

Evaluation of IDRC Projects: Building Peace  
and Security Research Capacity in Eastern  
Africa and UPEACE – IDRC PhD  
Fellowships/UPEACE-IDRC Doctoral  
Research Awards (I and II)

**Project Evaluation Report**

Final Report

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## Executive summary

The objective of this study is to evaluate two projects funded by IDRC and implemented by the Africa Program of the University for Peace (UPEACE). These are the projects: “Building Peace and Security Research in Eastern Africa,” funded by the Peace, Conflict and Development Program (PCD), and two phases of an awards project supporting “Doctoral Research Awardees and PhD Fellows in Peace, Conflict, Security and Development” funded by the Fellowships and Awards (F&A) Program. The two programs collaborated to synergize their activities towards a mutual goal of supporting UPEACE undertaking to build and enhance research capacity for peace and security in Africa.

The PCD project provided grants to peace practitioners, known as Peace Researchers, to be trained in peace research methods through peace research capacity building training workshops, and Fellowships and Awards provided grants for PhD students (through doctoral research awards and full-study fellowships) focusing on peace, conflict and security studies. The projects also included the publication of a dedicated peer reviewed journal, the Africa Peace and Conflict Journal (APCJ). All awardees were required to produce publishable papers to be submitted to the journal. Funding was also provided for research training workshops and UPEACE support staff.

The long term objective of the projects envisions the development of a reliable and sustainable cadre of professional peace and security research experts linked through a network.

The PCD project and the first phase of the F&A project were launched in 2007 until 2011 and 2012. The second phase of the F&A projects/grants was launched in 2009 until 2013.

The purpose of the evaluation is to assess the design and impact of the projects to inform future programming. The evaluation exercise used desk review of UPEACE and IDRC reports, monographs, websites and interviews of key informants such as: participants, UPEACE and IDRC staff and Academic Supervisors to gather data. The evaluation framework consisted of the following criteria: relevance, effectiveness, impact, efficiency, and sustainability. The evaluation then applied a logical framework consisting of inputs, processes, outputs, outcomes, and impact. This approach built a map of relationships for the various components and goals of the program. Based on the above methodology, criteria and evaluation framework, the evaluation yielded the following results.

Relevance in this context was defined as the extent to which the program objectives match the identified needs of the target group and the development goals of the sector, the country and the region. As such, the programs’ objectives were found fully relevant.

Effectiveness was measured as improvement in conceptual, theoretical and research capacity as well as the ability to produce published/publishable research papers. Another measure would be the number of students finalizing their PhDs within the specified period. As such, the projects were found generally effective in meeting the objectives; however, a few

challenges such as time and financial constraints, as well as gaps in follow-up and networking were identified.

Impact was defined as the extent to which the projects are achieving overarching results as well as further indirect results, such as the strengthening of research networks. Based on this evaluation, there have definite and discernible outcomes and impacts. However, and understandably, the extent of total attributable impact of the project cannot be measured with certainty at the present from the data. This is attributable to the following: the short and recent life span of these projects, as well as the fact that some aspects (completion of Ph.D dissertations, a rather long queue for publication in the journal, etc.) of the program are ongoing for their impacts to be manifested totally in this evaluation.

Efficiency of the programs was defined as the degree to which financial and human resources were invested and coordinated appropriately to achieve the outlined goals. As such, the efficiency of the projects was generally confirmed albeit with some reservations about issues such as the attainability of the goals within the given time frame of the projects for PhD Fellows and Doctoral Researchers in particular as well as the ineffectiveness of mentorship for peace researchers. External mentorship was specific in the program design by UPEACE for only Peace Researchers.

Sustainability was defined as the possibility that positive results of the projects would continue beyond the conclusion of the projects. The projects were deemed to be potentially sustainable, but in need of improvements such as more effort on making sure that research outputs are disseminated widely and targeted

specifically to end users, who can use these outputs for policy making and implementation, as well as collaborating and joint building partnerships with other institutions.

When the findings were disaggregated according to the three categories of participants, i.e. Peace Researchers, Doctoral Researchers and PhD Fellows, there appears to be very little contrast in their general perceptions, experiences and recommendations, particularly on the relevance, conceptual framework, focus and the impact of the projects.

