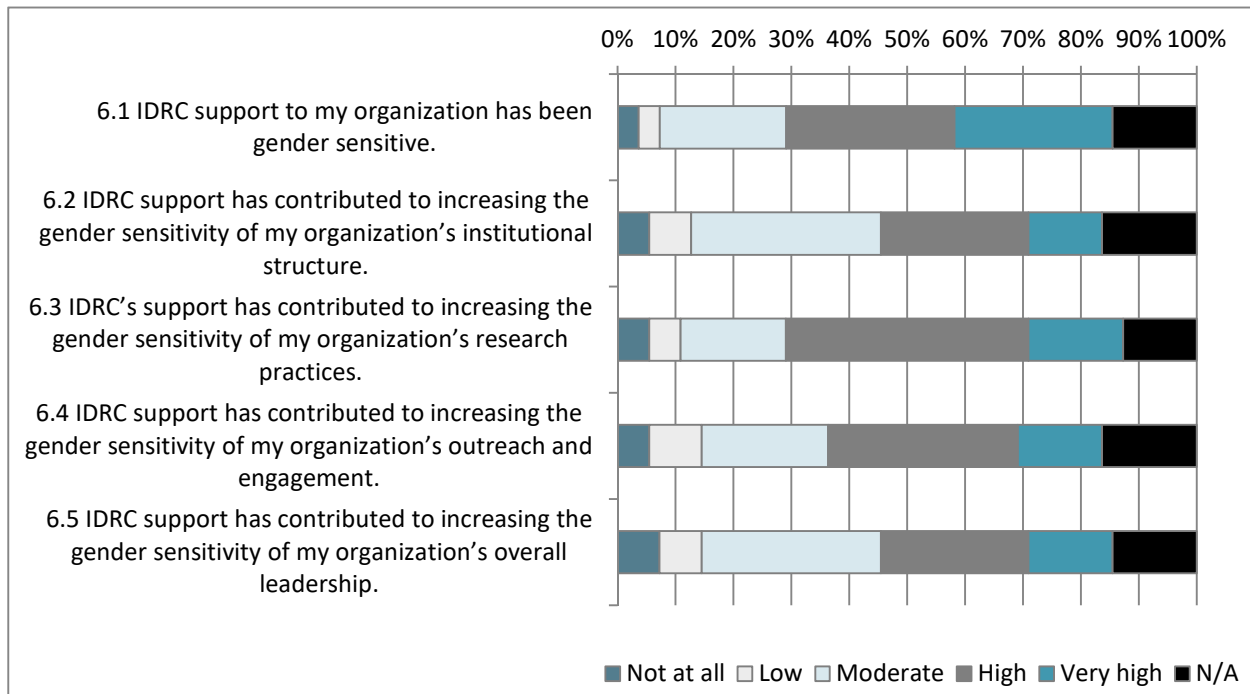
7.1 Please identify one award or grant your organisation has received that reflects your organisation's recognition as a "leading organisation" by external organisations (up to 30 words).

[data removed to maintain anonymity of respondents]

7.2 Please explain why this award or grant serves as external recognition of your organisation as a "leading organisation" (up to 50 words).

[data removed to maintain anonymity of respondents]

8.1 What do you think is most valuable about IDRC's contribution to building "leading organisations" (up to 100 words).

▪ IDRC's contribution was crucial in conducting research, and popularising the concept like farming system for nutrition in India

▪ IDRC and [name removed] worked together in many themes that were new to science-based development. IDRC supported [name removed] to experiment on Integrated Coastal Zone Management as early as 1990 and lessons learnt from that are being now used to design ICZM programme for entire Indian coasts. Similarly, IDRC helped [name removed] use ICT as an important tool to reach the unreached for agricultural and rural development.

▪ Building research capacity and making research output visible to outside world.

▪ sustained support to strengthen the core areas of organisational experise and monitering of the quality and rigor of the research undertaken.

- core funding gave the freedom to experiment new lines of work

- IDRC's support to [name removed] has been invaluable in deepening our own understanding of sustainable development challenges. Research in developing countries is a must and IDRC understands this. March 2017 saw the successful conclusion of an innovative IDRC funded pilot which showed how small, tailor-made grants can change the way institutions in developing countries can organize and resource research and research training. This has demonstrated how [name removed] can work at a strategic level to remove some of the barriers faced by social science researchers in developing countries by working with research institutions.

- Technical support, some flexibility in use of funds, and international networks, all of which have been part of IDRC grants, have helped to strengthen capacity of individuals as well as organisational management, to conduct good research and disseminate it effectively; letting the organisation decide its own priorities and providing strong support thereafter

- Son appui au developpement des potentialités organisationnelles et l'appui aux innovations.

- In my opinion if IDRC"s fuding could focus on providing funding for postgraduate students' research projects, training of staff and students in research and writing skills for publication, the istitution could improve its throughput in terms of students who complete their projects and improve on publications.

- It encourages the observance of professional ethics in all areas from research to financial propriety. By encouraging ethical and good governance structures in the organisations it funds, IDRC helps to inculcate such practices in them.

- IDRC has provided sustained support of the research that our organisation has conducted over the years. This sustained support has been important for our organisation to build a body of work on shared interests. Building this body of work in turn strengthens the profile of the organisation as a leading organisation, for instance on gender and evaluation, and on gender and work (two areas that we have received support for in the time I have been at the organisation.

- Provide funding for civil society research on emerging issues which could influence government policies

- Linking middle and low-income organisations with partners in high-income countries has greatly enriched experiences of the researchers involved.

- Technical support, apart from just financial support

- Firstly, IDRC took the initiative of establishing research center for adaptation to climate change in Africa. Secondly, they were

- IDRC are long-term donors which is invaluable to building and sustaining leading organisations. They are interested and informed donors, who 'walk with' organisations they support. IDRC has a strong focus on gender. IDRC have a strong reputation for excellent research which is invaluable to organisations who include research as a focus area. IDRC engage in iterative learning and for [name removed] it is important that IDRC is strong on ICT for development.

