

Evaluation of the African Transitional Justice Research Network

Brandon Hamber

15 December 2008



UNITED NATIONS
UNIVERSITY

Table of Contents

Table of Contents.....	i
List of Figures.....	ii
List of Tables.....	ii
Chapter One.....	1
Introduction.....	1
Background.....	1
Terms of reference.....	5
Methodology.....	6
Scope and limitations.....	7
Chapter Two.....	9
Findings.....	9
Survey Findings.....	9
Background Information.....	9
Website.....	15
Listserv.....	22
Network.....	23
Newsletter.....	26
Interview Findings.....	27
Steering Committee and Partners.....	27
Website Analysis Findings.....	32
Chapter Three.....	36
Summary and Conclusions.....	36
Chapter Four.....	39
Recommendations.....	39
Recommendation 1.....	39
Recommendation 2.....	39
Recommendation 3.....	39
Recommendation 4.....	39
Recommendation 5.....	40
Recommendation 6.....	40
Recommendation 7.....	40
Recommendation 8.....	40
Recommendation 9.....	41
Recommendation 10.....	42
Recommendation 11.....	42
Recommendation 13.....	42
Recommendation 14.....	42
Recommendation 15.....	43
Recommendation 16.....	43
Appendixes.....	46
Appendix A: Terms of Reference.....	46
Appendix B: Survey Questions.....	48
Appendix C: Email to Listserv Members (Survey).....	67

Appendix D: Interview Questions..... 68
 Appendix E: Interviewees 69
 Appendix F: Country where respondents are currently based 70
 Appendix G: Country where respondents are originally from..... 71
 Appendix H: Country net gains and losses of respondents 72

List of Figures

Figure 1 Number of Listserv Users..... 3
 Figure 2 Continent / Region of Respondents..... 12
 Figure 3 Percentage of website users from different continents / regions 12
 Figure 4 Survey respondents mapped to website users..... 13
 Figure 5 Website functionality 19
 Figure 6 Website impact in relation to contacts, research and information..... 21
 Figure 7 Benefits of different mediums in terms of contacts 25
 Figure 8 Benefits of different mediums in terms of research..... 25

List of Tables

Table 1 Website usage (December 2008)..... 3
 Table 2 Sex of respondents 9
 Table 3 Age of respondents..... 9
 Table 4 Occupation of respondents..... 10
 Table 5 Level of highest educational attainment of respondents 10
 Table 6 Transitional justice knowledge as rated by respondents 11
 Table 7 World Internet Usage and Population Statistics..... 14
 Table 8 Where respondents live..... 14
 Table 9 Areas where respondents live 14
 Table 10 Where respondents accessed the ATJRN site from 15
 Table 11 How users access the ATJRN website 15
 Table 12 Where respondents heard about the ATJRN site from 16
 Table 13 How often respondents visited the ATJRN website 16
 Table 14 Why participants visit the ATJRN website 17
 Table 15 Website: ease of navigation 18
 Table 16 Website: clarity of menu items 18
 Table 17 Website: biggest challenge in functionality 19
 Table 18 Website functionality 19
 Table 19 Website impact in relation to contacts, research and information 20
 Table 20 Likelihood to recommend the website to others 21
 Table 21 How beneficial Listserv members rate the information..... 22
 Table 22 Information Listserv members would like to receive 23
 Table 23 Why survey respondents feel they are part of the Network..... 24
 Table 24 Network impact..... 24
 Table 25 Number of respondents downloading the Newsletter 26
 Table 26 Newsletter ratings 27

Chapter One

Introduction

The African Transitional Justice Research Network (ATJRN) seeks to increase the capacity of local level researchers in African countries engaged in transitional justice processes. By doing this it aims to improve the skills of African researchers, practitioners and civil society members to conduct effective human rights advocacy, intervention and public education through the production of locally-based, quality, targeted empirical research. This report focuses on an evaluation of the activities of the ATJRN. However, before outlining the specifics of the evaluation it is necessary to provide some background information on the Network.

Background

The specific objectives of the ATJRN include the:

- Creation and sustainable expansion of an electronically-based applied research network, through a one-stop website and Listserv (mailing list which distributes automatically to members emails), that will enable researchers, activists, policymakers and funders engaged with transitional justice issues in Africa to develop shared knowledge of developments in the field (and creating spaces for sharing such knowledge), stimulating cross-country lesson learning, increasing dialogue about the feasibility of different policy and intervention options, as well as sharing lessons learned that could inform local level human rights advocacy; and
- Building capacity amongst African researchers and human rights activists dealing with transitional justice issues to more effectively carry out appropriately designed empirical research and translate research outcomes into practical advocacy tools. The network also seeks to and. The project set itself the goal of providing capacity building services to 75 African researchers and human rights activists (60 on the African continent and 15 members of the African diaspora in North America/ Europe) over Phase One which stretched from June 2006 to July 2008.

The original impetus for the network came out of the “Empirical Research Methodologies on Transitional Justice Mechanism” conference held in Stellenbosch in 2002 hosted by CSVR and the American Association for the Advancement of Science (AAAS). At the conference it was concluded that there was little at the time in the way of empirical research in the transitional justice field and nothing in the way of locally-based empirical research. Following the conference AAAS and CSVR began discussions about forming a network which could remedy this situation. The ATJRN began in 2004 with seed funding from the International Development Research Centre (IDRC).¹ During this initial phase, the institutional partners—the Centre for Democratic Development-Ghana (CDD-Ghana), Centre for the Study of Violence and Reconciliation, South Africa (CSVr) and the Human Rights Program of the American Association for the Advancement of Science (AAAS) in the United States—laid the groundwork for the eventual development of the Network. Activities in the groundwork phase included raising awareness amongst key stakeholders; a mapping exercise to document the state of transitional justice research on the African continent; a feasibility assessment of the future website

¹ See <http://www.idrc.ca> for more information

design; identification of related networks and complementary dissemination tools; and the running of two workshops—one in West Africa for practitioners from North and West Africa, and a second in Cape Town which drew in regional and international experts in the field of transitional justice. Both meetings were aimed at informing the direction, content and full implementation of the ATJRN. The ATJRN was then formally established in 2006 and Phase One of the project began.

Over this period the ATJRN was managed by the three regional partners the CSVR, Refugee Law Project (RLP) at Makerere University, and CDD-Ghana. The AAAS was initially represented on the Steering Committee as a founding partner of the Network, however stepped down in 2007.² At present the CSVR serves as a secretariat for the Network. There is a Network Co-ordinator (50% time) employed by the Network and there has also been a researcher (50% time) attached to the project, both based at CSVR. The researcher was employed between June 2006 and 2007 when they resigned. A regional co-ordinator started in May 2008. At the time of completing this evaluation, and as part of the Network's strategy to decentralize, the Network was also advertising for an ATJRN Research and Advocacy Officer to be based with the Refugee Law Project in Uganda.

Phase One essentially had four elements:

1. The ATJRN website (originally www.transitionaljustice.org, and later www.transitionaljustice.org.za, www.transitionaljustice.net and www.transitionaljustice.com);
2. A Listserv which networks individuals in the transitional justice field internationally to facilitate dialogue and the sharing of research and knowledge;
3. A quarterly e-Newsletter which digests new information on the website, key debates from the Listserv and regional transitional justice related developments; and
4. Capacity building workshops on transitional justice research to be conducted in various regions across the African continent.

In terms of specifics:

1. **The ATJRN Website:** The website has been running successfully since June 2006 and it includes: (a) periodically updated information on workshops, conferences, university courses, and funding opportunities; (b) a daily updated News Ticker which details news headlines of TJ happenings on the continent; (c) links to other relevant sites on transitional justice topics and research resources; (d) a literature review of transitional justice related research in both English and French; (e) details of organisations doing transitional justice related work on the African continent; (f) information on the ATJRN capacity building workshops for civil society; and (g) archives of the Listserv. The website usage statistics show that some 20,000 unique individuals have visited the site since it began in 2006, and about 22-23% (4,520) of these have returned to the site. The website traffic since its inception has been steadily growing since 2006, but now appears to be leveling out between 2007 and 2008.

² The American Association for the Advancement of Science were original members and stayed on with the Network through Year 1, however with key staff leaving in Year 2 and no real TJ expertise remaining in the institution it was felt that it would be best for them to relinquish their position to free up funding to be used in bringing on board further African partners – this will be pursued moving into Phase 2. AAAS continues to administer the Listserv.

Year	Page Loads ³	Unique Visitors	First Time Visitors	Returning Visitors
2006	21,938	4,614	3,319	1,295
2007	25,951	7,640	5,963	1,677
2008	22,961	7,443	5,895	1,548
Total	70,850	19,697	15,177	4,520
Average	23,617	6,566	5,059	1,507

Table 1 Website usage (December 2008)

2. **Listserv:** The Listserv now has 864 members (December 2008). The numbers of users have steadily increased from 174 in June 2006 to the current number. The growth is also continuing, for example, in September 2008 there were 735 members, by November there were 830 and by December 2008, 864. In its July 2008 report to the IDRC, CSVr noted that on average about 18 new members joined a month. Currently it seems like this figure is more like 25-50 suggesting news about the Listserv is still expanding.

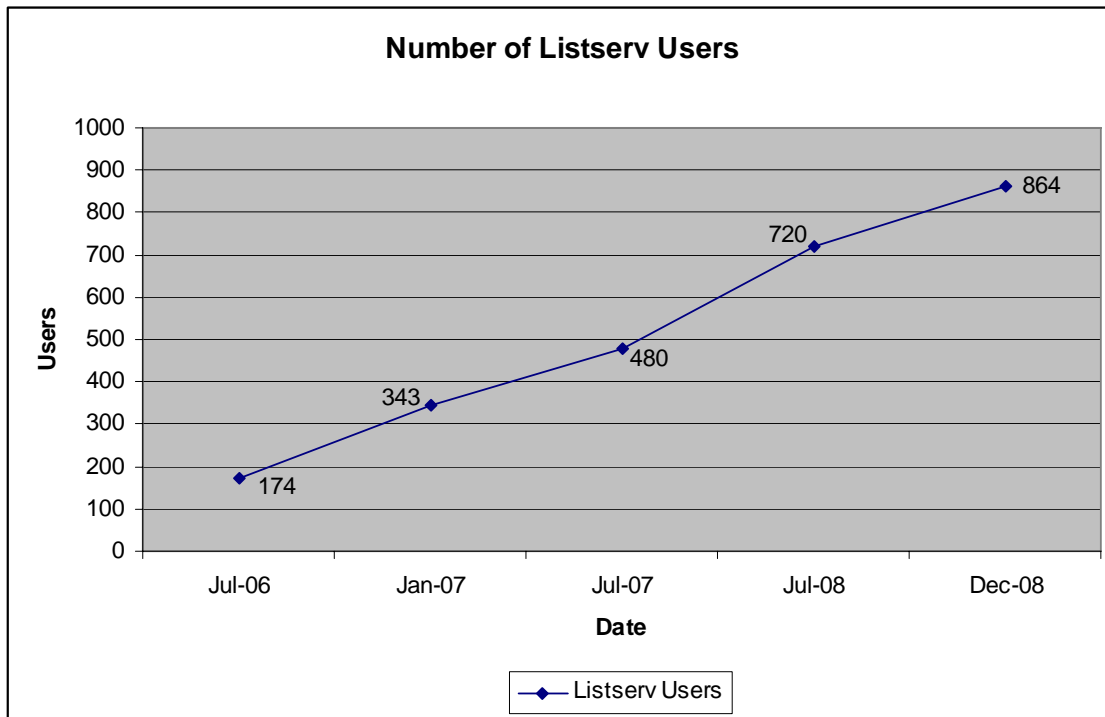


Figure 1 Number of Listserv Users

3. **Newsletter:** There have been two editions of the newsletter (October 2006 and March 2007), with a third expected in early 2009.

³ *Page Loads:* The number of times your page has been visited; *Unique Visitors:* based purely on a cookie, this is the total of the returning visitors and first time visitors - all your visitors; *First Time Visitors:* Based purely on a cookie, if this person has no cookie then this is considered their first time at your website; *Returning Visitors:* Based purely on a cookie, if this person is returning to your website for another visit an hour or more later.

4. **Workshops:** When it comes to workshops, the Network had run six workshops in a range of countries across Africa, i.e., Liberia, Uganda, South Africa, Rwanda and Sierra Leone (details below). The number of participants trained in the first phase of the Network was: 13 in the Liberian workshop, 16 in the East and Horn of Africa, 23 Southern Africa, 26 in the Great Lakes and approximately 28 in the most recent workshop held in Sierra Leone. An emphasis on the inclusion of women and women's rights organisations was prioritized in each location. The original objective was to reach 75 participants through the capacity building workshops and it would appear that 106 individuals have participated in capacity building workshops to date. The specific issues covered in each workshop included:
- a. **Workshop 1 (June 2006):** This workshop, held in Monrovia, Liberia, was co-hosted by the Transitional Justice Working Group (TJWG), a coalition of civil society organizations working on issues of transitional justice in Liberia. The TJWG focuses on conducting research and advocacy related to the Truth and Reconciliation Commission (TRC) in Liberia as well as broader TJ issues, including security sector reform. This first ATJRN workshop was timed to coincide with the launch of the TRC in Liberia and focused largely on the role of civil society in the TRC process. The workshop aimed to give participants some basic research skills that could help them undertake research that would assist with advocacy activities, i.e. research as not merely an academic skill but an intervention. The TJWG also had a concerted focus on building the capacity of women from outside the capital to ensure capacity in those spaces where it was needed the most. The workshop also focused on extracting lessons from others contexts, e.g. South Africa, Ghana, Nigeria and Uganda, and these were presented at the workshop by individuals from these contexts and discussed.
 - b. **Workshop 2 (December 2006):** The ATJRN held its second regional capacity building workshop in Kampala, Uganda. The workshop was organized and hosted by the RLP in Uganda. Given the history of mass displacement and cyclical population flows in the region, it was decided that the workshop would focus, rather uniquely in the transitional justice field, on research and practical issues related to displacement and transitional justice. Core topics considered were displacement, reintegration and reconciliation within the rapidly changing transitional justice context. The workshop aimed to build the capacity of local researchers to design and conduct research, and to inform and monitor the transitional justice policies utilised in the region.
 - c. **Workshop 3 (April 2007):** Although not a regional capacity building workshop in the same vein as the others, the ATJRN, in partnership with the Evaluation Unit of IDRC, co-hosted a workshop on Outcome Mapping and transitional justice in April 2007 in Cape Town, South Africa. The workshop, which was an additional to the regionally-based workshops, was entitled "Evaluating Experiences in TJ and Reconciliation". The workshop was the only one of its kind to address what has been identified by many in the field as a key weakness, i.e. the lack of research which aims to monitor and evaluate actual impact of policies, mechanisms and projects in the area of transitional justice. The workshop sought to impart knowledge about evaluation methodologies generally, and Outcome Mapping methodology in particular, to key Network partners and Steering Committee members.
 - d. **Workshop 4 (August 2007):** The third regional capacity building workshop focused on Southern Africa and was organized by the CSVr and the International Centre for Transitional Justice (ICTJ). It took place in August 2007 in Cape Town, South Africa. The workshop also utilized partnerships with the Institute for Democracy in South Africa (IDASA) and the Institute for Justice and Reconciliation (IJR). The purpose of the workshop was to bring together representatives from South African non-governmental organizations (NGOs) with partner academics and practitioners from Mozambique, Namibia and Zimbabwe to discuss a proposed assessment of transitional

justice in southern Africa from a regional perspective. The workshop provided a forum to discuss methodology, share information and skills necessary for the proposed project, as well as develop the assessment proposal further with the input of the identified local partners. As such, the assessment, and the discussions held about at the workshop, served as a concrete project upon which a sub-regional network of TJ researchers could be anchored.

- e. **Workshop 5 (October 2007):** The fourth regional capacity building workshop took place in Kigali October 2007. This workshop focused on building quantitative research skills amongst transitional justice researchers in the Great Lakes Region. The workshop's key objective was to lay the foundations for quantitative approaches to social research, and in particular to share experiences and skills in using quantitative methodologies with a focus on survey-based research design and analysis in the transitional justice field. The workshop was a direct outcome of requests for research capacity building across the Great Lakes Region. The workshop was structured to allow for both the transferring of skills and the assessment and improvement of survey-based research projects currently or previously undertaken by the participants, as well as the sharing of information, knowledge and experience in the field of transitional justice and research methodology broadly between participants. In order to share practical experiences, the example of the South African Reconciliation Barometer, produced by IJR, was used as a case study. In total, there were twenty-six participants from Burundi, the DRC, Kenya, Rwanda, South Africa, Tanzania and Uganda. The workshop was co-facilitated by IJR researchers and CDD Ghana.
- f. **Workshop 6 (March 2008):** the fifth regional capacity building workshop was held in Sierra Leone in March 2008 and was organised in partnership with Centre for Good Governance (CGG). CGG had requested the training from ATJRN and asked that it focus on methodologies for evaluating current and past transitional justice processes to date in Sierra Leone and the role of civil society in that regard. Specifically it sought to "tool up" CGG and its partners on evaluating the impact of the Special Court and TRC. One of the outworking of the workshop was a proposal (under development) which ATJRN Steering Committee members will feed into and assist in securing funding for, as well as serve as technical assistants/ peer reviewers once the funding is secured.