However, there were differences in the nature of challenges faced by the Doctoral Researchers and the PHD Fellows (F&A) compared to the Peace Researchers, given the expected outputs and outcomes as well as the level and type of research activities they are involved in. A case in point is the institutional challenges faced by the awardees and the Fellows in completing their PH.D Dissertations/Thesis.

Based on these findings, the following recommendations are put forward:

- UPEACE to facilitate and create forums and platforms for participants and alumni of this program to interact with other stakeholders such as: researchers, policy makers, senior experts in peace and conflict studies for knowledge sharing.
- Increased funding for PhD Fellows and Doctoral Researchers (as the Peace Researchers did not raise the issue of funding during the evaluation) to complete their projects effectively, especially for field work, tuition, and other related

expenses to enable high quality research outputs. The current upper threshold could be retained, but provisions made for miscellaneous expenditures to accommodate specific country contexts and exigencies.

- Increased time (flexibility) to complete research for candidates recently engaged in PhD studies.
- UPEACE to facilitate more structured and formal interaction between the researchers/Awardees/Fellows and the mentors/supervisors so as to be able to establish good and durable working relationship. This may be complemented by a certain financial incentive (token honorarium) for the mentors to ensure their full and sustained engagement. Creating an enabling context for co-authoring, at least, a publication with mentors may also be an incentive for mentors. Assigning a mentor to a researcher with similar research focus and interests may create a more productive relationship and outputs.
- Dissemination of research outputs through publications but also through presentation of findings to national, regional, or international conferences where key stakeholders

are involved especially policy makers and research institutions.

- Facilitate networking and collaboration between organizations to create opportunities for successful researchers to do internships/fellowships in institutions focusing on their research areas.
- Design a long term strategic plan for the projects to ensure their sustainability. More importantly is the need to sustain the present projects to at least two more cycles, in order to create a critical mass of alumni, who can make the desired impact as originally envisaged in the project document. Increase the number of fellowships and awards.
- Identify participants, during the selection process, who are most likely to devote enough time completing the projects during the projects' cycle.

Although the management of the projects by the UPEACE was deemed to be highly successful, there is the need to hire a new full time Research Coordinator, from the onset who can strengthen the monitoring and evaluation component of the projects.

## 1. Background of the Study

As part of its continued effort to strengthen capacity for peace research in Africa, University for Peace (UPEACE) Africa program submitted a Project Proposal with a grant request in July 2007 to the International Development Research Centre (IDRC) with the aim of enhancing African expertise in the area of peace and security studies in Africa.

The following contextual arguments were made as the *raison d'être* of these projects:

That conflict prevention and resolution as well as rational and effective post conflict reconstruction in Africa were core to addressing Africa's development. It is borne out of the experiences of so many decades of inter-state and intra state conflicts which have been endemic in the post-colonial history of many African states. Although intra state conflicts have decreased in the recent past, the ever present specter of internal conflicts, civil wars, and communal strife remains a daunting challenge (new conflicts as well as relapses).

The costs of these wars and conflicts are enormous - both in material and non-material terms. (See Paul Collier). A lot of continental, regional initiatives in Africa have affirmed that peace and security are core imperatives in meeting Africa's development agenda. The Constitutive Act of the African Union, the founding document of the NEPAD initiative, as well as the mission statements of the Regional Economic Communities argue, persuasively, that without sustainable peace and security, Africa's quest for renewal and development will remain forlorn; including the attainment of the fairly modest, Millennium Development Goals (MDGs). Although these conflicts may be, by origin, endogenous, they are not usually contained within domestic boundaries. Even domestic or local conflicts do spill over to neighboring regions, provinces or localities.