- This grant was a unique one, as prior to this, no such programme had been developed in India for strengthening capacities in gender transformative evaluation and opening up a dialogue with the policy making think tanks like NITI Aayog in India. IDRC allowed the recipient organisation to design the programme as per the need of the time and allowed to revisit and revise the programmatic strategies with the preliminary lessons from the programme. The grant opened up a space for networking, debating and implementing gender transformative evaluation. This helped the organisation taking a leading role in this field.

- The capacity development approach, especially [our thematic conference] has been instrumental to get recognition of our organisation in South Asia and globally. Internally, establishment of [name removed], forming various working group, Strategic Committee, expert groups, by-laws, holding meetings in different countries are some of the activities important for making us a leading organisation.

- Supporting inclusive and gender-sensitive practice

- Longer term relationship.

- Investment in long term relationship with organisations and having multi-dimensional relationships with them. Also valulable is IDRC referring its partners to one another, and exposing them to opportunities to demonstrate their capacity and play a leadership role in decision-making or learning processes.

- Training and Capacity Development

- Committed to gender sensitivity

- Flexibility of support and follow up.

- Pour ce que je sais de cette contribution, le CRDI a permis aux étudiants de finaliser des études de haut niveau. Son absence pourrait certainement les empêcher de le faire

- Financial contribution to undertake quality research

- It enables lead institutions increase their personnel and institutional capacity. It also contributes to leveraging additional resources.

- financial support

- Unfettering them to undertake in-depth research the would otherwise go unsupported due to its complexity. Allows organisations to study root causes rather than symptoms of a development problem.

- Long term support and flexibility in terms of allowing the Council to do the work that it feels the development community needs us to do.

- IDRC provides resources and support to enhance the research capacity and knowledge of organisations working in all aspects of global sustainable development. This makes it possible to build a stronger evidence base for future development programming.

- Strengthening national research capacities in line with national priorities; and linking them with other research and policy institutions within the region : facilitating a south-south learning platform

- The support to scientific research in Africa and the support to Innovation and transfer of technology over an appreciable number of years. Also valuable is the management based on results.

- IDRC support helped to improve our staff research capacity and to broaden our networks, both domestic and international. We also able to developed good relations with policy makers […].

- Contribution à la réflexion organisationelle sur l'amélioration des pratiques et processus liés au rayonnement et à l'impact de la recherche

- Its willingness and ability to support the strategic priorities of the recipient, and to enter into dialogue as a partner about its research design and results.

- IDRC has 'development' and 'capacity building' at the core of their mission and work. Beyond supporting individual researchers and research projects, IDRC ensures that the host organisations provide the appropriate support environment for the success of these research projects and their

dissemination and impact. It is noteworthy that IDRC builds its relationship with organisations gradually and invests in those that are productive and trustworthy.

- Most valuable for us has been the ability to re-adapt to changing environments and adding programs that were missing to support our strategy

- Steady funding which allows for stability and continuity when most other funding is short-term and project based

- La flexibilidad y confianza que deposita el Centro en sus donatarios, que permite gestionar las iniciativas programáticas como tales, movilizando recursos de acuerdo con los requerimientos fluctuantes de la agenda de desarrollo regional. En el Centro hay perfecta comprensión de los cambios en el entorno y como estos pueden modificar acciones de corto plazo para el logro de los objetivos propuestos.

- flexible funding adaptive to changing ground realities in policy priorities and windows

- Formation des chercheurs juniors dans la recherche en éducation (élaboration de projets, réalisation des activités de collection, d'analyse de données; rédaction de rapport de recherche; rédaction d'un article scientifique; offre d'opportunités de publications dans deux revues scientifiques (RARE et AEDI); publications de travaux de recherches transnationales, édition d'ouvrages collectifs par les chercheurs du [name removed].

- Core support, flexibility in programming, extremely knowledgeable and engaged grant managers.

- The openness of IDRC to taking higher risks for new programs and approaches. That is the recipe to nurturing innovation and innovators in a field like development research, some of which will become leaders.

- The IDRC relationship was always collaborative and helpful; rarely seemed like a donor-recipient relationship

- Lo más valioso de CIID es su capacidad de identificar prioridades relevantes para las distintas regiones dentro del mundo emergente, definir cursos de acción prioritarios y brindar un apoyo sostenido a las organizaciones más eficaces para llevarlos adelantes, apoyando la construcción institucional de esas organizaciones ,pero respetando su autonomía y la libertad intelectual

- Long term financial support and regular technical advisor during the implementation of Project.

8.2 Please identify and describe up to two ways in which IDRC's contribution to building "leading organisations" may be improved (up to 35 words each).

Potential Improvement 1:

- Support for a good timeframe that yield quality result

- More focus given on processes and methods relating to interdisciplinary research

- Research Capacity

- Identifying orgnizations with the potential to excel; their expertise and relevance; their financial strength and sustainability. Instituions lacking state support need to be particularly strengthened.

- innovate program design (considered too high risk by other donors)

- instead of single project grants, support a programme of research over five years which would allow one to look at the larger question to which then small individual studies can contribute

- Favoriser la participation des femmes dans des filières scientifiques

- Provide training of women who aspire to be leaders and women researchers

- In these times when funding options have narrowed, particularly in the current political climate of India, receiving support from IDRC has allowed the organisation to remain relevant and continue work on shared interests, particularly on issues such as feminist evaluation and unpaid care work. It is vital for small organisations such as ours to continue to receive IDRC's support to sustain our work on women's economic empowerment.

- Provide more technical support on best communication strategies to better advocate to government and important stakeholders

- Support north-south collaborations/ partnerships

- Separate budget for capacity building of staff

- There's a need to envision from the very beginning how the sustainability of the centers, especially financial ones could be integrated in the process.