Terms of reference

The aims of this evaluation, as defined by the CSVR and ATJRN, were:

1. To extract learnings and results from the project process; and
2. To propose ways in which such learnings and results could be integrated into the participating agencies' work, and in particular, future projects of a similar nature.

In terms of the specifics of AJTRN the terms of reference stated that the evaluation should focus on the:

- Website including an evaluation of it from the consultant's own perspective and through a survey of participants (at least 30);
- Listserv including an email survey of members to evaluate the usefulness of this tool for them (at least 30); and
- Capacity building workshops which were to be assessed through interviews with past facilitators or partners.

The evaluator was also asked to outline a plan for integrating Outcome Mapping as a monitoring and evaluation tool into the second phase of the Network, as well as make recommendations and thoughts on conducting peer review within the ATJRN. In addition to this, the evaluation was also to make

recommendations on the structure of the ATJRN, i.e., associates, further Steering Committee members, what role can individuals and institutions not on the Steering Committee play in the network and the like.

For a full outline of the terms of reference see *Appendix A*.

Methodology

The following steps made up the methodology:

1. The evaluation began with a desktop review of all available information on the ATJRN, e.g. workshop reports, funding proposal, reports to funders, and minutes of Steering Committee meetings.
2. Thereafter a series of draft questions to be used in the website/Listserv survey was drawn up, circulated to the ATJRN Co-ordinator, discussed and finalised (see *Appendix B* for questions).
3. The survey was then loaded online and made available to the Listserv via an email (see *Appendix C*) encouraging Listserv members to complete the survey. Several reminders were also sent and over a 6 week period 91 responses were received to the survey.
4. Interviews with partners and workshops facilitators was the next issue addressed so as to get a better understanding of the development of the ATJRN and the workshops. A series of draft questions to be used in the interviews was drawn up, circulated to the ATJRN Co-ordinator, discussed and finalised (see *Appendix D* for questions). A total of nine interviews were carried out with ATJRN Steering Committee members (six interview, one interviewee was a former Steering Committee member no longer serving), as well partners and past facilitators (three interviews, but five individuals as one interview had three people in it, see *Appendix E* for names of interviewees). The interviews lasted between 30 minutes and 1 hour and, due to distances involved, were conducted by telephone.
5. Part of the terms of reference of evaluation requested the consultant to undertake an evaluation of the ATJRN website from the consultants “own perspective regarding issues such as what is on there, what could be on there, evaluating the user tracker on the account to see who is visiting from where, mapping our geographic reach”. To undertake a full analysis of the website a range of criteria were developed using a number of sources.⁴ The website was then analysed against these criteria, as well as through studying the website usage statistics.
6. The survey data was then analysed and tabulated. The interview data was synthesised, dominant themes extracted, data interpreted through giving it meaning, making it understandable and assigning general theoretical significance to the findings.⁵
7. Interim findings and a draft report was then presented to the ATJRN Co-ordinator and discussed.
8. A final draft report was then presented to the ATJRN Steering Committee and comments collated.
9. The final report was then finalised.

4 For example, Management Centre International Limited (MCIL), <http://www.mcil.co.uk/review/7-10-criteria.htm>; University of Berkeley, California Library, <http://www.lib.berkeley.edu/TeachingLib/Guides/Internet/Evaluate.html>; and Victoria University of Wellington, http://www.vuw.ac.nz/staff/alastair_smith/evaln/index.htm. My thanks also to Michael Simopoulos, INCORE Intern, for his assistance in compiling this section of the report.

5 Nueman, W. L. (1997). *Social Research Methods: Qualitative and Quantitative Approaches*. USA: Allyn & Bacon.

Scope and limitations

On the quantitative side the data collected could be considered fairly robust, i.e., of the 730 Listserv members at the time of the survey, 91 returned surveys, meaning over 12% of those eligible to be surveyed responded. This is three times the number of respondents as outlined in the terms of reference which requested 30 surveys. A wide array of data and users was sampled. In addition to this, and beyond the scope of the terms of reference, it was hoped to undertake telephone interviews with a sample of Listserv members to back up the survey. However, after numerous attempts, and after contacting 60 randomly selected Listserv members by email requesting an interview, only 4 interviews were attained; it was decided it was insufficient to report on this so the reporting is restricted to the 91 survey responses.

In terms of the qualitative data a less diverse number of individuals were interviewed, however, they were a select sample who, more than any others knew the details and history of the ATJRN. Perhaps the biggest limitation in the research was that a sample of workshop participants was not interviewed. This was simply beyond the resources of the project and not requested in the terms of reference. That said, all those interviewed had been at workshops with several actually facilitating workshops.

In terms of the qualitative analysis, this report highlights the dominant themes and issues raised by respondents. The report aims to reflect how respondents saw the programme. What is conveyed in this report is the overall impression of the evaluator on the basis of the data-gathering process. In the report, the number of individuals who mentioned a specific theme is highlighted in the findings from time to time. However, this is not meant for numerical comparisons. The findings are intended to provide a thematic analysis to create a detailed impression of the ATJRN programme.

The report is composed of five chapters:

- Chapter One: Introduction
 - Outlines the background to the evaluation and methodology used
- Chapter Two: Findings
 - Discusses the findings from the research and consists of three sections (1) Survey findings; (2) Interview findings; and (3) Website analysis findings.
- Chapter Three: Summary and Conclusions
 - Highlights some conclusions made by the evaluator and summarises the results
- Chapter Four: Recommendations

There are eight appendices:

- Appendix A: Terms of Reference
- Appendix B: Survey Questions
- Appendix C: Email to Listserv Members (Survey)
- Appendix D: Interview Questions
- Appendix E: Interviewees
- Appendix F: Country where respondents are currently based
- Appendix G: Country where respondents are originally from
- Appendix H: Country net gains and losses of respondents

However, before moving into the bulk of the report, it is important to acknowledge all the ATJRN Co-ordinator, Steering Committee members, partners and ATJRN members and Listserv users who gave of their time for this evaluation. Their openness, honesty and generosity are appreciated. It is testimony to the work of ATJRN, and the interest that many individuals have in its mission and approach, that they were willing to discuss the project freely and in-depth for this evaluation.

Chapter Two

Findings

This section reports on the findings with regard to three aspects of the ATJRN Programme, i.e.,

1. Listserv users views of the Network attained through an online survey;
2. Findings from interviews with Network Steering Committee members and partners; and
3. An evaluation of the website from the evaluator’s perspective.

Survey Findings

Background Information

Demographics

In total 91 of the 864 Listserv members (there were less members of the Listserv about 730 when the survey began) responded to the online survey. Of the members that replied 49 (57%) were female and 37 (43%) were male. It is not possible to say if this reflects the membership of the Listserv as this type of data is not kept. That said, the sample seems to be a fairly even spread.

Sex of respondents		
Answer Options	Response Percent	Response Count
Female	57.0%	49
Male	43.0%	37
	<i>answered question</i>	86
	<i>skipped question</i>	5

Table 2 Sex of respondents

The bulk of users seemed to be in 25-35 age category (40.9% in total), with a further 35.2% being in the 35-45 category. This suggests that most users, or at least those sampled, are early to mid-career. Only 8% of users were below 25 years in age suggesting a limited number of students.

Age of respondents		
Answer Options	Response Percent	Response Count
18-25	8.0%	7
25-35	40.9%	36
35-45	35.2%	31
45+	15.9%	14
	<i>answered question</i>	88
	<i>skipped question</i>	3

Table 3 Age of respondents

As was noted above a small percentage of the sample were students (11.4%), majority of those sampled seemed to be academics (30.7%), or working in an international (13.6%) or national NGO (12.5%).

Occupation of respondents		
Answer Options	Response Percent	Response Count
Student	11.4%	10
Researcher / Staff in NGO	10.2%	9
Researcher/Academic in a University	30.7%	27
National / Domestic NGO worker	12.5%	11
International NGO worker / UN	13.6%	12
Government official / policymaker	3.4%	3
Funder or work for funding agency	0.0%	0
Professional (journalist, adviser, psychologist, clergy)	8.0%	7
Consultant / Independent researcher	8.0%	7
Individual	2.3%	2
<i>answered question</i>		88
<i>skipped question</i>		3

Table 4 Occupation of respondents

The level of education of those sampled seemed to be fairly high. With just over 50% of the sample having a Masters degree and 28.9% having a Doctorate. If we accept that the sample is broadly representative of the users of the Listserv it suggests that those using it are fairly skilled and knowledgeable about transitional justice issues.

Level of highest educational attainment of respondents		
Answer Options	Response Percent	Response Count
Some high school or less	0.0%	0
Completed high school	2.2%	2
Trade/technical degree or qualification	0.0%	0
Some college/university	3.3%	3
Undergraduate university degree	12.2%	11
Postgraduate Honours degree	2.2%	2
Postgraduate Masters degree	51.1%	46
Doctorate	28.9%	26
Other (please specify)	0.0%	0
<i>answered question</i>		90
<i>skipped question</i>		1

Table 5 Level of highest educational attainment of respondents

The high level of knowledge about transitional justice issues in the sample was confirmed by respondents just over 75% of them rating their knowledge of transitional justice issues as above average to extensive.

Respondents to the survey were also from wide range of countries (for the specific breakdown of countries from where respondents were based see *Appendix F*). If these were categorised into continents it was evident that the majority of respondents were currently based in Africa (33% of respondents), Northern America (30%), and Europe (27%). Other continents/regions were significantly underrepresented, i.e. South America (5%), Asia (5%) and Oceania (1%).

Transitional justice knowledge as rated by respondents		
Answer Options	Response Percent	Response Count
Extensive	40.4%	36
Above Average	34.8%	31
Average	13.5%	12
Just learning about it	6.7%	6
I am totally new to the field	4.5%	4
	<i>answered question</i>	89
	<i>skipped question</i>	2

Table 6 Transitional justice knowledge as rated by respondents

Respondents were also asked where they were originally from and interestingly the data did not reveal significant movements across continents or regions (for the specific breakdown of countries from where respondents were originally from see *Appendix G*). Respondents were broken down in terms of origin as Africa (33% of respondents), Northern America (30%), Europe (24%), South America (5%), Asia (3%) and Oceania (3%), and Middle East (1%). The differentials in Africa between those currently based in a country compared to country of origin did not differ much. A more specific analysis of exact countries net gains and losses (see *Appendix H*) reveals that this was largely because although only 5 respondents were from South Africa originally, 11 now live in South Africa. The other countries to gain individuals included the UK (5), Kenya (2) and Netherlands (2). This suggest for the respondents to the survey movement between countries was not only, as is often assumed, from Africa to Europe and North America. In fact most of those who were not in their country of origin had moved to Africa. This could suggest that a number of respondents were Western researchers working in Africa, but another possibility is that South Africa is increasingly paying host to other Africans (see Figure below).

An analysis of where the website users are from was also carried out as part of the wider study. This was based on available web statistics (although these are only based on the last 500 visits at any time and cannot be collected cumulatively). What this revealed was that, on average, it appeared that most users of the website were from North America (42%), Africa (35%), Europe (18%), South America (2%), Asia (2%), Middle East (1%) and Oceania (0%). This suggests that North Americans use the site the most, but interestingly those based in Africa (who of course might all not be African) also use the site a fair amount. However, these statistics also show that users from Asia, the Middle East and Oceania are few and far between. This might reflect the fact that languages in these regions preclude users from accessing an English-based website, and/or that these regions have the least interest in Africa, and/or that transitional justice as a concept might be least developed in these areas. A further option is that the ATJRN, and its key partners have limited contacts in these regions (see Figure below).

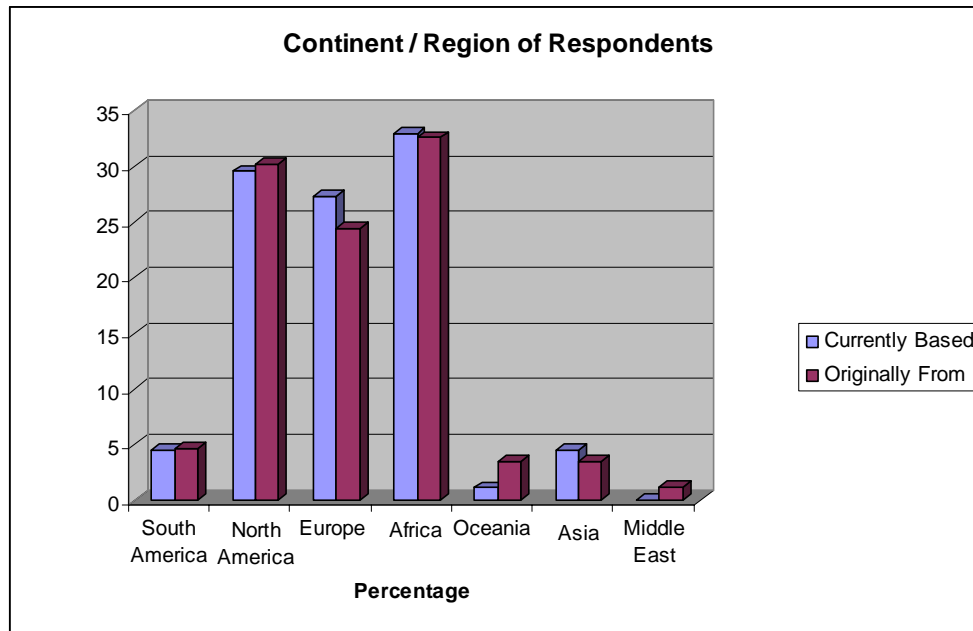


Figure 2 Continent / Region of Respondents

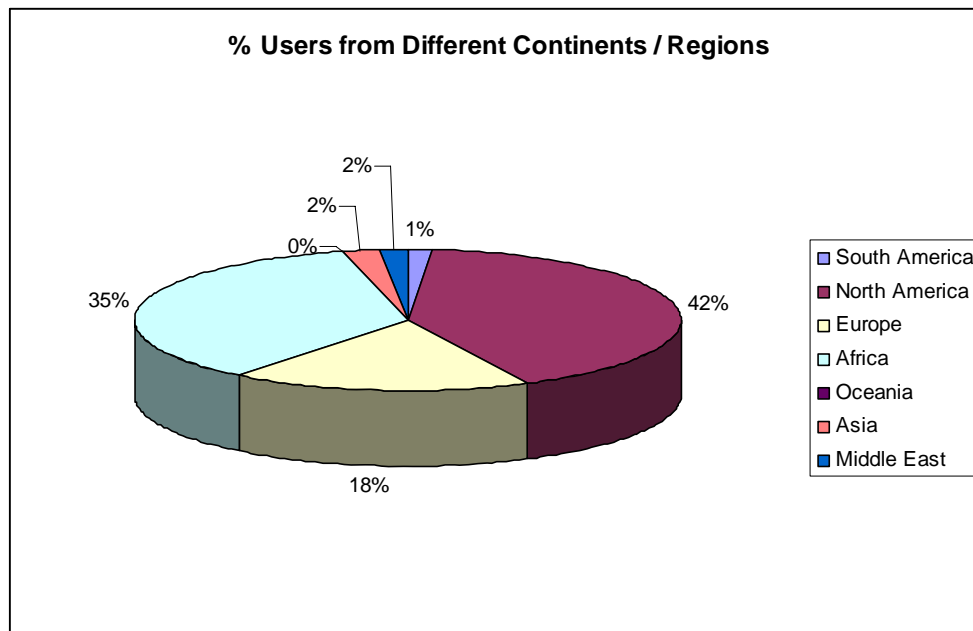


Figure 3 Percentage of website users from different continents / regions

A further analysis undertaken was to map the percentage of survey respondents from different continents and regions, against the percentage of website users from different continents and regions. What was found was that numbers map against each other in a fairly consistent fashion. This suggests that the survey sample may well represent the users of the website, and reinforces the point that the main target and users of the website and Listserv are from Africa, North America and Europe. This highlights new possibilities for expansion, as well as the tensions between the ATJRN and its services being geared at Africa but a large proportion of its users are not based on the African continent. Of course, this is not

inherently problematic as many of the users may have legitimate research interests in Africa and increasingly their awareness to issues on the continent, as raised by African researcher themselves, could be valuable in itself.