The impact of conflicts on Africa's development is vividly captured in the following World Bank Report entitled "Conflict and Development": It states among others that "Conflict is a critical obstacle to Development in Africa" and that:

- One in four African countries presently suffers from the effects of armed conflict.
- The number of African casualties of conflict exceeds that of all other regions combined. In 2000, the total number of deaths reached 1,675,000 (Based on WHO data, 2001).
- About one-fifth of Africans live in countries severely disrupted by conflict.
- 46 percent of all developing countries affected by conflict are in Africa.
- Approximately 15 million Africans are currently internally displaced; around 4.5 million have sought refuge in neighboring countries.
- For the average country in Africa, half of the indicators point to a risk of conflict.
- Wars and insecurity are associated with increasing out-migration, humanitarian catastrophes, epidemics, HIV/AIDS, criminal and terrorist networks. (<http://go.worldbank.org/8RCAT8XK00>)

With this context and objective conditions as a predicate and back drop, the argument was made, quite correctly, that conflict in Africa has assumed a rather complex and multilayered dimension since the end of the cold war and the collapse of the Berlin Wall, which hitherto was manifestly, intra state in nature, albeit proxy conflicts.

There is now, more than ever before, the urgency to keep apace with these complex and multidimensional conflicts in Africa. There is the urgency to generate empirically based knowledge of this new challenge as well as address the policy gaps which hitherto, have not been very useful in preventing these new conflicts, nor designing sustainable policy options to prevent relapses. There are, indeed serious intellectual, research and empirical research gaps in the African continent on peace and conflict studies. Addressing these gaps is sine qua non for development in general and peace and security in particular. These gaps are attributable to a number of factors, namely:

The weak and parlous nature of African institutions of higher learning, which has constrained research and knowledge generation which are responsive and relevant to Africa's development in general and peace and conflict research in particular; the dearth of a critical mass of African researchers and networks, sufficiently armed with requisite research skills to generate knowledge and policy responsive and relevant to the regional, national and local conflicts in Africa; and perhaps more importantly, the limited space devoted to functional specialization and differentiation within the academy and institutions for higher learning on peace and conflict studies. The prevailing tendency in African institutions is to embed peace and conflict studies in other disciplines (governance, public administration, sociology, etc.). While, peace and conflict studies have their multidisciplinary component, nevertheless, given the centrality of peace and security on Africa's development agenda, there is the imperative of building a critical mass of researchers and networks, with research skills and specialization to address the lack of African epistemological focus and ownership on peace and conflict studies. One of the major challenges that have faced the African Continent is the "lack of ownership or ability to shape epistemological issues and as a consequence, we have become consumers of knowledge, ideas [...] that have limited value in addressing the African condition" (Onyejekwe, 2002).

The University for Peace proposals to address these gaps on peace and conflict studies in Africa were favorably received by IDRC and consequently, UPEACE was awarded a total funding of CAD 1,788,510 of which CAD 710,700 was destined for building the research and writing skills of peace researchers under the Peace, Conflict and Development (PCD) program, and CAD 1,077,810 was allocated to financing doctoral research awards and PhD fellowships under the Fellowship and Awards (F&A) program. Two awards projects/grants were funded by the Fellowship and Awards (F&A) program. In 2007, UPEACE received a first grant from F&A, and in 2009 it received a second grant from F&A (which was supplemented in November 2010) to pursue the goal of building high level peace research capacity on the continent. (F&A Grant #1: CAD \$297,525 / F&A Grant #2: CAD \$780,285).

These projects were hosted by the University for Peace Africa Program in Addis Ababa. In addition to building a network of researchers working on peace and security issues in Africa,

the projects focused on two main components targeting peace practitioners and students pursuing peace and conflict studies:

- Building the research and writing skills of Peace Researchers; and
- Designing a Fellowship and Awards program for PhD students and building their research and writing skills.

The projects targeted students registered in universities in Sub Sahara Africa. They were aimed at offering PhD fellowships to students who have freshly registered for PhD in peace, conflict and security studies as well as Doctoral Research Awards to support PhD candidates who are advanced in their study and who need support to finalize their research (field research, data analysis, thesis writing). The research grant is awarded for a maximum of two years while the fellowship is for a three-year period with possibilities of extending to four years. There was no specified time frame for the Peace Researchers. The Peace Researchers were to be drawn from a pool of practitioners who needed to acquire enhanced conceptual and research skills in peace and conflict studies.

Overall, these projects aimed at creating and developing a critical mass of researchers able to elaborate on the causes of conflict, conditions of peace and security, and threats, and to propose recommendations that will reduce or redress such threats. The overall long term objective of the projects is the development of reliable and sustainable cadre of professional peace and security research experts linked through a network. These professionals in turn are expected to mentor and train other researchers in various parts of the Sub-Saharan African region.