- Engage more in a feminist and intersectional approach to research. Although gender and ICT is still critical, lenses have changed.

- IDRC must continue providing grants to the organisations that already moved a step ahead to become a leading organisation in a particular field.

- Make all transactions highly transparent, especially when the support is given through third party.

- None to add

- More direct feedback

- More direct, open and critical feedback when IDRC has concerns about quality of research, or other matters.

- Research Development

- Consider provididng core funding

- Informer les bénéficiaires davantage sur la contribution, les différentes formes de contribution et ses implications

- Capacity building

- Disbursement are sometimes delayed.

- technical support

- Phased support that recognises pre-existing capacity gaps that must be addressed if development research is to be generated on a sustainable basis

- I think it is unfortunate that IDRC has gotten rid of the partnership window for Canadian organisations, A lot was and can be achieved through small grants. Shutting down this window has reduced the opportunities for other great Canadian organisations to demonstrate their leadership.

- Additional targeted support for collaboration and partnership would be welcome.

- Projects to be financed and supported for a longer time period, minimum three years, to realise their long term goals

- IDRC contribution shoud be based on the real transformation capacity of these organisations .

- More support in research communication

- Favoriser et appuyer le réseautage institutionnel avec d'autres bailleurs potentiels

- More informal dialogue on research activities to complement formal reporting

- Invest more funds in personnel: IDRC prefers that not more than a specific % of funds are allocated to personnel. In some cases, it is these personnel specifically who can ensure productivity and sustainability.

- Increased program flexibility

- more interaction with IDRC staff and researchers

- Favoreciendo mayores espacios de intercambio entre donatarios que comparten problemáticas y visiones similares.

- S'assurer de l'atteinte d'un niveau satisfaisant d'autonomie financière, logistique et scientifique avant de se retirer définitivement

- Connecting organisations supported by IDRC with one another, which would allow for sharing of results, collaborative learning, and networking.

- IDRC should be recognised more as part of a global funding pipeline where it takes higher risks to identify strong institutions at an early stage, that can later receive long-term support from others. It could play a larger catalytic role amongst donors.

- Longer notice in termination of the relationship; 3-4 months notice after almost a decade was very rough

- Un apoyo más fuerte a la comunicación y diseminación de resultados

- Organise annual evaluation with all stakeholders to ensure action plan is effectively implemented.

Potential Improvement 2:

- Opportunity for leaders to work outside countries and learn experiences

- IDRC can promote internship programmes to allow young staff of partnering institute to go to reputed institutions and learn from eminent professionals

- Visibility of Research Output

- Research in relevant areas needs to be promoted on a long term basis in a sustained manner to help organisations and researchers gain importance and recognition in those fields. This would help organisations and researchers influence policies and their policy relevance.

- expand to new areas of work

- Along with research support, provide some funds to develop the organisation - can and should be audited, but to be utilised according to need hence not pre-determined

- Appuyer la recherche de solutions innovantes   résolvant des problèmes cruciaux dans des pays ou régions.

- Embark on empowerment projects specifically for women who despite the fact that they are in the majority in the institution, but they hold lower positions than men.

- Provide more support for scientific publishing in international and national journals, particularly for organisations from developing countries.

- Expand and support KT platforms in other sectors (agriculture, education etc) to build a pool of KT experts

- There should be some consultation with grant awardees on regular basis (not just surveys) to learn from experiences.

- Work more on creative communication in distribution of research and in building and sustaining research networks.

- IDRC also might contribute in establishing a network or build links with other global leading organisations for sharing, learning and understanding challenges.

- Customize the project period fitting with the context of support organisation as context from country to country and organisation to organisation do differ in terms of efficiency to absorb fund and yield results.

- None to aff

- Longer project cycles.

- More regular network building and liaison among partners. Consistetntly drawing on partners' expertise.

- Research Dissemination

- Consider reviewing Indirect cost rate.

- Impliquer plus les bénéficiaires dans les actions pouvant renforcer le profil de chef de fil de l'organisation

- Financial contribution

- No other problems

- networking with institutions in IDRC circle

- Longer-term support that is able to keep track of and pick up on the journey from research findings to implementation and evaluation of research recommendations

- Additional support for organisational capacity-building and intersectoral knowledge translation would be welcome, with a focus on longer-term outcomes (as opposed to shorter-term research deliverables).

- Follow up and build on research findings; facilitate frequent communication with IDRC technical advisers to collectively decide on the way forward

- The contribution should take into account the democratic and ethical leadership and way of functionning of these organisations.

- target more policy making institutions

- Implication des bureaux régionaux du CRDI dans le rayonnement de la recherche/expertise soutenue (via notre organisation) à l'échelle locale

- Greater dissemination of results in Canada

- Facilitate the connection between different "leading organisations" (defined and funded by IDRC) within the same region or across region-- sort of a network of IDRC-funded leading organisations.

- More support to strengthening institutional building

- more administrative guitance

- Apoyando más activamente el establecimiento de alianzas de sus donatarios con otros potenciales donantes.

- Réaliser une évaluation deux, trois à cinq ans après le retrait du CRDI. Eviter un retarit brutal qui obéit plus au besoin de satisfaire les objectifs de gouvernance institutionnelle et non la sauvegarde, la pérennité ou la durabilité de l'institution soutenue.

- Increased diffusion of organisation's outputs on the part of IDRC.

- IDRC might consider setting aside a fund for scaling up institutional capacity building programs that have worked, not just road testing them.

- Demanding that all publications be open source is not realistic unless paid for

- Ensure members of Consortium supported share information and experiences on regular basis.

8.3 Are there any additional comments you wish to make about IDRC's contribution to building leading organisations (up to 100 words)?

- Na

- none

- IDRC grant through long term projects helped withstand financial instability that our institution faced in initial years as we have to generate our financial requirement on our own. We do not receive substantial regular grant from anywhere.