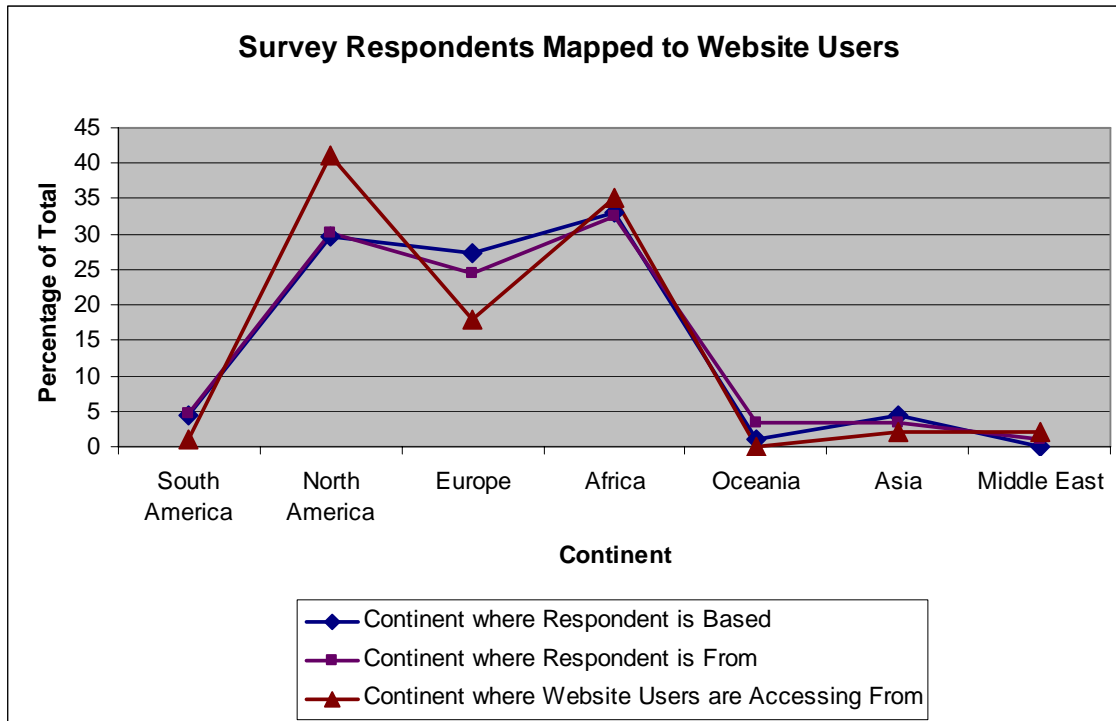


Figure 4 Survey respondents mapped to website users

Furthermore, the fact that the ATJRN Listserv is based around a website would in all likelihood, by virtue of numbers using the internet globally, attract a disproportionate number of users from Europe and North America. Europe and North America account for some 43% of all internet users, whereas Africa only accounts for 3.5% of world users according to Internetworldstats.com (see the table below). On those grounds the project can be said to reaching into Africa successfully compared to actual internet usage, or at very least accessing those with internet access successfully.

That said, the very few users from Asia, which accounts for nearly 40% of internet users worldwide is indicative of a limited reach of the project into those areas. Latin America / Caribbean also seems underrepresented with the only 1% of ATJRN being from the area whereas 9.5% of internet users worldwide are from the Latin America / Caribbean region. Of course, both this area and Asia are also severely affected in terms of usage as a result of language.

WORLD INTERNET USAGE AND POPULATION STATISTICS						
World Regions	Population (2008 Est.)	Internet Users Dec/31, 2000	Internet Usage, Latest Data	% Population (Penetration)	Usage % of World	Usage Growth 2000-2008
Africa	955,206,348	4,514,400	51,065,630	5.3 %	3.5 %	1,031.2 %
Asia	3,776,181,949	114,304,000	578,538,257	15.3 %	39.5 %	406.1 %
Europe	800,401,065	105,096,093	384,633,765	48.1 %	26.3 %	266.0 %
Middle East	197,090,443	3,284,800	41,939,200	21.3 %	2.9 %	1,176.8 %

North America	337,167,248	108,096,800	248,241,969	73.6 %	17.0 %	129.6 %
Latin America /Caribbean	576,091,673	18,068,919	139,009,209	24.1 %	9.5 %	669.3 %
Oceania / Australia	33,981,562	7,620,480	20,204,331	59.5 %	1.4 %	165.1 %
WORLD TOTAL	6,676,120,288	360,985,492	1,463,632,361	21.9 %	100.0 %	305.5 %

NOTES: (1) Internet Usage and World Population Statistics are for June 30, 2008. (3) Demographic (Population) numbers are based on data from the [US Census Bureau](#) . (4) Internet usage information comes from data published by [Nielsen//NetRatings](#), by the [International Telecommunications Union](#), by local NIC, and other reliable sources. (5) For definitions, disclaimer, and navigation help, please refer to the [Site Surfing Guide](#), now in ten languages.

This table is taken from www.internetworldstats.com.

Copyright rests with them and work in compiling this table is duly acknowledged solely to www.internetworldstats.com.

Table 7 World Internet Usage and Population Statistics

In terms of where respondents seemed to live and work, it appeared as if the majority were based (nearly 90% lived in cities) and worked in cities. If we accept that the sample reflects, at least to a degree the users of the Listserv, this suggests the project is fairly urban based. The fact that the Listserv is computer-based would mean this (as well as responding to a survey of this kind) is fairly inevitable considering that certainly in Africa access to the internet outside of cities is sporadic if not non-existent. It does however raise the question, which is outside of the remit of the ATJRN, of the degree to which research in the field is based and being carried out in rural areas compared to urban centres. Only 14% of respondents worked in rural, semi-rural or both urban and rural areas.

Where respondents live		
Note: Some categories marked as 'other' in original survey were reallocated or new categories formed		
Answer Options	Response Percent	Response Count
In a City	89.7%	78
Town or suburb	3.4%	3
Rural Area	1.1%	1
Semi-Rural Area	5.7%	5
Other (please specify)	0.0%	0
<i>answered question</i>		87
<i>skipped question</i>		4

Table 8 Where respondents live

Area where respondents work		
Note: Some categories marked as 'other' in original survey were reallocated or new categories formed		
Answer Options	Response Percent	Response Count
In a City/Cities	77.9%	67
Rural Area/s	1.2%	1
Semi-Rural Area/s	5.8%	5
Cities and rural areas	7.0%	6
Town / suburb or campus	3.5%	3
Not working / retired	4.7%	4
<i>answered question</i>		86
<i>skipped question</i>		5

Table 9 Areas where respondents live

Website

Website usage

In term of where users accessed the ATJRN website it seemed that the majority accessed it from both work and home. Five of the respondents only accessed it from internet cafes suggesting limited internet access in these areas. None of the respondents used new devices such as smart phones to access the site, although the site itself is not set up for this anyway (e.g. WAP services).

Where respondents accessed the ATJRN site from		
Note: could specify more than one option		
Answer Options	Response Percent	Response Count
Home	60.0%	51
Work	78.8%	67
Internet cafe	5.9%	5
While travelling from internet cafes	7.1%	6
From a handheld device (mobile phone)	0.0%	0
Other (two from University, and one respondent has never seen the website only on Listserv)	3.5%	3
<i>answered question</i>		85
<i>skipped question</i>		6

Table 10 Where respondents accessed the ATJRN site from

The majority of ATJRN website users seem to be using fairly fast internet connections to the site. Of those who responded to the survey only one respondent was still using a “Dialup” connection. Those with such slower connections might have also chosen not to complete an online questionnaire. In addition, it is likely that the option of “Cable modem” (data signal sent over the cable television infrastructure) may have also been selected by less experienced computer users who use a “Dialup modem”. Thus it should not be taken for granted that ATJRN users have fast internet connections as this, certainly in Africa, is not the norm.

How users access the ATJRN website		
Note: Some categories marked as 'other' in original survey were reallocated or new categories formed		
Answer Options	Response Percent	Response Count
Cable modem	17.9%	15
Dialup	1.2%	1
DSL	20.2%	17
LAN	23.8%	20
Wireless	32.1%	27
Satellite	1.2%	1
No idea	3.6%	3
<i>answered question</i>		84
<i>skipped question</i>		7

Table 11 How users access the ATJRN website

There is a good spread of ways that respondents heard about the ATJRN site. Clearly, those on the Steering Committee recruit a fair number of participants either through emails or at meetings (32.9% in

total) and word of mouth is also a way of recruiting (21.2%). Interestingly, 28.25% of the respondents either found the site through a search engine or followed a link. This is important because it suggests that there is a research community that is ‘out there’ not attached to current partners or network members looking for such resources in the area. It also further suggests that more work could be done to access a wider audience through web search facilities and sharing links with other websites.

Where respondents heard about the ATJRN site from		
Answer Options	Response Percent	Response Count
Emailed by Network co-ordinators	24.7%	21
Told about it at a Network meeting	8.2%	7
Was forwarded details by a friend or colleague	21.2%	18
Found it using a search engine	18.8%	16
Followed a link from another site	9.4%	8
Cannot remember	12.9%	11
Other (please specify)	4.7%	4
<i>answered question</i>		85
<i>skipped question</i>		6

Table 12 Where respondents heard about the ATJRN site from

In terms of frequency with which users visited the site this seemed to vary a fair bit. Over 25% said they rarely used the site, and 16.7% said they used it once a month. However, 35.7% used in once a week or at least every two weeks. Nearly 10% said they used it everyday. This suggests that some users see the site as a very useful resource indeed, others are using it but less frequently as noted. Of course, there may also be some skewing in these results as more frequent users, like those who use it every day, might have been more inclined to respond to a survey.

How often respondents visited the ATJRN website		
Answer Options	Response Percent	Response Count
Everyday	9.5%	8
Once a week	23.8%	20
One in two weeks	11.9%	10
Once a month	16.7%	14
Rarely	27.4%	23
Other (please specify)	10.7%	9
<i>answered question</i>		84
<i>skipped question</i>		7

Table 13 How often respondents visited the ATJRN website

Website utility

As is evident from the table below users use the site for a range of reasons. It would however appear that most use the site, perhaps logically, primarily as a place to obtain information on transitional justice, to access literature and to find resources for their work. Some use it for networking (16.7% to stay in touch with others, 14.3% to find collaborators) and others also use it as a tool to find out about upcoming information (32.1%) and about workshops (17.9%). Using the site to find out about academic opportunities was also fairly common (16.7%), but fewer used it to get information on funding sources (8.3%), although the latter is not really the websites’ function. Thus we can see that the site is primarily

a research aid, with the majority of responses going there. However, clearly users value information on upcoming events, news and wider information about the field.

Why participants visit the ATJRN website		
Note: could specify more than one option		
Answer Options	Response Percent	Response Count
General information on transitional justice	58.3%	49
I use it as a research tool and download literature	59.5%	50
To find out about upcoming events	32.1%	27
To find out about ATJRN workshops	17.9%	15
To download the newsletter	15.5%	13
To stay in touch with other scholars and practitioners	16.7%	14
To find scholars & practitioners to collaborate with	14.3%	12
To get information on academic opportunities	16.7%	14
To find new funding opportunities	8.3%	7
To look for links to other transitional justice resources	31.0%	26
I really don't visit the site that often to be specific	19.0%	16
Other (please specify)	7.1%	6
<i>answered question</i>		84
<i>skipped question</i>		7

Table 14 Why participants visit the ATJRN website

The reasons given by participants as to why they visited the site matched up with the question that asked “What would you consider to be the best features of the website?”. This question required participants to type an answer not merely tick and option and only yielded 18 responses—but these remain interesting. To summarize: eleven participants spoke of the value of the bibliographies, literature reviews, information, workshop reports, media links and research resources; two mentioned the specific focus on Africa as being valuable; one spoke of the importance of the site as a networking tool; one other participant generically spoke of the sites usability; one participant made specific mention of the Listserv; another the Newswire and yet one other spoke of the value of the homepage in its entirety. And finally one other participant felt the value of the site simply rested on the fact that it existed in the first place. Thus once again we can see that the research repository functions of the site are the ones participants value the most.

When it came to asking respondents about additional features they would like for the website only eight respondents made specific suggestions. These could be grouped as requests for more resources, bibliographies and materials (4 respondents, with one specifically saying there should be a focus on African materials), a social networking dimension to the site (4 respondents), and one respondent said that the site should be available in other languages (particularly French). Of the suggestions, probably the most interesting was the social networking ideas, e.g. “a chat function that allows members online at the same time to meet and get to talk about what they are up to in the TJ field”, “collaborative tools such as a Wiki system and a social network platform (Ning for instance)” and also the ability to pinpoint specific members and their interest so that country-specific discussions or topic-specific discussions could be setup with ease.

Website functionality

Survey participants were asked a range of questions concerning the functionality of the ATJRN website. Firstly, survey participants were asked how easy it was to navigate the website, and 85% found it “easy”

or “very easy” to get around the site. Close to 15% found it “not so easy” and that the “site layout was difficult to follow”.

Website: ease of navigation		
Answer Options	Response Percent	Response Count
Very easy	11.8%	8
Easy	73.5%	50
Not so easy	13.2%	9
The site layout is difficult to follow	1.5%	1
<i>answered question</i>		68
<i>skipped question</i>		23

Table 15 Website: ease of navigation

The menu items on the website however did not get as strong as an endorsement. Although 63.6% of those who responded to the survey felt the menu items made sense and were clear, 7.6% felt they did not and 29% felt they only “sort of” made sense and were clear.

Website: clarity of menu items		
Answer Options	Response Percent	Response Count
Yes	63.6%	42
No	7.6%	5
Sort of	28.8%	19
<i>answered question</i>		66
<i>skipped question</i>		25

Table 16 Website: clarity of menu items

When asked what was the biggest challenge in using the site, 54% felt there were no challenges, however, 13% felt it was difficult to navigate, and another 13% said they did not always get what they were looking for. Nearly 9% felt that there was too much information and 7% felt their efforts to fully use the site were frustrated by their own slow internet connection. A number of participants (nearly 15% or 10 participants) raised other challenges. However, a closer analysis of these revealed that in fact only 5 out of 10 made mentioned of specific challenges. These included: two participants feeling the colour scheme was very faint and hard to read; another two struggled to find documents or information they were looking for; and one other participant complained of a failed registration process. Thus, again, although the majority is happy with the site it would appear that the navigation process and finding exact information remain challenges for some website users.

Survey participants were also asked to rate the site on a number of dimensions, i.e. content, design and layout, usability and finally to give an overall rating. On each dimension we can see that the majority feel the site is “very good” or “good” (74% on content, 55% on design and layout, 64% on usability, and 69% overall). Those seeing the dimensions as “average” range from 25% to 39%. The areas seen as “below average” were design and layout (7.7%) and usability (6.3%). These results seem to be consistent with the findings listed above; that is although the majority find the website good and certainly agreeable especially in terms of content, where lower ratings are seen—although these are from a small minority—this generally relates to the design and layout of the site, and in terms of usability. It should also be noted that throughout the questions on website functionality fairly high numbers of survey participants chose not to answer the questions (e.g. ranging from 22 to 27 of the

91 survey respondents on each question). This suggests that a fair number of survey participants—roughly 25%—are perhaps not using the website regularly and felt they could not give a confident answer. This ties in with the finding listed earlier, i.e., 27% of survey respondents or 23 users say they use the site rarely.

Website: biggest challenge in functionality		
Answer Options	Response Percent	Response Count
I have had no challenges using the site	53.6%	37
I am new to the internet	0.0%	0
I have a slow internet connection and it takes too long to load	7.2%	5
I often don't find the information I am looking for	13.0%	9
There is just too much information	8.7%	6
I find it hard to navigate through	13.0%	9
I have to download files and the formats don't work on my PC	0.0%	0
Other (please specify)	14.5%	10
	<i>answered question</i>	69
	<i>skipped question</i>	22

Table 17 Website: biggest challenge in functionality

Website functionality							
Category	Very Good	Good	Average	Below Average	Poor	Nos Answered	Nos Did Not Answer
Content	12.1%	62.1%	25.8%	0.0%	0.0%	66	25
Design & Layout	6.2%	49.2%	36.9%	7.7%	0.0%	65	26
Usability	9.4%	54.7%	29.7%	6.3%	0.0%	64	27
Overall	7.7%	61.5%	24.6%	6.2%	0.0%	65	26

Table 18 Website functionality

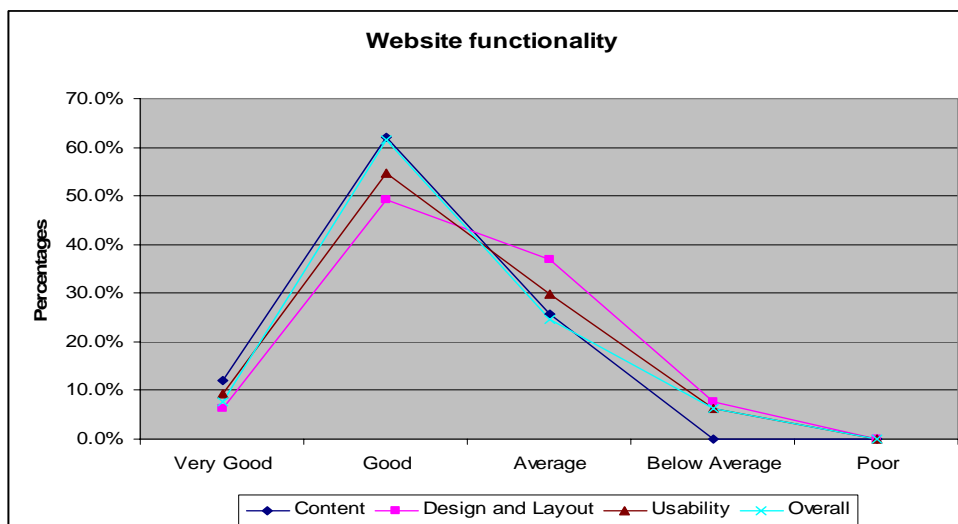


Figure 5 Website functionality

Finally in terms of website functionality questions were asked concerning the degree to which the site was ‘friendly’ to those using it with disabilities. Of the 70 respondents who chose to answer the question concerning disabilities (21 respondents just skipped the question), 92.9% (65 in total) said they did not have a disability of any kind. Three respondents did not want to “say whether I do or don’t” have a disability, 1 respondent said they were vision impaired and another said they were motor impaired. Another respondent ticked the ‘other’ box and wrote they had Attention-Deficit Hyperactivity Disorder (ADHD). Only two respondents went on to answer whether the site catered for their disability. The respondent who was vision impaired felt the site did, and the respondent with ADHD felt it did not. The respondent who was motor impaired did not answer. These respondents were then asked how the site could meet their needs, but none of them replied. To this end, the questions concerning disability did not give great insight into how to make the site as user friendly as possible. However, based on these rudimentary responses one can conclude that, if the sample is vaguely representative, 3-4% of users might have a disability of some kind. This may also be underrepresentative because certain individuals might have chosen not to say whether they did or did not have a disability (4% in currently sample) and those with certain disabilities (such as severe visual impairment) might not have answered the questionnaire or are not being catered for by the website.