- IDRC has been a very valuable partner so I can only say thank you!

- Aucun

- In consultation with management and research section fund projects for developing training of women as leaders, support and empower those who aspire to be leaders

- Provision of timely and sufficient financial support made it easy for the organisation to execute its mandate without fail, which effectively meant that we were able to achieve our objective and as such, helped us become a better organisation.

- NA

- None

- Have to say that with all my experience with donor agencies, the IDRC has provided the best support to research projects.

- Not for now but great respect for IDRCs contributions.

- NIL

- Focal person assigned by IDRC should be strong enough to demonstrate impartiality by race, religion, sex, ethnicity and nationality.

- None

- We have valued the relationship enormously.

- Perhaps it is not always clear to the organisations IDRC works with that the goal of the relationship is to build a leading organisation. IDRC could try to make its expectations of the relationship clearer.

- More empathy in the support for researchers

- Discontinuity of IDRC support is very difficult to cope with

- None. To thank IDRC for all round support. It is not just the funding, but wlaking the journey with us.

- Une communication plus directe du CRDI avec les bénéficiaires sur ses contributions est très souhaitable.

- Commitment to Africa development

- No.

- N/A

- No

- I think it could be useful if IDRC as part of its work with organisations helped facilitate connections and networks with other funding partners so that all the great work that organisations do during the time they receive IDRC funding can continue and evolve into areas. Our organisation has been very lucky to have received IDRC support for a long time and this has allowed for this evolution. However, the way the funding has been restructured, it looks like this will come to an end.

- Thank you for your support to date. IDRC is a valued funder in bringing together researchers and policy makers and in bridging the learning/knowledge gap. I hope this continues.

- IDRC support to [name removed] has been extremely important for the network to reach its objectives. Thank you!

- IDRC is a unique and invaluable resource for development partnerships. It should be acclaimed in Canada for its work around the world.

- In a nutshell, IDRC's support of our Faculty has been transformational.

- We hope that IDRC's support continues to support our growth strategy

- organiser une table ronde des bailleurs financiers et des appuis institutionnels pour organiser de façon cohérente, selon la politique et la vision de chaque bailleur, le soutien à apporter à l'institution.

- IDRC has been a much more understanding donor than others; much more supportive and less bureaucratic

- No

- Its approach is commendable and I recommend to pursue it while addressing gaps identified in order to have more impact.