Website impact

Although it is not possible to ascertain the full impact of the website on service users from a survey, some broad areas were probed in the survey to get some rudimentary understanding of how users feel the website has impacted on their work. Specifically, it was asked whether the site was helpful in terms of (1) enhancing web contacts; (2) enhancing research; and (3) providing information on transitional justice. It is of course unrealistic to expect a website to meet all these needs and for this reason the question was phrased in relation to degree of “helpfulness” of the website in that regard.

Just under half of participants (45%) found the website “helpful” or “very helpful” in enhancing web contacts; 42% found it a “bit of help” or of “some help” and 12% found it no help at all. Over half of participants (59%) found the website “helpful” or “very helpful” in enhancing research; 39% found it a “bit of help” or of “some help” and only 1.5% found it no help at all. A sizeable majority of participants (71%) found the website “helpful” or “very helpful” in providing information on transitional justice; 29% found it a “bit of help” or of “some help” and none of the survey respondents found it no help at all.

Thus, we can see that currently the most helpful part of the website is its ability to provide transitional justice information. It is considered by a good number of participants to have impacted on their research, and although there has been a sizeable impact on enhancing web contacts this area was rated the least favourably out of the three measures.

Website impact					
Category	Very Helpful	Helpful	Some Help	Bit of Help	Not Helpful at All
Enhancing web contacts	12.1%	33.3%	25.8%	16.7%	12.1%
Enhancing research	21.2%	37.9%	24.2%	15.2%	1.5%
Providing information on transitional justice	27.3%	43.9%	21.2%	7.6%	0.0%

Table 19 Website impact in relation to contacts, research and information

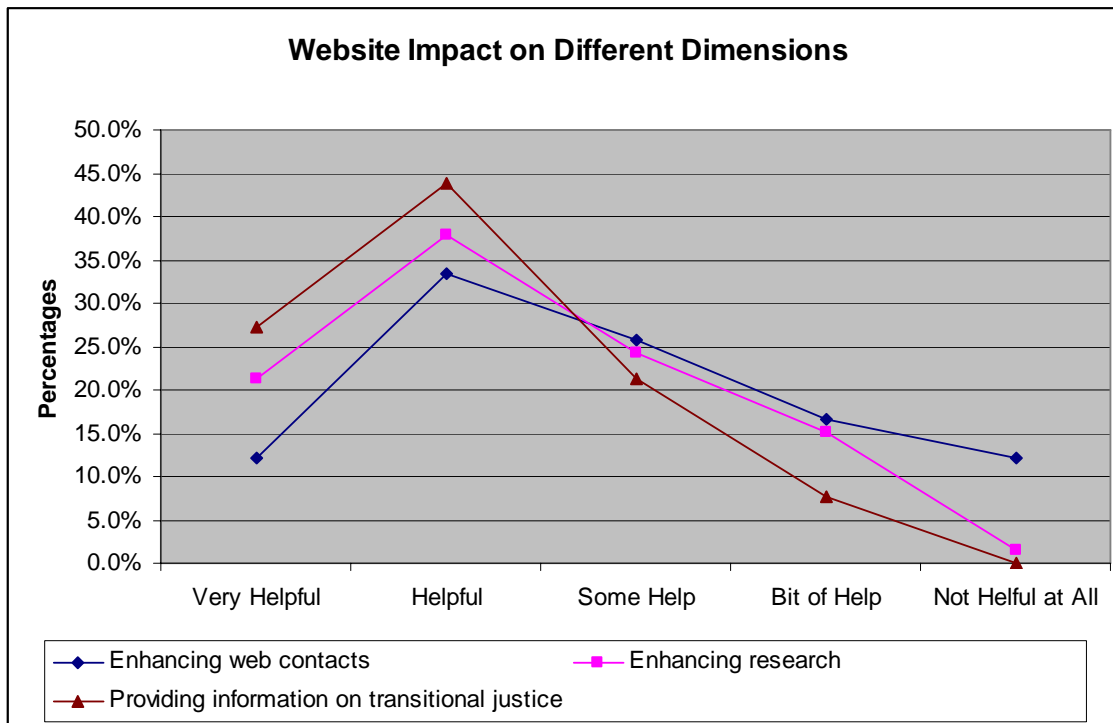


Figure 6 Website impact in relation to contacts, research and information

Survey respondents were then asked what features they felt would enhance the website. These were written responses and only seven specific suggestions were received. These could be categorized as follows:

- Two respondents felt that the layout could be improved (more readable colours, less information on pages);
- Two respondents wanted to receive the newsletter more regularly;
- One Listserv user felt it would be important to have information and areas of interest available about different users so they could be contacted if interests were shared;
- One respondent recommended linking to existing bibliographies instead of trying to keep the ATJRN bibliography up to date; and
- Another survey respondent felt the site seemed to not always focus on Africa but tended to try and include information on the field more widely.

Likeliness to recommend the website to others		
Answer Options	Response Percent	Response Count
Very Likely	52.2%	36
Likely	36.2%	25
Somewhat Likely	8.7%	6
Somewhat Unlikely	2.9%	2
Not at All	0.0%	0
<i>answered question</i>		69
<i>skipped question</i>		22

Table 20 Likeliness to recommend the website to others

Asking users whether they would recommend the site to others was used as the final measure to assess the degree to which users felt the site was worthwhile and important. It was found that 88% of respondents felt that they were “likely” or “very likely” to recommend the site to others. Six respondents or about 9% felt “somewhat likely” and 2 respondents (3%) felt they were “somewhat unlikely” to recommend it. Therefore we can see that the vast majority of participants feel the site is worth recommending and are likely to do so.

Listserv

Of the 91 respondents to the survey the vast majority were Listserv members (68). For those who were not Listserv members, nine stated they were not members of the Listserv, eight did not know about the Listserv and six survey respondents did not answer the question. This suggests that some individuals interact with ATJRN solely through the website or via other means (possibly workshops in select cases).

Those that were active on the Listserv shared a number of interesting opinions about its use and utility. On the whole, for example, members found the Listserv helpful in providing them with information on transitional justice. About 76% of participants in total feeling it was “very helpful” or “helpful”, and further 14.7% said it was of “some help” and 8.8% a “bit of help”.

How beneficial Listserv members rate the information they receive on transitional justice		
Answer Options	Response Percent	Response Count
Very Helpful	33.8%	23
Helpful	42.6%	29
Some Help	14.7%	10
Bit of Help	8.8%	6
Not Helpful at All	0.0%	0
	<i>answered question</i>	68
	<i>skipped question</i>	23

Table 21 How beneficial Listserv members rate the information they receive on transitional justice

As is evident in the table below most of the options listed in the survey concerning the type of information Listserv members would like to see were endorsed. The strongest support was for “latest research reports” (57 counts), then for information on forthcoming conferences (46 counts), and the third most common request was for “online discussions on key transitional justice issues” (41 counts). Taking these three requests into account it suggests, in short, that in terms of priority users want transitional justice information and research, news and events, and a place for an online discussion. There was however fairly strong support too for Listserv being a place where researchers could find out information about funding (39 counts) and job advertisements (39 counts). There was less strong support for the site being a place where researchers could find information on consultancy and tenders, although support for this was moderate (25 counts).

Listserv members were also asked for suggestions on how to improve the Listserv, but there were few responses to this question. One respondent felt the amount of information coming through the Listserv was appropriate and did not “clog” the inbox, another felt that the Listserv seemed a bit sporadic in terms of content. Yet another felt it might be useful to differentiate posts, e.g. announcements from discussion. Another user complained that they had not managed to get the “digest” feature of the Listserv to work. A further participant took a completely different approach encouraging the Listserv to be a place of challenge to dominant transitional justice discourses noting:

Be even more open to subverting how Western and "international" (but really white-led) NGOs try to define TJ through the prism of their own experiences and biases while preaching but not following the gospel of "local ownership." For instance, in the discussions on Kenya and its TRC—it might be useful to be frank about how Western consultants and NGOs explicitly and by implication (for instance, in the way they focus on specific issues but not others) steer the debate to areas they either have an funding or strategic interest in (e.g. prosecution) while ignoring those that actually go into the root causes of Kenya's conflict and the role of colonial legacies in it (which Western TJ thinking sidesteps).

Thus although suggestions were limited, they do, at bare minimum, highlight the importance of reviewing the Listserv posting frequency and their nature.

Information Listserv members would like to receive		
Note: could specify more than one option		
Answer Options	Response Percent	Response Count
Information on forthcoming conferences	69.7%	46
Latest research reports	86.4%	57
Online discussions on key transitional justice issues	62.1%	41
Project funding opportunities	59.1%	39
Adverts about transitional justice jobs	59.1%	39
Calls for tenders and consultancy opportunities	37.9%	25
Other (please specify)	3.0%	2
<i>answered question</i>		66
<i>skipped question</i>		25

Table 22 Information Listserv members would like to receive

Network

One of the issues that remains to be definitely determined is what constitutes “membership” of the network. It was therefore considered important to ask survey respondents whether they themselves felt they were members of the network and why. Of the 91 survey respondents 70 answered the question “Do you consider yourself part of the ATJRN Network?” Of this 70, 64.3% or 45 respondents felt they were part of the Network and 35.7% or 25 respondents felt they were not.

The most common reason given for why respondents felt they were part of the Network was that they were a member of the Listserv (30 counts), then because they were registered on the website (28 counts), and finally a fair number of respondents felt they were members of the Network by virtue of the fact that they used the website (19). These responses are interesting, in so far as they suggest the idea of Network membership is for users of the ATJRN’s considered from a fairly wide perspective, i.e. some consider the formality of being a member of the Listserv the defining component of their membership, whereas others simply consider using the site or sharing common interests with others was sufficient to warrant membership.

To this end, it suggests a fairly loose definition of membership might be warranted and not a major concern to many users of the ATJRN services.

Why survey respondents feel they are part of the Network		
Answer Options	Response Percent	Response Count
I use the website regularly	44.2%	19
I'm registered on the website	65.1%	28
I'm a Listserv member	69.8%	30
I have been to a capacity building workshop	14.0%	6
Other (please specify why you feel you are a NETWORK member)		5
These include: "I am engaged in TJ issues"; "I can share and got information from/to it"; "Facilitator for capacity-building workshops"; "Common research interests"; and "I read the emails regularly"		
	<i>answered question</i>	43
	<i>skipped question</i>	48

Table 23 Why survey respondents feel they are part of the Network

Specifically, in relation to the Network it was asked whether it was helpful in terms of (1) enhancing contacts; and (2) enhancing research skills and capacity. It is of course unrealistic to expect a Network to meet all these needs and for this reason the question was phrased in relation to degree of “helpfulness” of the Network in that regard.

A majority of survey participants (63%) found the Network “helpful” or “very helpful” in enhancing contacts; 37% found it a “bit of help” or of “some help” and none found it no help at all. Over half of participants (56%) found the Network “helpful” or “very helpful” in enhancing research skills and capacity; 40% found it a “bit of help” or of “some help” and only 4.4% found it no help at all. Thus, we can see that from the 46 participants who answered this question (i.e. those who saw themselves as part of the Network)—all of them found it helpful in some way in terms of enhancing contact. The vast majority found it helpful in terms of enhancing research skills and capacity.

Network impact					
Category	Very Helpful	Helpful	Some Help	Bit of Help	Not Helpful at All
Enhancing contacts	17.4%	45.7%	30.4%	6.5%	0.0%
Enhancing research skills and capacity	22.2%	33.3%	31.1%	8.9%	4.4%

Table 24 Network impact

It is interesting to compare responses in relation to how helpful individuals found the website (above) compared to the Network.

As was noted, only 46 respondents said they were members of the Network, and 68 respondents answered questions about the impact of the website. What we can see—if we chart the responses of the questions “How beneficial do you feel the NETWORK has been for enhancing your contacts?” against the question “How beneficial do you feel the WEBSITE has been for enhancing your web of contacts?”—is that those who consider themselves to be part of the Network consider it to be more beneficial to enhancing contacts than the website more generally. Although this is not surprising, it does point, at least at a basic level, to the Network’s ability to enhance contacts.

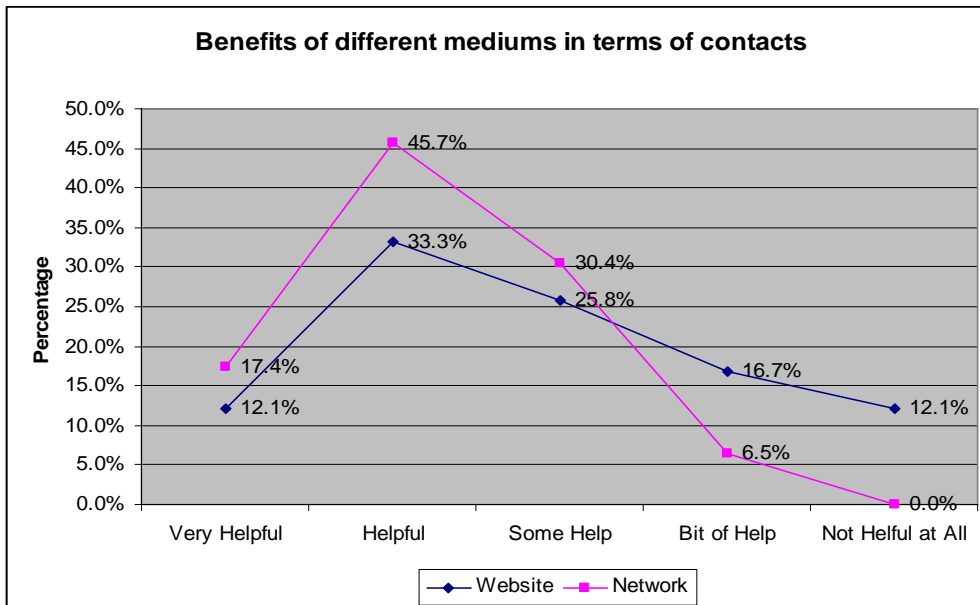


Figure 7 Benefits of different mediums in terms of contacts

However, what we can see—if we chart the responses of the questions “How beneficial do you feel the NETWORK has been for enhancing research skills and capacity?” against the question “How beneficial do you feel the WEBSITE has been for enhancing your research?”—is that those who consider themselves to be part of the Network and responses about the website more generally are not that different. That said, the website comes out marginally stronger in its ability to enhance research according to participants. Although not too much should be read into these comparisons, they do highlight that many respondents do indeed feel the website provides input on research. Those who speak of being part of the Network generally define this in broad terms, therefore, again it is not that surprising that they do not see the Network as enhancing research to the degree the website does.