Appendix XI Supportive Data

Chapter 4: Partnership, Alignment, Validation

Detailed Survey Data on IDRC Support to Leadership Themes

Figure xi.1   ***Survey Responses - Types of Support Provided by IDRC – Detailed***
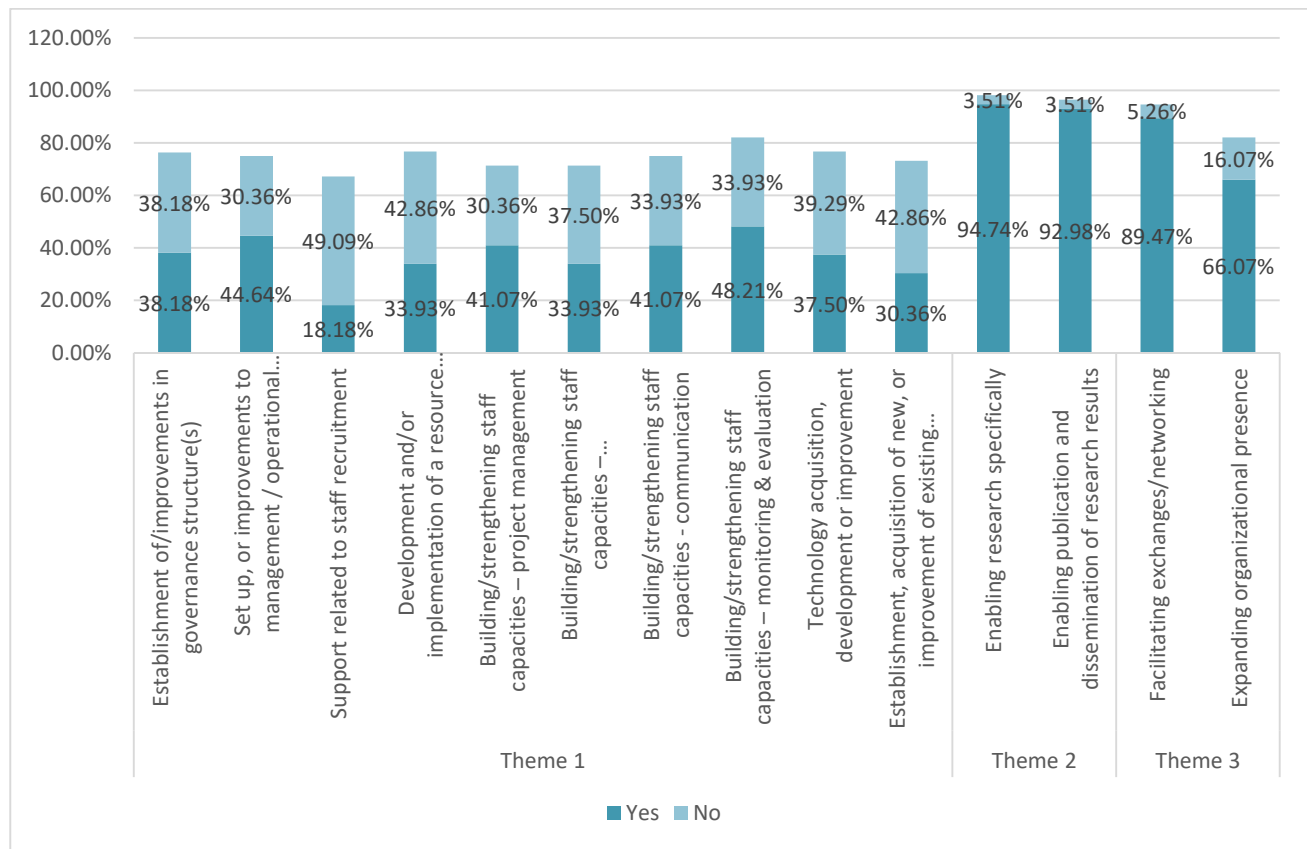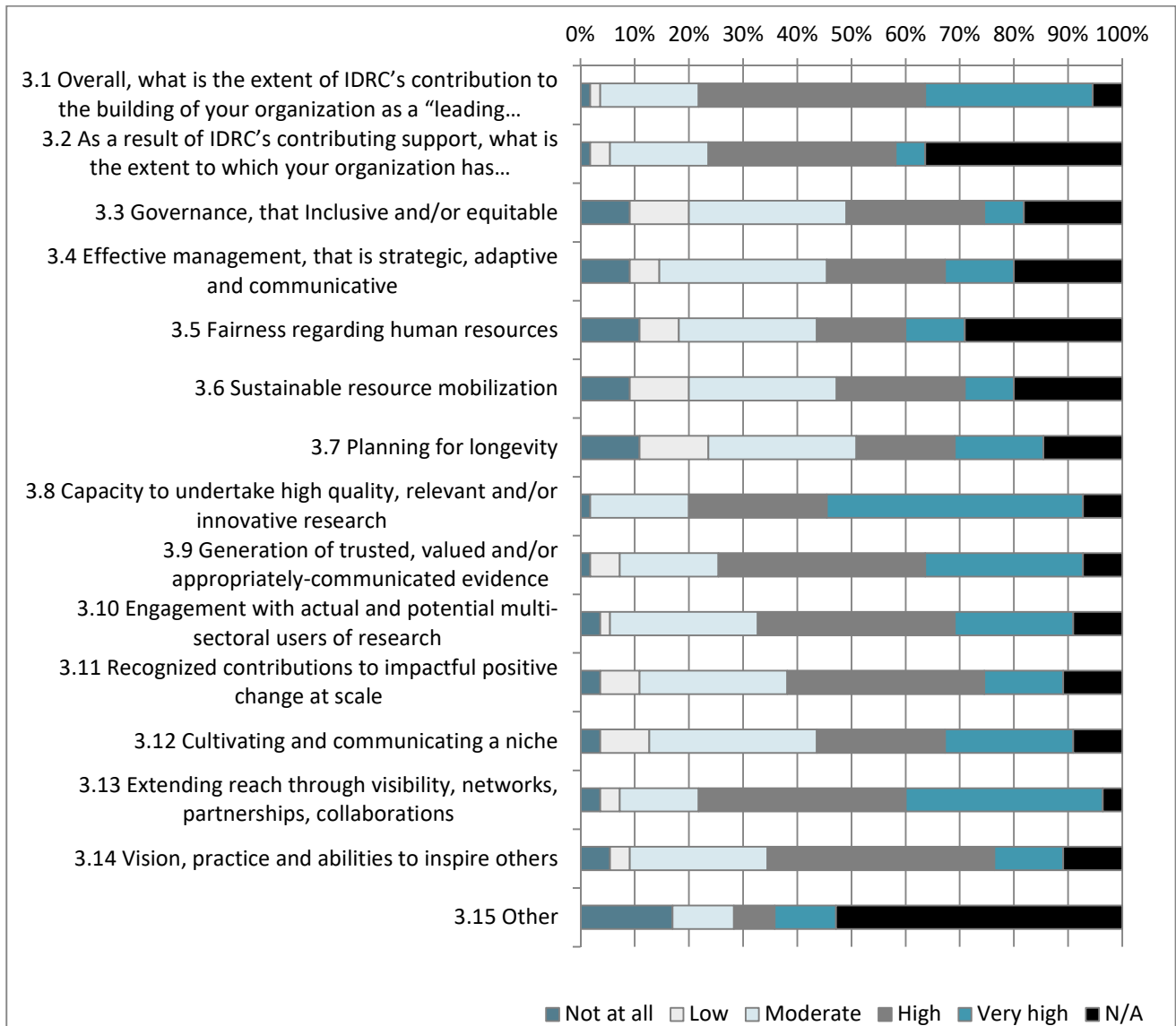
Figure xi.2   Survey Responses – Contribution of IDRC – Overall and by LTs

Illustrative Data on Alignment

Table xi.1   Illustrative Points on Need for Greater LT1 Support

IDRC can have a much bigger influence by providing grants at an institutional level, rather than individual research grants, because in the former type of grant the grantee can more easily shift the resources to benefit to institution, and is therefore better able to achieve its vision or fund activities of a more strategic nature. If there are only research projects, and no mechanism/center with a more global vision, then the knowledge remains in the project and if the research ends up leaving, then the knowledge is lost.	University	

In the next few years, IDRC support is expected to contribute to: building the structure of the organisation, creating an external advisory board, setting up performance indicators, building internal procedures, etc.	University	
This kind of support is important because other donors give earmarked support for specific research but don't usually give support for these organisational processes. This support in turn helps us being donor compliant as donors do require 'strong organisational processes' (but don't usually support its development).	Research Organisations	
The IDRC grant allowed hiring people for the new organisation and building their capacities. Without this grant, [the organisation] would not have been able to hire staff. For instance, the grant was used to hire a communications officer which has been instrumental in increasing visibility of the new organizati	University	
IDRC funding has allowed to hire staff including the position of an executive director, a communications officer, an M&E officer and researchers.	Research Network	
IDRC funding supported the salary of core team members including: a training officer, a research officer, 2 junior researchers, a director and a coordinator.	Research Organisation	
Orgabizational assessment, [supported by IDRC] was very very good. It helped me to work for the strategic plan for our program.	Research Institution	
The support provided by IDRC has allowed building the organisation's capacities in M&E so this support has been very relevant and appreciated.	University	
Evaluation is an important. It is a spciefic IDRC support that was key.	Reesarch Network	
Funding…allowed for equipment to be purchased, like computers and projectors, and also for research materials to be accessible, which overall allowed for publications to be developed.	Reesarch Network	
There have been no other grants/donors so the creation of the organisation can be fully attributed to IDRC.	Research Organisation	
The institutional grant was very helpful in setting up the institution in that it paid for international hires (such as the Director's salary), for rent, Board meetings, etc.	Research Institution	
IDRC funding gave us an opportunity to have in person-board meeting. A lot of organisations cannot get people together. IDRC did contribute to strengthening the governance of the organisation because we were able to meet more often.	Research Institute	