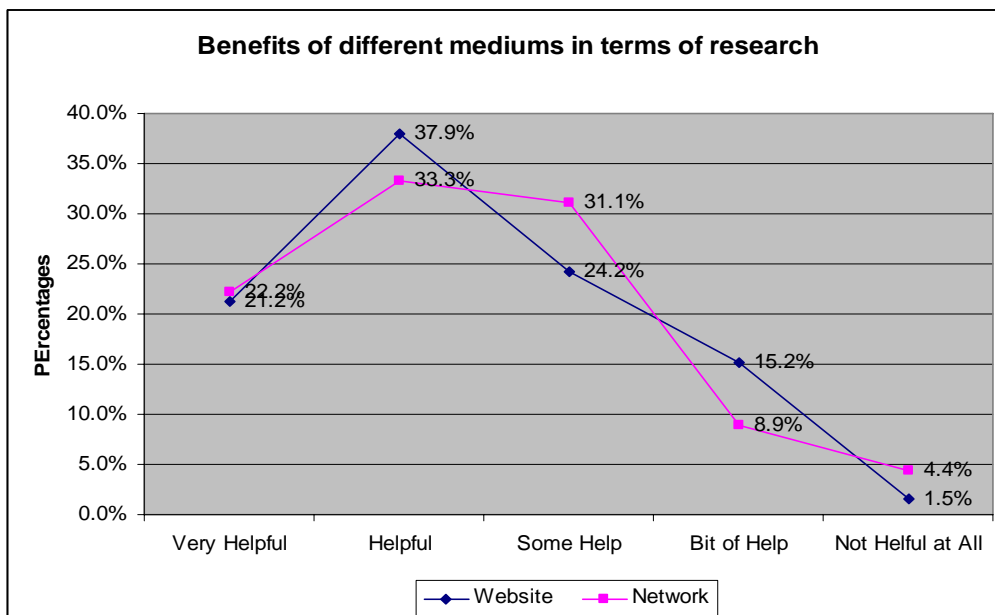


Figure 8 Benefits of different mediums in terms of research

The final question about the Network asked for suggestions for enhancing the Network. This required written responses and only two respondents offered suggestions. These include:

Additional network initiatives that involve more intensive engagement among members and are also sustained over time, e.g., collaborative research projects, grant/fellows/mentorship programs, advocacy campaigns. Instead, the network seems to be mostly a passive entity, with the exception of the website, Listserv and capacity-building workshops, which are active only now and then.

How about enabling likes across fields, not just among people who see themselves as TJ but to development and conflict transformation and human rights practitioners - how can we connect in more meaningful ways in our conversations and work rather than 'invent' a new field called TJ that will then be compete with the others for funding, debate overlaps etc rather than evolve as a organic whole.

Newsletter

The final part of the survey focused on the ATJRN newsletter of which there have only been two to date, i.e. one in October 2006 and another in March 2007. This probably accounts for the fact that only 13% (9 respondents) said they downloaded the Newsletter from the website and 22% (16) said they got it mailed to them. At the time of writing this report the Newsletter was not downloadable from the website. Eighteen of the respondents (25%) said they did not know there was a Newsletter and 29 (40%) said they did not download it. Thus we can see, visibility and knowledge of the Newsletter is not particularly high.

Number of respondents downloading the Newsletter		
Answer Options	Response Percent	Response Count
Yes	12.5%	9
No	40.3%	29
It normally gets emailed to me	22.2%	16
I did not know there was a newsletter	25.0%	18
<i>answered question</i>		72
<i>skipped question</i>		19

Table 25 Number of respondents downloading the Newsletter

Respondents were then asked to rate the Newsletter along a range of dimensions. In terms of content, 41% of respondents rated the Newsletter as “very good” or “good”, and 9% felt it was “average”, and one respondent (2%) felt it was below average. It is important to note however that 49% of respondents either did not know there was Newsletter or said they did not download or read it regularly. In the same vein, when it came to design and layout 34% rated the Newsletter as “very good” or “good”, and 18% felt it was “average”, and one respondent (2%) felt it was below average. Once again 46% said they did not know there was Newsletter or said they did not download or read it regularly. In terms of the regularity of the Newsletter, despite the fact that there have only been two editions, 29% still felt it came out with a regularity that was “very good” or “good”, and 11% thought it was “average” and 5% thought it was poor. For this question 50% said they did not know there was Newsletter or said they did not download or read it regularly. Overall the ratings given to the Newsletter were consistent with the above responses; that is 40% felt the Newsletter was “very good” or “good”, and 8% thought it was “average” and 3% thought it was poor. Overall 48% said they did not know there was Newsletter or said they did not download or read it regularly. Taken together this means that those that know of the Newsletter or

read it rate it fairly well, but at the same time the Newsletter lacked a sense of penetration with the ATRJN users more broadly, with the issue regularity getting the poorest rating.

Newsletter ratings							
Category	Very Good	Good	Average	Below Average	Poor	Don't regularly use or read it	Did not know about it
Content	12.1%	28.8%	9.1%	1.5%	0.0%	16.7%	31.8%
Design and Layout	8.2%	26.2%	18.0%	1.6%	0.0%	16.4%	29.5%
Regularity	4.8%	24.2%	11.3%	4.8%	4.8%	21.0%	29.0%
Overall	3.3%	36.7%	8.3%	3.3%	0.0%	20.0%	28.3%

Table 26 Newsletter ratings

Interview Findings

Steering Committee and Partners

A total nine interviews were carried out with ATJRN Steering Committee members (six interviews, one interviewee was a former Steering Committee member no longer serving), as well partners and past facilitators (three interviews, but five individuals). The purpose of the interviews was to ascertain their views on the ATJRN and all its aspects, including their role in the process. Specific attention was also given to the capacity building workshops. Interviewees were also to reflect on the future of the ATJRN. The questions asked are Appended (see *Appendix D*). Below the key findings are extracted under themes.

Workshops

Although those interviewed had attended different workshops, and of course, the outcomes of workshops were varied some common themes emerged.

Capacity building

On the whole, those interviewed felt that the workshops had contributed to the research capacity of those that attended. The knowledge imparted and the discussions held with workshop participants was considered, by three interviewees, to be valuable and generally of relevance to participants. Another interviewee praised the workshops for moving “beyond the small group of people who were seen as experts” and for reaching fairly wide audiences; the way the workshops targeted NGOs was considered to be “excellent”. It was also felt that the workshops had some ability to be reactive and hence timely. Two interviewees who were at one of Liberian workshops praised it for being timed perfectly, i.e., at the start of the TRC. In the same vein, the Sierra Leone workshop was considered important because some time had passed since the TRC and now it was critical to follow-up on unfinished business, and no one was doing this in a concerted way. To this end, the session in Sierra Leone “helped to formulate a bit better what we can do” now. It was however difficult for interviewees to highlight specific examples and ongoing impacts of the workshops (see discussion below on follow-up). That said, a view was expressed that it was evident that a number of those in the workshops were now in influential positions in some contexts, or had been promoted since participating in the workshops. This interviewee attributed this to the skills learned at the workshops and that some individuals who had been at the workshops were more in demand as a result. Another interviewee noted however that the workshops were also a two-way learning process, and those running them had also “learned a lot”. To maximise this learning however the knowledge of those in the workshops would have to be used to a greater

degree than at present. As was noted in the minutes of ATJRN Steering Committee (July 2008): in some workshops the facilitation and delivery method was a top down and drew inadequately on the expertise amongst the participants themselves; “given that a key goal for the Network is to provide a space for horizontal lesson sharing and reciprocal learning, workshops should be designed to maximize this outcome”. To achieve this more knowledge about participants is needed prior to the workshops (see Audience discussion below), and a balance “between giving them [participants] a space and opportunity to share experiences” and facilitators taking overall responsibility for the training programme was needed (Steering Committee Minutes, July 2008). In terms of other challenges, a view was expressed however, that at times, the knowledge gained from the workshops was limited when the agendas for the workshops seemed fairly wide and the exact outcomes being sought were not always clear. Another interviewee, despite being happy with relationships between partners generally, felt that “a clear set of terms of reference, who is responsible and for what” should be outlined between partners, facilitators and those running the workshops before they started. It did appear, however, that later workshops seemed to improve on this being more direct in their focus (see below).

Focus of the workshops

There was a general view that workshops worked best when they focused on specific issues that were directly relevant to participants (e.g. case studies). This was a methodology adopted in later workshops because “talking about methods in abstract is not as useful as how it works in a project”. As one interviewee noted, “without such an approach [case studies]...there was a risk of capacity building workshops being turned into classrooms”. In other words, workshops should, in the opinion of most interviewees, be case study focused or work on a specific issue of direct relevance to those in the room. As interviewees put it: the workshops could be “structured around ongoing concerns people are having”; be “peculiar to the people’s interest”; “use examples of their context”; and “if people had come to the workshop with an idea of what they wanted to research that would have been helpful”. Two interviews pointed to the workshop hosted with ICTJ as an example of this, i.e. the focus was on a specific project and how to implement it, and this workshop was “more contained, and specific skills for a specific project [were imparted]”. Put another way, capacity building could “happen through participation in projects” with others and this would lead to lessons being applied. In this way the “workshops” could be about intervening at a “practical level”. Other interviewees were also of the view that capacity building could be focused, not merely on projects, but on organizations, i.e. “a group or an organisation [working] with them to build up research skill, [in other words] working with specific entities”. Thinking of this sort of practical and targeted interventions led some interviewees to reflect on the role of peer mentoring as a key part of any capacity building programme. This would entail, as was piloted between CSVr and the Refugee Law Project,⁶ an individual from one organization in one part of Africa working closely with another in another part on a specific project. Advice and thoughts could be imparted, and projects “reviewed” by critical friends from different countries and organisations. This type of capacity building, which moves away from the workshop format, was also considered more cost effective.

⁶ In the CSVr report to IDRC (July 2008) it notes how this process worked between CSVr and the Refugee Law Projects “Beyond Juba” Programme (BJP). The conceptualization of the “Beyond Juba” was informed by conversations between ATJRN Steering Committee (SC) members, as well as SC involvement in the original civil society workshop which initiated the project. From there, CSVr, in partnership with IJR, gathered together key South African civil society players to give input into BJP and lessons learned from South African civil society. Once the project began and staff was hired, CSVr was asked to provide technical assistance and content training, as well as to conduct peer review through one-on-one interviews with 8 new staff members. This was followed up some months later during a return visit.

Audience

A number of participants (seven of the nine interviewed) raised issues concerning the workshop audience. This specifically concerned how to target and select workshop participants. Interviewees noted, for example, that it was “difficult to pitch [the workshops] because of experiences”; the challenges of training “different levels [of participants]”; and that there was “a blend of skill sets in the groups” selected in most workshops to date. This made it difficult to get the pitch of the workshops correct (e.g. some participants were skilled and wanted advanced knowledge, and others knew very little about transitional justice). These issues go to the heart of who the ATJRN see as its audience and how these individuals are targeted. Although a view was expressed that “those who do not know too much about transitional justice” should be the primary audience, another view was that the “at different times different audiences might need to be targeted” given the different issues at hand in any given context. The key issue therefore is not about limiting the ATJRN audience but rather how “to distinguish ‘beginners’ and ‘more skilled people’” in the selection process, and keep all workshops appropriately focused. For different audiences there might also have to be different approaches, e.g. sometimes, one interviewee felt, “the methodological language” needed to be “toned down” for those new to research methods. Different selection processes were highlighted. For example, one workshop targeted those selected by in-country partners very deliberately. Another workshop focused on individuals who had approached CSVR asking for assistance, whilst at the same time advertising the workshop on Listserv and considering applications thereafter. Despite these different approaches, based on the feedback from the interviews, exactly how to select participants and target workshops remains an ongoing challenge.

Facilitators

Some attention was given by interviewees to the role of facilitators in the workshops. On the whole, facilitation was considered to have worked fairly well. However, a discussion that surfaced concerned the question of the use of internal (African-based) and external facilitators (non-African based largely Western facilitators). Although the input of external facilitators was valued and they were praised for being “open” and allowing participants to shape the workshops in “whatever way we felt”, the use of “internal” facilitators seemed to be the preference. The reason given for this was that although external facilitators might come with a range of useful experiences and knowledge they were often not immersed in the specific and contextual issues under discussion. As a result of this some experienced inputs from external facilitators as “academic” because they were not focused on the specific context. Three interviewees noted that the workshops which worked best, in their opinion, were those when only African facilitators were used. This is not to say that comparative experience should not be used, e.g. an interviewee felt that it was important to connect African experiences with others such as Latin America. However, the general approach most interviewees seemed to endorse was one which focused on using African-based expertise to build the capacity of other Africans. The general approach of those interviewed could be summed up as “African researchers can help each other”. This view, and the need to prioritise the use of “internal” facilitators also appears to be the preference of the ATJRN Steering Committee (see Minutes, July 2008).

Sustainability, visibility and reach

One of the issues that came up most in the interviews was the issue of the sustainability and reach of the workshops. Concerns were expressed by seven interviewees, about the sustainability of the learning from the workshops. This was linked with the issue of follow-up after the workshops. Interviewees generally felt that when it came to building capacity “follow-up is the main issue” and some of the capacity building events had given the exact opposite impression, i.e. being “one off” sessions. Interviewees seemed to share the view that there was a need for follow-up and an “ongoing engagement” and process of supporting those that were trained. This, one interviewee added, was needed to also build “two-way” channels of learning. At the same time, however, it was also generally

acknowledge that in order to follow-up the workshops or have a continuing programme of engagement in some countries substantial resources would be needed. This prompted some interviewees to question if other methods of follow-up could be used such as dedicated Listservs or web pages, or using tools such as Skype; the website was raised as a potential where such tools could be developed and made available to a wider audience. This was also considered critical because, as one interviewee put it, the ATJRN is known for the website and Listserv and not the capacity building component. Thus the two processes had to be linked in some way. At a most basic level this meant ensuring that workshop participants were Listserv members and fully briefed on the website. There was also a feeling that “workshops are limited and labour intensive”. This participant therefore suggested that capacity building workshops could be tied to other ongoing activities such as other conferences. That said, another interviewee noted that when this was done in one case, the problem was that by linking two events (one was a conference) by the time the network activity took place people were “exhausted”. Thus we can see that there are no easy answers when it comes to the question of follow-up of the workshops. If this is to be done in a more concerted way additional time and resources will be needed both for in-country work and to offer a range of digital follow-up solutions. At the same time, the constant refrain from interviewees for more follow-up and capacity building work can be read as an endorsement for what is taking place. The challenge will be how to maximize this, either through new technologies and approaches, or by increasing the reach of the programme as a whole.

Listserv

There seemed to be a general consensus among interviewees that the Listserv had been successful. It was certainly the most “visible” part of the network and “most successful” part in the view of a few interviewees. Another said it gave the field “coherence and was a central point discussion”. Several times participants alluded to the recent debate on the Listserv about the benefits and limits of the Liberian TRC⁷ as evidence that debate was happening and the Listserv had the potential to intervene in real situations. Ideas for future development included the Listserv being a place where: (a) discussion papers could be posted for debate; (b) debates could be summarised and distributed via CD for those who do not have access; (c) the Listserv could have a social networking dimension; and (d) it could be used as a vehicle, in conjunction with the website, to be a place “where African practitioners are talking to each other and sharing”. One interviewee noted how he felt the Listserv seemed to be “self governing”; that is that traffic seemed to ebb and flow without it ever becoming overwhelming. He gave examples of where for a short while the Listserv went through a phase of some participants using it to introduce themselves and their work to each other, and then that subsided and a flurry of emails about the Liberian TRC dominated, which has now decreased and notices about various projects and resources seem to the order of the day.

On the flipside of this, another interviewee expressed concern that although debate on the Listserv was positive, it could also be particularly virulent as in the Liberian TRC discussion, and intimidate and “put off” new users. That said, on the whole, the Listserv was seen as a positive and constructive intervention in the transitional justice field. It provided a focal point for discussion that was simply not there before. The challenge for the future will be how this can be sustained and built on perhaps using new dimensions to the Listserv that can accommodate more users in different ways.

⁷ In August and September 2008 debate about the Liberian TRC began on the ATJRN Listserv. Some observer expressed a view that the Commission was not victim-centered and gave too much space for perpetrators to “grandstand”. This was contested by others, most notably two of the Liberian truth commissioners. A virulent debate ensued.