Chapter 5: Factors of Effectiveness

Funding Modalities

Table xi.2   Illustrative Points of Funding Modality Factors

SOURCE	EXCERPT
Semi-Structured Interview	*On Core Support*: "IDRC's funding was not a huge amount of money but for a voluntary organisation, it was a big boost. It allowed us to do more of what we were doing and better."
PAD	*On Core Support*: The Centre's confirmed contribution, which now stands at CAD […] is aimed at specific activities/achievables with some core funding to support these activities. This decision was made by the Centre given the risks that are associated with funding a newly-established institution with few staff and as of yet no presence in the Arab world. Based on close monitoring of performance of [organisation] over the next couple of years, the Centre will consider the merits of providing continued support to the institution.
MSC	*On Core support:* "Without IDRC support, we wouldn't have done many of the things. Support helps to bridge the 3 institutions. It facilitated that collaboration. If that was not part of the grant, each would go in own direction. This would have not happened."
Semi-Structured	On Flexible Funding: "Designing the research program – IDRC provided seed money and core money. These were successful projects on governance and migration etc. We are writing a proposal to […] Foundation for a 3 million project."
PCR	Funding for technological acquisition seen to be used to enhance both organisational systems and research-based technological needs, e.g. building a database.
MSC	On Flexible Funding: expected results include "strengthening office and research support infrastructure, especially organisation-wide monitoring and evaluation and financial systems."
PMR	On Flexible Funding: "Objective 5: Develop a common set of administrative and operating procedures for the Initiative"; seen to be well-on track to completion.
Sense-making (Country Visit)	"IDRC supported the development of a five-year strategic plan and this is important because it was the first time [organisation] had a research agenda for the next five years. IDRC support also allowed developing internal procedures, including for instance a financial handbook as well as an employee handbook."
Sense-making (Country Visit)	*On Core funding for founding the org:* "The contribution of IDRC in all that is not just about money. IDRC brought about the inception of the organisation and IDRC was visionary. IDRC said they needed a pool of African talents. The most important contribution of IDRC is the vision and the inception. Getting [organisation] going. [organisation] and IDRC share a vision on sustaining Africa's development."
PCR	*On Core funding:* "The core funding provided by the IDRC enabled [organization] to continue to undertake a host of public good activities, including hosting of the Development Dialogue seminar series which offer a platform to share views and ideas on specific development issues and alternative policy strategies."
Sense-making (Country Visit)	*On Core funding:* Core funding over the period of a year allowed them to hire staff, establish operations, and launch its programs. This grew into further core funding from IDRC oriented towards research mobilisation and saw organisational expansion (2015).

SOURCE	EXCERPT
MSC	*On Phased funding:* "In terms of our relationship with IDRC, we had a series of agreements over time. Others provide single project funds, but IDRC provides core funds, with multi-year funding agreements. This is much better than a series of projects. IDRC helped build a larger narrative of [organisation], longer term and theme based, allowing us to leverage funders, providing other support, especially on climate change. The relationship between [organisation] and IDRC staff has been important."
Semi-Structured Interview	*On Phased funding:* "The continuity between the two phases built on the previous funding from the first phase, for trained staff to pursue researchers. Funding provided for tuition, fieldwork. The second phase played an important role in building the capacity of researchers across Africa."
PCR	'On the transition between one phase to another of IDRC project: "There were three key factors underlying the transition: 1) good leaders; 2) exposure to ODI R2P/RAPID exercise, and 3) guidance from key stakeholders on the advisory committees, including Ministry and University representatives."

Temporal Modalities

Table xi.3   *Illustrative Points of Temporal Modality Factors*

SOURCE	EXCERPT
MSC	"IDRC support was critical at that time. It was TIMELY."
PCR	Long-term relationship with IDRC: "In 1989, IDRC and CIDA financed through core funding 2 projects which lasted for 10 years. In 1999, [organisation] was created as a result of these two projects. We can say that this institution is the baby of IDRC."
PCR	"While there was a conscious attempt to focus capacity building efforts in research institutions in the least developed countries, the achievement of this objective took time and faced constraints, such as the movement of good researchers in these countries into different positions in government and abroad."
PAD	"[organisation] has long been in incubation, and is the product of a drawn out process starting with meetings and consultations with the steering committee (which included the centre)."
FTR	10 years after its founding, a grant for institutional and program capacity which was only CAD 75,000 but had a large impact
Sense-making (country visit)	"[organisation] started 16 years ago in 2002. The initial funding for [organization] came from CIDA through IDRC. It all started at … University. The funding continued for some time. CIDA has always been a key donor. Then from 2013-2016 and 2016-2020, IDRC continued funding with DFID. IDRC is kind of a chaperon and it took [organisation] to DFID. IDRC couldn't put as much money as it would have wanted, so it went to DFID. IDRC has been their funder since the start."
Sense-making (country visit)	"This can be done more effectively, if the funding duration is longer. Last one was only 3 years. Implementing has to be for 5-6 years, only then can you think of policy – it is an important constraint. Mangroves project – we got 10-12 years funding. That is why we could."