Role of network

Interviewees considered the role of the ATJRN and particularly what its role could be in the future. One of the issues continually raised as being valuable about the Network was that it focused on Africa specifically. Some of the interviews took this a step further arguing that it was not only important that there was a structure concerned with transitional justice in Africa, but that it should be challenging dominant discourse at the same time. A few interviewees saw the ATJRN as offering “an alternative discourse” on transitional justice; that is to challenge formulaic and model driven approaches which was the dominant approach that tended, in the view of these interviewees, to encourage international NGOs to dip into contexts and present fairly standardised models with limited local knowledge. The hope was that the ATJRN could provide a “counterbalance” to this from the African perspective. This type of thinking led into a wider discussion in the interviews, i.e. was the Network, as one interviewee put it, “a clearing house or a more directive project”. For example, one of the debates raised by at least two interviewees focused on whether the Network could serve as an advocacy forum, present consolidated views on issues and have a proactive intervention agenda. For example, as was noted above, there was a lively discussion on the Liberian TRC on the Listserv in late 2008. Some interviewees wondered if such debates could be consolidated and used to form a position paper or make policy suggestions directly from the ATJRN. In other words to act on issues (e.g. another interviewee mentioned Dafur or issues around amnesties), and should not only be “a forum to talk about issues but to generate ideas”. More broadly, as was discussed above, this could feed into the Network being a “counterbalance” and “vocal contributor to the global debates” to dominant discourses through actually making interventions or consolidating positions and ideas on a specific issue. As another interviewee put it, should the Network be “proactive in programming on countries” with training workshops, if they were to happen, being part of a wider in-country programme. Another interviewee had the same idea and spoke of devolved regional approaches where members could start projects and fundraise for specific ATJRN activities, and in this way the capacity building process would not be limited to workshops. Another interviewee spoke of the ATJRN hosting events such as mini conferences on specific topics, or to bringing all Network members together on occasion. Any of these approaches however, it was acknowledged, would require substantial and additional resources. In addition, it also feeds back into the question of who the target audience is for the ATJRN. For example, to build advocacy networks, a focus on building middle-level players research and advocacy skills in transitional justice field and not merely those new to the debates would be essential. It would also require reaching out to the different audiences that the ATJRN has access to and different time. These audiences included, in the opinion of two interviewees, international research community interested in transitional justice in Africa, maybe doing fieldwork there; the NGO community in Africa; and then the primary constituency which was African civil society and academia. It would be useful to engage all these constituencies in different ways if in-country programming was to take shape and more proactive agenda for the ATJRN to be developed.

Management of the Network

Interviewees, at least those on the Steering Committee, were asked about the management process of the Network. On the whole, interviewees seemed happy with this, or as one interviewee put it “so far it has been good”. That said, several did note that CSVr was very much at the heart of the process, and more and more was being delegated to them. There was no resentment expressed about this and interviewees were content with what CSVr was doing. It was noted that often due to time constraints that members were happy with CSVr being the Secretariat. One of the partners, for example, noted how they did not have the capacity to complete all the relevant reports following events even with the CSVr carrying most of the administrative burden. However, several interviewees noted that there was a need for the process of management to be devolved across Africa, and felt that ultimately the Network “needs autonomy from individuals and organisations”. Recently the Network has started to do this with the advertising of a ATJRN Research and Advocacy Officer post to be based with RLP in Uganda. That said, there is still some distance to travel if ATJRN is to take on its own identity. This will be made

difficult due to the logistical difficulties of co-ordinating a Network across a continent where resources are limited and communication infrastructure remains poor.

Most significant change

At the end of each interview the interviewees were asked to say what they thought was the most significant change that the ATJRN had contributed to, the views were thus:

- ATJRN has created a space (both physical in terms of training workshops and meetings, and virtual in terms of the Listserv) in which people can debate/contribute/learn about what transitional justice does/could/should mean in the various contexts in Africa where it is likely to be under discussion;
- ATJRN has made substantial effort to connect what is happening in places in Africa together and overcoming the tendency in Africa for regions to be treated in a discrete way. Participants are interacting with each other in a way that was not available before and this interaction has been driven by Africans and not by Europe or US. The Listserv has been a valuable tool in that regard;
- The most important thing the ATJRN has done is the Listserv because it has expanded communication among practitioners and brought more people to talk about transitional justice issues for good or bad. The fact that this is often driven by Africans was seen as the most valuable contribution;
- ATJRN has, simply put, “added value” to the transitional justice field; and
- ATJRN has demystified research making it central rather than an academic exercise, it could be a great resource for advocacy or service provision—that would be my hope.

As can be seen from these quotes, on the whole, interviewees were positive about what the ATJRN has done to date. In short, it has provided a new angle on the transitional justice debate and extended into areas previously the domain of large international NGOs. However, what it has done differently is has driven the transitional justice debate forward in Africa primarily through research and engaging, with varied degrees of success and through different models (e.g. the Listserv, workshops), local actors.

Website Analysis Findings

Part of the terms of reference of the evaluation requested the consultant to undertake an evaluation of the ATJRN from the consultants “own perspective regarding issues such as what is on there, what could be on there, evaluating the user tracker on the account to see who is visiting from where, mapping our geographic reach”. Some of this was addressed above such as the reach of the site, but to undertake a full analysis of the website a range of criteria were developed using a number of sources.⁸ Below the website is evaluated against these criteria.

Web address

The general convention with website addresses (or url) is that they should be short and simple, but also give a clear indication of the content of the site. The web address www.transitionaljustice.org seems

⁸ Management Centre International Limited (MCIL), <http://www.mcil.co.uk/review/7-10-criteria.htm>; University of Berkeley, California Library, <http://www.lib.berkeley.edu/TeachingLib/Guides/Internet/Evaluate.html>; and Victoria University of Wellington, http://www.vuw.ac.nz/staff/alastair_smith/evaln/index.htm. My thanks also to Michael Simopoulos, INCORE Intern, for his assistance in compiling this section of the report.

adequate in that regard. It might however also be worth registering the address www.atjrn.org and getting it to forward to the www.transitionaljustice.org website. Equally the website address does not mention Africa in any way.

Download time

The most important factor in conveying an efficient impression is download time and this particularly true in contexts, such as many parts of Africa, where internet connections are particularly slow. Generally, a user will only wait for a limited amount of time for a page to download. To facilitate this it is recommended that all pages should be kept under 50k in size. The homepage should be especially small and quick to download. The website, on the whole, does seem to load fairly fast and is not belaboured with large downloads and graphics. That said, it might be worth considering an operational text version of the site for slow internet connections.

Readability

Pages should be easily readable, clear and easy to understand; it is important that the site is not too cluttered with text and images; the font size needs to be large enough to be readable and clashing colours need to be avoided. An independent analysis of the website, based on a comparison to other sites, reveals that the layout of the main webpage could do with some improvement. This was also the view of some of those surveyed. There is an unnecessary margin on the right hand side of the page which could be utilised more constructively, especially on pages off the homepage. The margin persists on all pages of the website, and certainly gives a sort of 'empty' impression on many pages of what is otherwise quite a good amount of content available on the website. One option is to repeat the right hand menu as it is on the homepage on all pages. In addition, the 'Main Menu' option table (top left) of the main screen requires a change of font. Lower case letters could be replaced with capitals or a slightly bolder font to improve presentation and achieve greater assertiveness. The colour scheme is weak and the colour contrast is not effective, and difficult to read—a factor also noted by some of those surveyed.

Software downloading

Asking users to download an application or a plug-in before entering a site can cause annoyance and confusion, hence driving them away. This does not apply to the website at the moment, but can be taken into consideration should it expand, requiring different software for its readership.

Home page on one screen

Generally users entering the site will appreciate seeing everything in front of them without having to make the effort of scrolling up and down. As it stands the homepage is fairly cluttered and generally extends beyond the fold and requires scrolling down. The material under 'The website houses' seems to be duplicated as the items are available in the left menu. Menus should be the clear links to material without the need for an explanation. In the survey some respondents, admittedly a minority, found the menus difficult to follow. In order to conserve space, the reader's personal login should be restricted to a small space in the right hand side of the screen, above the search box on the right side. On the whole, the homepage could be leaner and have less text on it with clearer links.

Unique selling point or value proposition

It is extremely important that the user immediately realises that the site is of potential use to them; the unique selling point of the site should be stated on the homepage. The main title and logo are strong features of the website, both in terms of font and background colour. The African focus is clear, especially through the logo, which is the unique selling point of the site. A minor point, it is however

unclear why in the design the title on the top of the page is not centered. The mission statement also provides a concise summary of the website's purpose, aims and objectives, although the material below that, as noted above, seems unnecessary on the homepage. It might also be worth considering a feature on the homepage that could change and provide an instant message to the user what the site is about. For example, the Network could run a monthly profile on a new African researcher, informing readers of his/her work while also promoting his/her work and making the focus of the site completely clear.

Ability to take action

The site should be interactive and encourage user participation from the outset; there should be direct links to key action points immediately visible on the homepage. This is one of the website's best features, with a number of links to all its functions from the homepage.

Depth of site

The site should strive to create a feeling of wanting more in the user; the goal should be to get the user to stay as long as possible and to come back to the site again. A strong feature in this regard is the rolling news bar, which, if kept up-to-date, is an invaluable source of material for researchers or anyone interested in the latest developments in transitional justice in Africa. Equally however one needs to be aware that this could also act as a distraction, taking readers away from the website, and lead them astray to news sources which themselves represent important information databases. The research/publications listings are far too extensive, and this might account for some users in the survey saying they felt there was too much information. Minimising the amount detail to key specs about each publication, coupled with an advanced (keyword) search engine would enable the reader to locate sources more efficiently. Moreover, grouping the resources in key fields such as country, continent, commission or other utilities would also increase the ease of navigation

Contact details

Providing immediate contact details such as e-mail addresses and telephone numbers on the homepage will give the site an open feel and add a personal touch, thus increasing user confidence and trust in using the site. The ATJRN website does provide contact details on its homepage, or at least a link to it. However, the user would need to scroll down the screen to find it; the accompanying text is unnecessary. While levels of interactivity with the site staff are not likely to be high, providing a generic email address would be advisable and a phone number on the homepage.

Credential validation and update

Providing credential information is a useful way to build trust in the user. The connections to other partners on the homepage and their logos is useful in this regard. Including a date for the latest update of the website will give the reader a more accurate and transparent picture of how regular information is processed on the website.

Worldwide readership

Programmes are now available to track the frequency and reach of websites, revealing where demand is greatest for readership of the website. It is useful to indicate the wide-reaching nature of the site. The 'Clustr' map can be useful in that regard, although it also reveals little or no interest from countries in Eastern Europe, and the wider Eurasian region as was noted above. Evidently, this could be attributed to a lack of research interest in African transitional justice. One option is to provide a summary of the users of the site. Another option might be to provide the option of linking the website to the user's social networking sites, such as Delicious (<http://del.icio.us/>) and Reddit (<http://reddit.com/>). These websites

allow users with similar interests to share information freely, and is an important tool for growing organisations to use in order to promote their work and increase their readership. An RSS feed—a common tool now being used by many non-governmental organizations—would provide alerts to interested readers on new events, publications, news and the like.

Registration

Forcing users to subscribe or register on the homepage before continuing will not be appreciated and may turn users away. Users will, according to the website literature, only identify themselves when they are ready. Helpfully the site does not require registration for most features. That said, it is not clear why users have to register to access the database. Obviously registering for the Listserv is clear and normal practice. The registration process is straightforward but the reasons for the database registrations are not that clear.

Summary

In summary, as was revealed in the survey data, the website is a quality website with much information on it. The content seems to be main draw to those who use it. Some of the access to information could be streamlined however, and some aspects of design could be improved, e.g. making the menu font more readable, addressing the fact that there is an unnecessary white column on the right hand side on most pages, having less information on the homepage especially if this is given elsewhere, making it clear why registration is necessary and encouraged. Other simple features could also enhance the site such as the use of an RSS feeds where appropriate and considering links to social networking sites, if this feature is not incorporated into the website itself.

Chapter Three

Summary and Conclusions

The ATJRN and its various components was, on the whole, evaluated by those interviewed and surveyed positively. The focus on Africa was praised and the importance of having a sustained civil society engagement around transitional justice driven by Africans was considered vital. The ATJRN was seen as essential in starting this process.

Workshops and capacity building

1. To date the project has reached 106 individuals across Africa in capacity building workshops, exceeding its target of 75. Generally speaking, those interviewed felt that the workshops had contributed to the research capacity of those that attended. The workshops had proved to be timely in some cases and able to meet needs as they arose. Although it was difficult to point to impacts beyond the workshops at a wider level, those interviewed did feel those that attended received a range of skills to assist them in doing research in their contexts that could lead to social change. Partners and facilitators also felt they learned a great deal from others through participation in the workshops.
2. Workshops that worked best were those that focused on a specific case study or projects and knowledge being imparted, and reinforced, through the engagement with real examples. The use of peer review processes in this regard was considered a potentially useful method of engagement between African partners on projects and as a way to build research capacity across regions and countries.
3. It was a challenge to get the “pitch” of workshops correct with different audiences often attending, e.g. those with rudimentary knowledge of transitional justice and those with considerable research skills. Both these constituencies were considered important but more attention might need to be paid to workshop recruitment strategies in the future.
4. There was a clear preference for using African-based facilitators in any capacity building processes between organisations rather than bringing in “external” facilitators (e.g. from US and Europe particularly).
5. One of the biggest challenges identified was how to sustain the capacity building work after the workshops. Continued engagement across countries was costly and resource intensive. To this end, strategies such as peer review and using technological methods (e.g. dedicated email networks, social networking, internet phone and video) for follow-up were highlighted.

Listserv

6. The Listserv was considered one of the biggest successes of the ATJRN to date with 864 members at present. This figure has continued to grow steadily from when it was first established. Those who use the Listserv found it a valuable source of information and debate. The Listserv was seen as a positive and constructive intervention in the transitional justice field. It provided a focal point for discussion that was simply not there before.
7. About 76% of participants felt the Listserv was “very helpful” or “helpful” in providing information on transitional justice. There was a desire however to increase and change the nature of contact through the Listserv in some cases, e.g. having dedicated discussions on specific topics; differentiating posts (e.g. announcements, research, topic specific) and having a social networking element where users would know exactly who they were speaking with.

8. The type of information those surveyed wanted to receive on the Listserv in order of priority included latest research reports; information on forthcoming conferences and news; online discussions on key transitional justice issues; and to lesser degree a place to find out information about funding, job advertisements, and consultancy and tendering possibilities.

Website

9. The website was seen as a useful addition to the project and valuable source of information, and a quality product. The content of the site seems to be the main draw to those who use it. It seems to be used primarily as a research aid and the research repository functions of the site are the ones participants value the most. However, clearly users value information on upcoming events, news and wider information about the field. Some desire for the site to also have social networking functions and online discussion was also expressed.
10. In terms of providing information on transitional justice, enhancing research, and enhancing web contacts the website was scored fairly well by those that were surveyed. On each dimension sizeable numbers felt the site is “very good” or “good” (71% at providing information on transitional justice, 59% on enhancing research, and 45% on enhancing web contacts). Again the research dimensions are considered the areas the website helped with most, and less so, as would be expected, in building new contacts. Overall satisfaction with the website can be gleaned by the fact that 88% of respondents felt that they were “likely” or “very likely” to recommend the site to others
11. In terms of frequency of use, the website seemed to be used fairly frequently by those that were surveyed with 35.7% using it once a week or at least every two weeks. Nearly 10% said they used it everyday.
12. In terms of demographics it would appear that most of its users are early to mid-career researchers generally working as academics or in NGOs with fairly high levels of educational attainment, e.g. post-graduate degrees.
13. In terms of access, on average, it appeared that most users of the website were from North America (42%), Africa (35%), Europe (18%), South America (2%), Asia (2%), Middle East (1%) and Oceania (0%). This suggests that North Americans use the site the most, but interestingly those based in Africa (who of course might all not be African) using the site are relatively speaking at a fairly high percentage considering that only 3.5% of people in Africa have internet access. However, users from Asia, the Middle East and Oceania are minimal. This offers new possibilities for expansion.
14. In terms of content, design and layout, usability and finally an overall rating the website was scored fairly well by those that were surveyed. On each dimension the majority feel the site is “very good” or “good” (74% on content, 55% on design and layout, 64% on usability, and 69% overall). A total of 85% of respondents found the site “easy” or “very easy” to get around. The area targeted for most improvement by some, albeit a minority of users, was the navigation process, menus and finding exact information remain challenges for some website users. Although 63.6% of those who responded to the survey felt the menu items made sense and were clear, 7.6% felt they did not and 29% felt they only “sort of” made sense and were clear.
15. Some specific issues to consider are making the menu font more readable; addressing the fact that there is an unnecessary white column on the right hand side on most pages; having less information on the homepage especially if this is given elsewhere; and making it clear why registration is necessary and encouraged. Other simple features could also enhance the site such as the use of an RSS feeds where appropriate and considering links to social networking sites, if this feature is not incorporated into the website itself.

Newsletter

16. Overall the ratings given to the Newsletter were consistent; that is 40% felt the Newsletter was “very good” or “good”, and 8% thought it was “average” and 3% thought it was poor. But overall 48% said they did not know there was Newsletter or said they did not download or read it regularly. Taken together this means that those that know of the Newsletter or read it rate is fairly well, but at the same time the Newsletter lacked a sense of penetration with the ATRJN users more broadly, with the issue regularity getting the poorest rating.