SOURCE	EXCERPT
MSC	"IDRC helped build a larger narrative of [organization], longer term and theme based, allowing us to leverage funders, providing other support, especially on climate change. The relationship between [organisation] and IDRC staff has been important."'
MSC	"Part of it is just the need for the type of stuff we do. If we didn't exist, there would still be a need for an organisation to provide that around industrial development. It might have been a university or something like that. Part of that was – we were at the right place at the right time. We had the long track record which helped. Many in the government knew [organisation] at the earlier stage, as they grew up in the organisation they had worked with [organisation]."
PCR	For several years, our strategy was to work with them and "hold their hands" to take them to the next stage. It got to a point where we wanted to take them to a stage but they didn't seem to be ready. After 10 years, we were not going to hold their hands anymore: we just gave them the message clearly, and were prepared to stop funding them if they didn't follow. That triggered the response we wanted.

Geographic Modalities

Table xi.4   Illustrative Points of Geographic Modalities

SOURCE	EXCERPT
Semi-structured	"IDRC's focus was changing they also went through restructuring and reduce the number of offices and pooled their activities into the Indian office and the staffing in the Indian office had a different priority for what they want to do and what they want to fund. This TTI came. IDRC changed and people also. We keep IDRC on our web. The fact that they gave you wrong contact, the Indian office didn't do their work properly, they didn't inform Canada about the changes on the ground. They know who is doing what on the ground because we keep them inform."
HQ Sense-making	"Beyond the modalities, our connection to the field, and our regional office, are critical to our success. We see our network in west Africa shrinking; the lack of an office shrinks our knowledge in the area, which weakens our knowledge."
HQ Sense-making	"For example, we needed a group connected to a strong network to engage municipal governments in order to make policy influence. As the program evolves, you're looking for other types of organisations; and you're not leaving them but building on it.
HQ Sense-making	the role of the regional offices really struck me as being true. It is a structure which makes a difference for us, and for our partners. The regional office has a better understanding of the regional issues.
HQ Sense-making	"in a regional office or in programs it's also about who is in the landscape, who catches our eye and for what reason"
HQ Sense-making	"I've heard that the [regional] office hasn't been a conducive environment for this kind of policy impact."
HQ sense-making	"What is often the gap are the environmental aspects – people who fall through the cracks because of this. We see leaders in Africa, West Africa, but they're very fragmented, linguistically, geographically, administratively between Anglo-Franco, and in development agendas"

SOURCE	EXCERPT
Sense-making	"IDRC support has been relevant because IDRC focuses on linking research to practice and policy. In the region, linking research to policy and practice is very weak. In the MENA region, the research is isolated and fragmented so networking with others is very important. IDRC has supported the establishment of those networks. IDRC support has also been key because in the region, the attention given to public health education is also very weak… IDRC support has allowed building the capacity of other institutions in this area. "
Sense-making	The MENA region is clearly behind in the production of lessons learned, evidence, evaluation studies, etc. The support provided by IDRC has allowed building the organisation's capacities in M&E (through IDRC monitoring and report) so this support has been very relevant and appreciated.
Sense-making	With IDRC support, the [organisation] has been able to launch an academic journal which is allowing in to publish high quality peer-reviewed research and to disseminate this research in the region…. This journal comes to fill a gap as there are not other journals publishing on economic issues in the region. This contributes to making [organization] a leader in its field.
Resource Mobilisation for Research: IDRC Learning	"Responding in part to internal IDRC demand for assistance to help former grantees achieve financial sustainability following program closures, the cohort model targeted regional and thematic clusters of research organisations, the first one in Francophone West Africa, the second cohort in East Africa."
Resource Mobilisation for Research: IDRC Learning	"[organisation]increased its participation in regional and international events, expanded its publication base, and, as of 2013, had a growing number of successful and pending proposals."

Chapter 6: Sustainability

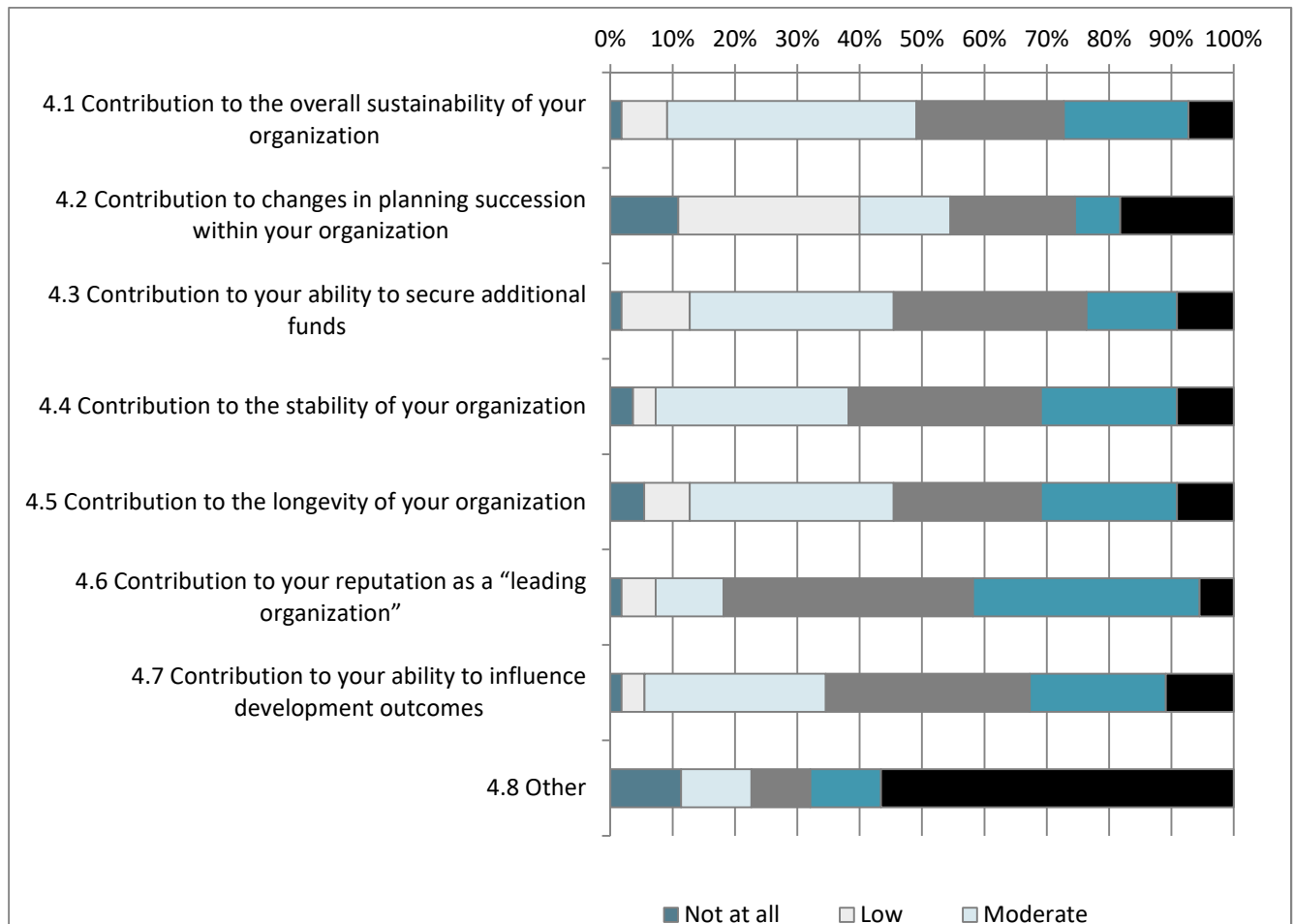*Figure xi.3   Survey Responses – Contribution of IDRC to Sustainability*