The Network

17. Exactly what constitutes membership of the Network remains unclear, e.g. is it by virtue of being on the Listserv, having attended a workshop, using the website regularly. Those interviewed and surveyed however did not seem particularly concerned about whether they were or were not members. It was the services offered they were primarily interested in.
18. A majority of survey participants (63%) found the Network “helpful” or “very helpful” in enhancing contacts; and over half of participants (56%) found the Network “helpful” or “very helpful” in enhancing research skills and capacity. All of those who considered themselves part of the Network found it helpful in some way in terms of enhancing contact. The vast majority found it helpful in terms of enhancing research skills and capacity.
19. As was noted in relation to the website above, it seems that most users are primarily interested in research information, reports and literature from the the ATJRN. However, strong views were also expressed about the Network being more formal or ATJRN not merely being a “clearing house” but shaping the transitional justice debate more actively through sustained in-country programmes or for example taking Listserv debates, summarising them and turning them into advocacy documents or statements.
20. The management of the Network was of little concern to most of those surveyed who largely interacted with the project through the website. Steering Committee members and partners felt that in the long run the Network should have its own identity free from any organisational connections.

Chapter Four

Recommendations

Recommendation 1

It is recommended that the Network continues to expand and cement the developments to date. To this end, the Network needs to continue to make structured time with the Steering Committee and those the ATJRN serves, from time to time, to enhance its organisation practice, this needs to not only focus on the strategies needed to implement the Network's programmes, but also relate to the "care and feeding" of the Network to ensure its growth.⁹

Recommendation 2

It is recommended that the ATJRN maintain the essence of the programme and its major elements, e.g. the website, Listserv, capacity building focus. The uniqueness of the project remains its African focus, and care should be taken to continue to foreground this on the Listserv and website continually, and to ensure the services do not shift into the wider transitional justice field inadvertently.

Recommendation 3

It is recommended that the ATJRN maintain its focus on capacity building in Africa. A range of programming activities should be implemented including both workshops and peer review processes. It is recommended however that over the next year, resources permitting, at least two projects or organisations should be selected to work with on a specific topic or issue relating to transitional justice in Africa. These interventions should be structured around ongoing concerns of these partners. A series of workshops should be planned but these should be followed with a peer review process, or exchange of personnel, to oversee how skills are being transferred and used. This might mean targeting less individuals through such workshops but ensuring a more sustainable outcome. Using this approach will mean that the issue of selection of participants and different skill levels will be less of a concern. As much as possible African-based facilitators and personnel should be used. At the same time wider workshops should not be abandoned and large workshops, resources permitting, operating almost as conferences with a range of speakers could be run for example twice a year. These could be advertised through the Listserv and invite participation from members more widely encouraging exchange of ideas not merely as one-way capacity building work but knowledge sharing events. This model could cater for a range of different skill levels. These larger workshops should be billed at ATJRN events to help build its identity and profile.

Recommendation 4

It is recommended that the Listserv continues and expands. The idea of topic specific lists or more specifically targeted discussions should be piloted, i.e. participants signing up for a specific discussion or topic (e.g. women and transitional justice, or perhaps more specific such as a discussion on evaluating the Liberian TRC to date) and inviting one or two members to write short discussion pieces to get the discussion going. At the beginning of the discussion all those that sign up would introduce themselves to other members to build trust, contacts and enhance networking. These discussions could be time limited to ensure a concerted focus for a period rather than discussion slowly demising over time. It is the

⁹ Earl, S., Carden, F., & Smutylo, T. (2001). *Outcome mapping: Building learning and reflection into development programs*. Ottawa: International Development Research Center.

proceedings of these sort of discussions that could be summarised and published in the Newsletter or elsewhere. Arguably the Newsletter should focus on specific topics if it is to have the effect of being more than simply updating on transitional justice news (which the website can do). Arguably the Newsletter could be abandoned in favour of “Advocacy Briefs” that summarise key discussions and make specific policy recommendations. If the targeted discussions warrant sufficient interest actual advocacy work could be considered thereafter and in fact be a point of discussion on the list. It is recommended three such pilot discussions are run over the next year on topics chosen by the Steering Committee. In addition, to enhance the current Listserv, posts from the Listserv could be grouped (announcements, job adverts, research reports and publications, discussion) posting and archiving messages using ‘threads’ so users can follow specific topics or issues with ease, and opt out of others at sign up.

Recommendation 5

It is recommended that part of the website seen as most valuable by users (content and transitional justice research literature) be maintain and enhanced. In other words, most users want to use the site as a research repository first and foremost, therefore, more resources need to be put into this; that is enhancing the “core business” of the site by offering a constant update of research materials, working papers, publications and bibliographies specifically on Africa posting these on the site and sending out to the Listserv. To do this effectively a full-time researcher focusing on web content would be necessary.

Recommendation 6

It is recommended that parts of the website are improved. Among others mentioned in this report: making the menu font more readable and menus easier to navigate; addressing the fact that there is an unnecessary white column on the right hand side on most pages; more accessible and searchable research sections; having less information on the homepage especially if this is given elsewhere; and making it clear why registration is necessary and encouraged. Other simple features could also enhance the site such as the use of an RSS feeds where appropriate.

Recommendation 7

It is recommended that a social networking dimension of the website be piloted; that is the members of the Network can build profiles of themselves on the site for others to see their interests, location, photos, posting on topics or personal blogs, and a research profile. Users should then be able to form their own sub-groups around themes or topics which other members who have posted a profile can join if they wish and then contact one another, share resources, etc. on specific topics.

Recommendation 8

It is recommended that the management of the Network be reviewed, although based on the information gleaned in the evaluation it is difficult to give a clear steer on this and currently those interviewed were not unhappy with the structure. What was established however was that there is a need for decentralisation and the management of tasks to be spread across regions over time. The reliance of specific individuals should be replaced with a core and dedicated Network staff indentified as such and not linked to any organisation. At the same time this is difficult because the Network has been built on the back of the efforts of a range of individuals and organisations, and all members are over-stretched making it difficult to envisage a collective management structure rather than a Steering Committee taking day-to-day control of an ATJRN office. To this end, it would be worth considering the decentralisation process a long term goal and a series of meetings could be set to address this issue over an 18-month period. In the interim to share out tasks regionally sub-committees could be established, e.g. capacity building, website management, Newsletter, etc.

In terms of the long-term, as a guide for this discussion over the next 18-months, the following is offered. It is recommended that a full time independently-housed secretariat be considered subject to funding and the points raised below. The secretariat:

- be staffed by a fulltime co-ordinator with at least two regional co-ordinators based elsewhere answerable to a management committee, and a full-time researcher focusing on web content;
- brief is clearly outlined and the functions of the secretariat discussed and clarified;
- Steering Committee members should however consider the risks associated with of a fulltime secretariat. These include that the secretariat:
 - could become country specific (depending where it is based) with the work and staff expertise of Network gravitating towards it, thus decreasing diversity over time rather than increasing it despite this being the initial intention;
 - just as with a secretariat based in an organisation, a secretariat can become dependant on individuals and the network identified with them;
 - would place an additional administrative burden requiring its own management and administrative structures; and
 - continues to expand as the Network grows resulting in more and more staff being employed (e.g. a policy officer, researcher, communications officer). Although this is not intrinsically problematic one does need to consider the potential implications of this, that is members lose a sense of ownership over the Network's activities; the drain on resources; and that protecting the jobs of secretariat staff and infrastructure become the key motivate for fundraising rather than Network programme activities. It would be worth considering a consultancy type model, that is a model where members can be contracted or members' grantees contracted to fulfil key functions (e.g. research), whilst the process is overseen and driven through the co-ordinator. To this end, the secretariat key staff can be kept to a minimum. It may also be worth considering a phased approach, that is initially the fulltime co-ordinator housed in one of the Network members offices (as it is currently) and then a move, once sufficient funding is in place, to stand alone offices.

Recommendation 9

It is recommended that the issue of membership of the Network be resolved by enhancing services rather than forcing users to be categorised as different types of members. To expand: the evaluation found that users on the whole had a wide variety of ways of understanding their membership (e.g. Listserv users, went to a workshop, use the website). Rather than therefore trying to get users to sign up for different levels of membership, membership should be self-determined through the different services individuals choose to use, e.g. if they use the recommended social networking dimension that is one form of interaction or membership; if they choose to attend on of the larger workshops recommended above that is another; and if they simply use the site for attaining research that is another. In this way, membership is "designated" through the use of services and by users rather than being restricted by any categorisation by the ATJRN Steering Committee or staff. That said, such an approach only works if various services are available and that using these involves the collection of information from users in a more systematic way, e.g. currently no demographic information from Listserv users is gathered other than the email address. This would need to be enhanced.

Another option that could be considered, and polar opposite to the above, would be for different options for membership to be specified. This could allow for different levels of participation of members, and would not be mutually exclusive of the above. Different levels of membership that could be discussed, for example, would include:

- full members who are on the Listserv and receive all information about Network developments, and fully participate in its activities such as meetings, research projects, sub-committees were

they to develop, specific online discussions and the like. Full members would have to be originally from an African country or based in an African country, and registration would require a detailed sign up;

- affiliate members who are interested in the Network but cannot due to distance (e.g. not from an African country and based in Africa) participate in all activities. They will be on the general Listserv, receive all information about Network developments, and be invited to key or select Network events only, and registration would require a detailed sign up; and
- associate members, who can be individuals or organisations, who simply want to be informed about the Network. They will be on the mailing list and receive all information about Network developments, and also be a potential resource in terms of other expertise such as policy development or work on specific themes relevant to Network's work.

All members would have to complete a members profile. That said, the merits and demerits of a rigid membership structure would need to be considered by the Steering Committee. Most contemporary Networks are not opting for such an approach if possible, and self-selection and defining membership by activity seems to be the trend.

Recommendation 10

It is recommended that fundraising be considered a top priority over the next two years, so as to ensure that future goals and current levels of operation are maintained. This fundraising strategy should draw on the combined strength of the Steering Committee members to campaign for funding. This fundraising should be aimed at (1) financial support for the work of the Network; and (2) to support collaborative projects between members (3) and to add the features suggested to the website and Listserv. The reliance on one funder should be addressed, and project funding for different projects or part of the project also be considered.

Recommendation 11

It is recommended that the Steering Committee continues to pay attention to the diversity, language differences and multiplicity of organisational practice among its members and itself. This should be seen as an asset rather than an obstacle and the recommendation is made not so much because this issue was raised by interviewees but rather because it was not. There was a tendency at times for interviewees to talk about African-experiences in a fairly homogenising way. It would be useful however to highlight the differences. Ways of working with this difference should be documented in a knowledge base (see Recommendation below). This would be a piece of research in itself.

Recommendation 12

It is recommended that a knowledge base be developed that can be used to record learning, policy transfer and examples of best practice from different projects, workshops and activities. This should be available to all members over time on the website and be built into the ongoing monitoring process (see below).

Recommendation 13

It is recommended that the Network consider establishing a reference group (with no organisational powers as such, but a sharing and learning forum) that meet annually to discuss and work with the ATJRN in developing and furthering its capacity building, policy and potential advocacy work, web and Listserv service, as well as management process. This reference group could include members of larger international transitional justice field both African-based and wider. They could meet once a year to coincide with one of the Steering Committee meetings.

Recommendation 14

It is recommended that, in order to sustain the above activities, a strategic plan be developed for the Network with a 5 year horizon. This should include time-frames, key actions, outputs and outcomes and

should be based on the Outcome Mapping methodology, which can be used as a strategic planning tool. Special attention should be given to the anticipated outcomes, as well as monitoring mechanisms that will be used to evaluate the programme (see below).

Recommendation 15

It is recommended that the organisation continues to monitor its processes, progress and developments. To achieve this:

- the Network must continue to document the history and development of the organisation as was begun in this evaluation on an annual basis;
- Steering Committee members should complete six-monthly reviews based on a working template structure along the lines of an “outcome journal”;¹⁰ and
- the Steering Committee should continue to annually monitor its progress using the following organisational principles:¹¹
 - Prospecting for new, ideas, opportunities, and resources
 - Seeking information from key informants
 - Obtaining the support of partners and influencers
 - Assessing and (re)designing products, services, systems, and procedures
 - Checking up on those already served to add value
 - Sharing your best practice with the world
 - Experimenting to remain innovative
 - Engaging in organisational reflection

The results of this could be presented at the annual meeting with the reference group.

Recommendation 16

It is recommended that ongoing self-evaluation takes place (as above) and full evaluation take place every two to three years. These evaluations should be based on baseline data and an evaluation framework, which will need to be enhanced by Steering Committee members and developed at the strategic planning phase. A framework for capturing baseline data should be developed, this should outline the anticipated outcomes in terms of changes in behaviours, relationships, actions and/or activities against areas of influence at different levels (see Level 1-3 below). This framework is in part influenced by the process of Outcome Mapping developed by IDRC.¹² In terms of the ATJRN it will need to consider its outcomes in terms of the different spheres of influence the Network might have. To this end, it is important for the Network to consider its outputs and outcomes as not only concerning the operations of the Network (capacity building workshops, website, etc.), but also how the organisation is perceived externally. In addition, over time the Network will also need to consider its impact at three levels (although it can be expected to have differing levels of influence over behaviours, relationships, actions and/or activities: Level 1 the most, Level 3 the least):

Level 1: individuals and organisations partaking in capacity building workshops or using services such as the website;

¹⁰ Earl, S., Carden, F., & Smutylo, T. (2001). *Outcome mapping: Building learning and reflection into development programs*. Ottawa: International Development Research Center.

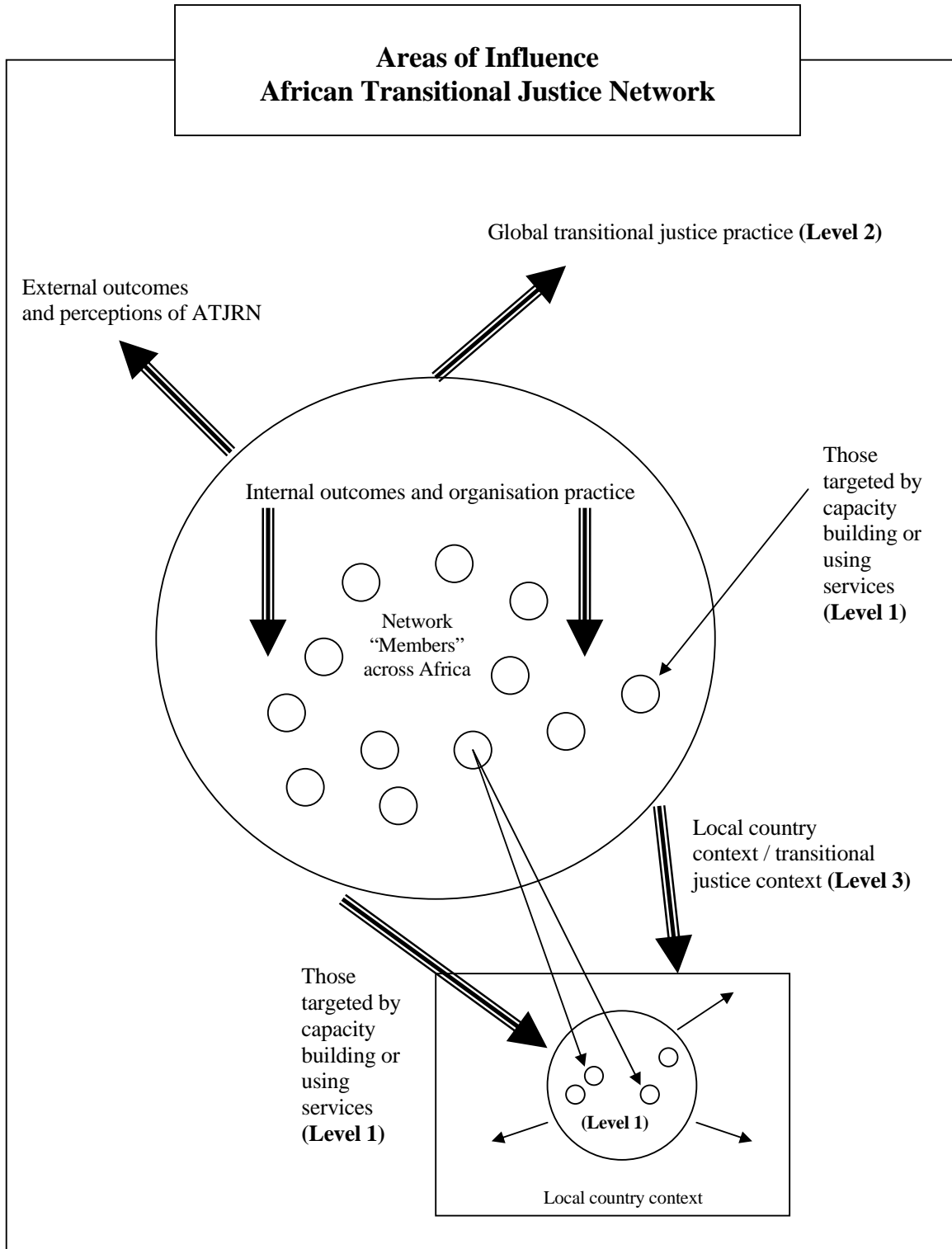
¹¹ Ibid.

¹² Ibid. This method recognises that when it comes to developmental goals its helpful to shift away from assessing products (e.g. reducing conflict, poverty alleviation) to focus on changes in behaviours, relationships, actions and/or activities of the work of the people and organisations with whom the programme works directly

Level 2: at the level of changing global transitional justice practice; and

Level 3: the conflict context and transitional justice processes in different regions in-country.