Table xi.5   Illustrative Points on Sustainability

SOURCE	EXCERPT
Sense-making (In-country)	"IDRC always asks in proposal how an organisation intends to be sustainable after funding so the issue of sustainability is taken very seriously."
Sense-making	"IDRC has in previous years provided significant support to [organisation] through core and project grants."
MSC	"A final risk is that three years of core funding might be too short for institutional strengthening. TTI experience demonstrates that it takes much longer than 3 years to make think tanks sustainable, and to expect impacts of their work. However, the project mitigates this risk by including a very clear set of specific, measurable and achievable project objectives that could demonstrate whether grantees are making short-term progress on the three key overall project objectives (organisational development, research quality and policy influence)."

SOURCE	EXCERPT
MSC	"It is a much… truer partnership and not a donor-grantee relation. It has been an active partner… and not overbearing. It allows their grantees… to flourish. It comes along with this, but also emphasises sharing learning. How do we define research quality and measure impact and reach beneficiaries – this has been left up to us."

Table xi.6   Illustrative Points on Sustainability – Complementarity with Donors

SOURCE	EXCERPT
PCR-Evaluation	UN-ESCAP funding covered staff and operating expenses, while IDRC provided other types of structural, organisational guidance
PCR/PAD	[Organization] had other donors provide funding for consultants and staff by other donors for project-specific work; another donor (Sida) performed operational audits (PwC) and required [organization] to use RBM approaches, and workshop-based organisational training for the Board of Trustees, while IDRC provided other core funding support. IDRC giving the smallest amout of three organisation, including IDRC, SIDA, Carnegie, et and this is perceived as "complementary funding".
Sense-making	"The funds from IDRC are very important because, while the [organization] benefits from funding from nine other donors, these donors fund specific research under [organization's] 3 research programs but IDRC is the only donor to fund the organisation at an institutional level."
PCR	"The project succeeded in building a partnership with two [country] Ministries (Environment and Agriculture) that incorporated investment plans as part of their respective programmes for adaptation to climate change. The Lideresas: Women Leaders of the research and capacity-building component were extended with the support of other partners, such as the Swiss Development Agency that contributed US$ 300,000 to the Women Leadership programme, and UICN that supported US$ 20,000 to the training of young practitioners and municipal technicians. The Swedish Development Agency will contribute an additional US$ 45,000 for the continuation of the women leadership programme."
PCR	p.5-7 Funds have been spent to meet new partners (Islamic Development Bank; West Africa Development Bank; Institut 2iE) within the context of next [organization] action plan implementation
Sense making	"Structural changes and its legal nature. We started as a unit at the [international institution] in the research department. Because the [international institution] realized they didn't have local counterparts, there wasn't research capacity locally. We were launched in 1999 as a unit in the [international institution] and became independent in 2001, registered as a non profit. We also moved out of the [international institution] premises. In 2005 we moved to [Asia] t be in a developing country.'' "IDRC came into the picture very early on, even while we were in DC. It was core support, which just in the last 3 year grant became half core and half programme – that is how we ran the pilot…"

Table xi.7   Illustrative Points on IDRC Non-substitutability

SOURCE	EXCERPT
MSC	"You don't deal with intermediaries. It is a direct engagement with Program Officers."
PCR	*Note:* IDRC hired a consultant to conduct an organisational study of [organisation], who advised [organisation] on resource mobilisation, organisational structure, and worked with the ED and grants admin staff
PCR	Developed a business plan for [organisation], which saw its restructure to include a consultancy
PCR	Strategic assessment seen to be "very good for helping work towards the strategic plan for their program"; as well as the benefits from core funding which included M&E training
PAD	"'IDRC supported the development of a five-year strategic plan and this is important because it was the first time [organisation]had a research agenda for the next five years. IDRC support also allowed developing internal procedures, including for instance a financial handbook as well as an employee handbook"
Multiple sources	Funding for technological acquisition seen to be used to enhance both organisational systems and research-based technological needs, e.g. building a database … Also used for project-specific data needs…; for organisational needs: …

Appendix XII Reconstructed Theory of Change