This is represented graphically below.



Appendixes

Appendix A: Terms of Reference

As stated by CSVR in the contract with evaluators.

Aims of the evaluation

1. To extract learnings and results from the project process.
2. To propose ways in which such learnings and results could be integrated into the participating agencies' work, and in particular, future projects of a similar nature.

In relation to the ATJRN project, the following is provided as a guide. The final list and details will be completed by the consultant.

Website

An evaluation of the ATJRN website - from the consultant's own perspective regarding issues such as what is on there, what could be on there, evaluating the user tracker on the account to see who is visiting from where, mapping our geographic reach. Then conducting email surveys with approximately 30 users across a spectrum - ie, 20 from Africa specifically and 10 international with a mix of academic and practitioner. The basic survey form should be sent to CSVR for input prior to being disseminated.

Listserv

10 email surveys with listserve members to evaluate the usefulness of this tool for them. The survey form is to be drafted by the consultant and sent to CSVR for input prior to dissemination. CSVR will give whatever information necessary to the consultant to select listserv members from the central list

Phone interviews with Steering Committee members

This will include Nahla Valji and Hugo van der Merwe at CSVR, Chris Dolan and Moses Okello from RLP, Franklin Oduro from CDD, Victoria Baxter as a former AAAS partner. Questions asked will to cover their role in the Network, its management, activities, evaluation of past activities, thoughts on future direction, thoughts on the effectiveness of the Network in meeting the needs of its constituency etc.

Phone interviews with past facilitators or partners

Valnora Edwin at Campaign for Good Governance – Sierra Leone, Ezekiel Pajibo formerly of TJ Working Group Liberia and Marian Matshikiza at the Institute for Justice and Reconciliation as partners. David Backer, Graeme Simpson as former facilitators. Questions asked should cover their thoughts on the workshops themselves, use, effectiveness, recommendations for future activities as well as an overall evaluation and impression of the Network, its function and recommendations for the future.

The evaluation should include:

1. A plan for integrating Outcome Mapping as an M&E tool into the second phase of the network, recommendations and thoughts on conducting peer review within the network
2. Recommendations on the structure of the Network - i.e., associates, further steering committee members, what role can individuals and institutions not on the SC play in the network etc.

3. A brief one-page summary of key findings.

Outputs

- Evaluation workplan with timeframe.
- Data collection tools (interview schedule, etc)
- A brief one-page summary of key findings from the ATJRN evaluation.
- The completed report.

Appendix B: Survey Questions

PTO

African Transitional Justice Research Network Website Survey

ABOUT THIS SURVEY

This survey seeks to get your views on how to improve the African Transitional Justice Research Network (ATJRN) website.

The survey is anonymous and will take you about 10-15 minutes to complete.

The survey is being carried out by Dr Brandon Hamber from the University of Ulster in Northern Ireland who has been contracted as an independent evaluator of the ATJRN.

If you have any questions email him on mail@brandonhamber.com, otherwise please proceed to the survey.

Thank you for your time, your views will help us improve our services to you.

The results of the survey will be published on the ATJRN website in coming weeks.

African Transitional Justice Research Network Website Survey

ABOUT YOU

This section will get some basic information about you.

The survey is anonymous and we will not collect any information other than what you supply below.

1. Age?

18-25

25-35

35-45

45+

2. Sex?

Female

Male

3. Occupation?

Student

Researcher in NGO

Researcher/Academic in a University

National / Domestic NGO worker

International NGO worker

Government official / policymaker

Funder or work for funding agency

Consultant

Other (please specify)

4. Level of highest educational attainment?

Some high school or less

Completed high school

Trade/technical degree or qualification

Some college/university

Undergraduate university degree

Postgraduate Honours degree

Postgraduate Masters degree

Doctorate

Other (please specify)

African Transitional Justice Research Network Website Survey

5. What country are you BASED IN? (Select from drop down list)

6. What country is your COUNTRY OF ORIGIN? (Select from drop down list)

7. What best describes where you LIVE:

In a City

Rural Area

Semi-Rural Area

Other (please specify)

8. What best describes where you WORK:

In a City/Cities

Rural Area/s

Semi-Rural Area/s

Other (please specify)

9. How would you rate your transitional justice knowledge?

Extensive

Above Average

Average

Just learning about it

I am totally new to the field

African Transitional Justice Research Network Website Survey

HOW DO YOU USE THE WEBSITE

This section will get your views on the African Transitional Justice Research Network (ATJRN) website and how you use it.

1. From where do you access the ATJRN website (you can specify more than one):

- Home
- Work
- Internet cafe
- While travelling from internet cafes
- From a handheld device (mobile phone)
- Other (please specify)

2. What type of internet access do you have?

- Cable modem
- Dialup
- DSL
- LAN
- Wireless
- Satellite
- No idea
- Other (please specify)

3. Where did you hear about the website?

- Emailed by Network co-ordinators
- Told about it at a Network meeting
- Was forwarded details by a friend or colleague
- Found it using a search engine
- Followed a link from another site
- Cannot remember
- Other (please specify)

African Transitional Justice Research Network Website Survey

4. Tell us how often you visit the site:

- Everyday
- Once a week
- One in two weeks
- Once a month
- Rarely
- Other (please specify)

5. Please tell us why you visit our site (please check all that apply)?

- General information on transitional justice
- I use it as a research tool and download literature
- To find out about upcoming events
- To find out about ATJRN workshops
- To download the newsletter
- To stay in touch with other scholars and practitioners
- To find other scholars and practitioners to collaborate with
- To get information on academic opportunities
- To find new funding opportunities
- To look for links to other transitional justice resources
- I really don't visit the site that often to be specific
- Other (please specify)

6. Are you a registered user of the site?

- Yes
- No
- I had no idea I could register

7. Are there any additional features you would like to see added to the website?

8. Are you a listserv member?

Yes

No

I had no idea there was a listserv

I don't know what a listserv is

LISTSERV

This section asks some short questions about your experience of the listserv.

1. How beneficial do you feel the LISTSERV has been in providing you with information on transitional justice?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

2. What type of information would you want more of from the LISTSERV (you can pick more than one)?

- Information on forthcoming conferences
- Latest research reports
- Online discussions on key transitional justice issues
- Project funding opportunities
- Adverts about transitional justice jobs
- Calls for tenders and consultancy opportunities
- Other (please specify)

3. Any suggestions you have for improving the LISTSERV?

African Transitional Justice Research Network Website Survey

YOUR VIEWS ON THE WEBSITE FEATURES

This section will get your views on the African Transitional Justice Research Network (ATJRN) website and some of its features.

1. How easy do you find it to get around / navigate the WEBSITE?

Very easy

Easy

Not so easy

The site layout is difficult to follow

2. Do menu items on the WEBSITE make sense to you and are clear?

Yes

No

Sort of

3. From your experience what is the biggest challenge using the site? (you can choose more than one)

I have had no challenges using the site

I am new to the internet

I have a slow internet connection and it takes too long to load

I often don't find the information I am looking for

There is just too much information

I find it hard to navigate through

I have to download files and the formats don't work on my PC

Other (please specify)

4. Please could you rate the website on the following dimension compared to other sites you are familiar with:

CONTENT

Very Good

Good

Average

Below Average

Poor

Comment if you want to add:

African Transitional Justice Research Network Website Survey

5. Please could you rate the website on the following dimension compared to other sites you are familiar with:

DESIGN AND LAYOUT

Very Good Good Average Below Average Poor

Comment if you want to add:

6. Please could you rate the website on the following dimension compared to other sites you are familiar with:

USABILITY

Very Good Good Average Below Average Poor

Comment if you want to add:

7. Please could you rate the website on the following dimension compared to other sites you are familiar with:

OVERALL

Very Good Good Average Below Average Poor

Comment if you want to add:

8. What would you consider to be the best features of the website?

African Transitional Justice Research Network Website Survey

9. This is a sensitive question and is not intended to offend, but could help us improve the site for those with disabilities. Would you describe yourself as having a disability in some way? (you can pick more than one category if necessary)

I do not have a disability

I would rather not say whether I do or don't

Vision impaired

Hearing impaired

Motor impaired

Cognitively impaired

Reading difficulties

Other (please specify)

DISABILITY ACCESS

1. Above you stated that you had a disability, does the site cater for your needs?

Yes

No

Somewhat

2. How could the site be improved to cater for your disability?

African Transitional Justice Research Network Website Survey

WIDER USE OF THE WEBSITE

This section will inquire into the wider use of the website.

1. How beneficial do you feel the WEBSITE has been for enhancing your web of contacts?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

2. How beneficial do you feel the WEBSITE has been for enhancing your research?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

3. How beneficial do you feel the WEBSITE has been in providing you with information on transitional justice?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

4. How likely are you to recommend this site to others:

- Very Likely
- Likely
- Somewhat Likely
- Somewhat Unlikely
- Not at All

5. Any suggestions or comments for improving the site?

THE NETWORK

This section asks about the Network.

1. Do you consider yourself part of the ATJRN NETWORK?

Yes

No

African Transitional Justice Research Network Website Survey

THE NETWORK SPECIFICS

1. I consider myself to be NETWORK member because... (can pick more than one)

- I use the website regularly
- I'm registered on the website
- I'm a Listserv member
- I have been to a capacity building workshop

Other (please specify why you feel you are a NETWORK member)

2. How beneficial do you feel the NETWORK has been for enhancing your contacts?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

3. How beneficial do you feel the NETWORK has been for enhancing your research skills and capacity?

- Very Helpful
- Helpful
- Some Help
- Bit of Help
- Not Helpful at All

4. Any suggestions or comments for improving the NETWORK?

THE NEWSLETTER

This section will ask about your views about the ATJRN Newsletter

1. Do you download the newsletter from the website:

Yes

No

It normally gets emailed to me

I did not know there was a newsletter

2. Please could you rate the NEWSLETTER on the following dimension:

CONTENT

Very Good

Good

Average

Below Average

Poor

I don't regularly use/read the newsletter

I did not know there was a newsletter

Comment if you want to add:

3. Please could you rate the NEWSLETTER on the following dimension:

DESIGN AND LAYOUT

Very Good

Good

Average

Below Average

Poor

I don't regularly use/read the newsletter

I did not know there was a newsletter

Comment if you want to add:

4. Please could you rate the NEWSLETTER on the following dimension:

REGULARITY

Very Good

Good

Average

Below Average

Poor

I don't regularly use/read the newsletter

I did not know there was a newsletter

Comment if you want to add:

5. Please could you rate the NEWSLETTER on the following dimension:

OVERALL

Very Good

Good

Average

Below Average

Poor

I don't regularly use/read the newsletter

I did not know there was a newsletter

Comment if you want to add:

African Transitional Justice Research Network Website Survey

THANK YOU

Thank you for taking the time to fill out the survey, it will help us improve the website and our services to you.

The survey is being carried out by Dr Brandon Hamber from the University of Ulster in Northern Ireland who has been contracted as an independent evaluator of the African Transitional Justice Network.

If you have any questions email him on mail@brandonhamber.com.

The results of the survey will be published on the ATJRN website in coming weeks.

Thanks again!

Appendix C: Email to Listserv Members (Survey)

Subject: Help Us Improve ATJRN

Dear Friends

Hi. My name is Brandon Hamber from INCORE at the University of Ulster in Northern Ireland. I have been contracted as an independent evaluator of the African Transitional Justice Research Network (ATJRN).

To help improve the Network, the website and its services - such as the Listserv and newsletter - I have posted an online survey which I was hoping you would complete. The survey is anonymous and will take you about 10-15 minutes to complete.

To go to the survey visit: <http://tinyurl.com/6plne3>

If you have any questions email me.

Hope you can help and thank you for your time, your views will help us improve the services to you.

The results of the survey will be published on the ATJRN website (<http://www.transitionaljustice.org.za>) in coming weeks.

Warm regards Brandon

Dr Brandon Hamber
Research Co-ordinator INCORE
University of Ulster
Magee Campus
Aberfoyle House
Northland Road
Derry/Londonderry
Northern Ireland
BT48 7JA
Tel: +44 (0)2871 375500 Direct 375460
Mobile: +44 (0)7810182954
Fax: +44 (0)2871 375510
Email (W): b.hamber@ulster.ac.uk
Email (H) : mail@brandonhamber.com
INCORE: www.incore.ulster.ac.uk
Personal: www.brandonhamber.com

Appendix D: Interview Questions

Questions for Steering Committee / Past Facilitators Members

1. Can you explain your relationship to the ATJRN?
2. What activities have you been part of during the life of ATJRN?
 - a. If a workshop how did it come about?
 - b. Who participated in it?
 - c. What do they think the most significant outcome from the workshop?
3. What has worked for you about these activities?
4. What could be improved upon?
5. Who do you see as the ATJRN constituency?
6. What do you see as the role of the Network in the wider transitional justice field?
7. Do you think it is fulfilling this role?
8. Do you think it meets the needs of the constituency you identified?
9. How could it be made more relevant to its members?
10. Do you have thoughts on the way that the ATJRN is managed? Is there room for improvement, if so how?
11. What future direction should the AJTRN take?
12. In summary, what would you say is the most significant change that the ATJRN has made in the transitional justice field? Could you illustrate this with an anecdote or story.

Appendix E: Interviewees

Steering Committee Members

Moses Okello (Refugee Law Project, Uganda)

Nahla Valji (CSVR, South Africa)

Hugo van der Merwe (CSVR, South Africa)

Chris Dolan (Refugee Law Project, Uganda)

Franklin Oduro (Center For Democratic Development, Ghana)

Facilitators and Partners

Victoria Baxter (American Association for Advancement of Science, USA)

Valnora Edwin (Campaign for Good Governance, Sierra Leone)

Marian Matshikiza, Jan Hofmeyer and Shuvai Nyoni (institute for Justice and Reconciliation)

David Backer (University of William and Mary, USA)

Appendix F: Country where respondents are currently based

Country where respondents are currently based		
Answer Options	Response Percent	Response Count
Argentina	1.1%	1
Belgium	2.3%	2
Canada	4.5%	4
Colombia	1.1%	1
Congo, Democratic Republic of the	3.4%	3
Costa Rica	1.1%	1
Denmark	1.1%	1
Fiji	1.1%	1
Germany	2.3%	2
Ghana	2.3%	2
Guatemala	1.1%	1
Indonesia	1.1%	1
Kenya	5.7%	5
Liberia	1.1%	1
Nepal	1.1%	1
Netherlands	3.4%	3
Norway	1.1%	1
Sierra Leone	1.1%	1
South Africa	12.5%	11
Spain	3.4%	3
Sudan	2.3%	2
Sweden	1.1%	1
Thailand	1.1%	1
Uganda	3.4%	3
United Kingdom	12.5%	11
United States	25.0%	22
Vietnam	1.1%	1
Zimbabwe	1.1%	1
<i>answered question</i>		88
<i>skipped question</i>		3

Appendix G: Country where respondents are originally from

Country where respondents are originally from		
Answer Options	Response Percent	Response Count
Argentina	1.2%	1
Australia	2.3%	2
Belgium	4.7%	4
Burma	1.2%	1
Canada	4.7%	4
Cape Verde	0.0%	0
Colombia	1.2%	1
Congo, Democratic Republic of the	2.3%	2
Denmark	1.2%	1
Egypt	1.2%	1
El Salvador	1.2%	1
Eritrea	1.2%	1
Fiji	1.2%	1
Georgia	1.2%	1
Germany	2.3%	2
Ghana	2.3%	2
Greece	1.2%	1
Indonesia	1.2%	1
Kenya	3.5%	3
Kuwait	1.2%	1
Liberia	1.2%	1
Netherlands	1.2%	1
Netherlands Antilles	1.2%	1
Nigeria	1.2%	1
Peru	1.2%	1
Philippines	1.2%	1
Sierra Leone	1.2%	1
South Africa	5.8%	5
Spain	4.7%	4
Sudan	2.3%	2
Uganda	4.7%	4
United Kingdom	7.0%	6
United States	25.6%	22
Zimbabwe	5.8%	5
	<i>answered question</i>	86
	<i>skipped question</i>	5

Appendix H: Country net gains and losses of respondents

Country	Net Gain or Loss
Argentina	0
Australia	-2
Belgium	-2
Burma	-1
Canada	0
Colombia	0
Congo, Democratic Republic of the	-1
Denmark	0
Egypt	-1
El Salvador	-1
Eritrea	-1
Fiji	0
Georgia	-1
Germany	0
Ghana	0
Greece	-1
Indonesia	0
Kenya	2
Kuwait	-1
Liberia	0
Netherlands	2
Netherlands Antilles	-1
Nigeria	-1
Peru	-1
Philippines	-1
Sierra Leone	0
South Africa	6
Spain	-1
Sudan	0
Uganda	-1
United Kingdom	5
United States	0
Zimbabwe	-4