More specifically, the projects have the following objectives:

- To carry out research on issues and problems of peace and security in the sub region, involving indigenous strategic thinking;
- To produce three special editions of the Africa Peace and Conflict Journal containing a total of 18 selected papers from funded award holders;
- To create links with similar institutions on the African continent;
- To provide a link between research findings and analysis and policy through the research produced; and
- To develop a network of peace and conflict researchers and policy makers.
- The Peace Researchers were specifically expected to attend all the three workshops and publish an article in the APCJ
- The F and A participants were also expected to participate in the three workshops as well as publish at least one article in the APCJ. Their final output is to complete their PH. D dissertations/Thesis within the specified time frame

To achieve these, the implementation strategy was designed in three main activities:

- Peace research workshops – Five consecutive workshops were organized to build researchers' capacity and train them on critical contemporary peace and security

research issues. The workshops informed participants on existing analytical frameworks and procedures in the conduct of peace and security research. Workshops also served as a platform for experience exchange between grantees on research topics, techniques, etc. It was also the occasion for grantees to present their research proposals and papers and get feedback and comments from senior experts in the field of peace and security. During these workshops, Peace Researchers were able to work with their mentors towards refining the research papers for publication.

- Mentoring for peace researchers – Participants of the PCD project benefited from the support of the Peace Research Advisory Board on their proposals and on the preparation of a publishable paper. Peace researcher Grantees also benefited from the support and guidance of a mentor who is a senior researcher in the research area.
- Publications in the Africa Peace and Conflict Journal – Selected participants have been able to publish their research work in one of the three special issues of the Africa Peace and Conflict Journal after going through a thorough peer-reviewing process. This enabled them to disseminate their work and promote knowledge on peace and security in Africa.

Numerous African researchers have benefited from this initiative and several training and capacity building workshops as well as research grants have been awarded during this period. A total of twenty two (22) Doctoral Research Awardees, Four (4) PHD Fellows (funded by F&A) and eleven (11) Peace Researchers (funded by PCD) were enrolled in the program. It should be noted that fifteen Peace Researchers were enrolled and four dropped out for personal reasons. The research work of selected participants has been published in the Africa Peace and Conflict Journal.

The IDRC intends to evaluate these projects. The purpose of the evaluation is to assess the design and impact of the projects to inform future programming. More specifically the evaluation aims at:

- Reviewing the program goals, strategies, and achievements to date;
- Identifying key strengths and weaknesses in achieving its objectives, and the program's particular niche;
- Assessing the design and operation of the program;
- Examining the quality, relevance, and impact of the UPEACE program to building capacity of peace and conflict researchers in the region;
- Examining the utility of the UPEACE program for capacity building initiatives within PCD and F&A; and
- Identifying opportunities for future funding and business strategies, both internal and external to IDRC.

The methodology utilized to conduct this evaluation is outlined in the following section. Section three presents the findings. Recommendations and conclusions are provided in the fourth section.

## 2. Description of Methodology

The evaluation of the IDRC funded PCD projects “Building Peace and Security Research Capacity in Eastern Africa”, and the Fellowships and Awards (F&A) Project “UPEACE – IDRC PhD Fellowships / UPEACE-IDRC Doctoral Research Awards” (I and II)” implemented by the University for Peace is aimed at assessing the design and impact of the projects to inform future programming. To conduct this evaluation two techniques were utilized:

- Desk Review of various reports/documents, websites, books; and
- Interview of key informants that have participated in the projects at different levels.

The desk review consisted in the review of three types of reports prepared by UPEACE during the different phases of the projects’ implementation. These include Annual Progress Reports, Annual Technical Progress Reports, Africa Peace and Conflict Journals, Workshop Evaluation Reports, and Workshop Reports. The document review also looked through the Project Proposal, prepared by UPEACE to request the funding for building research capacity in Peace and Conflict studies in Africa, IDRC Mission Reports, as well as F&A documents. A number of books and articles on Peace and Conflict were used as references.

A second and crucial component of the evaluation methodology is the use of Key Informant Interviews. Key informants have been identified and face-to-face as well as phone interviews were conducted. Informants were selected from different groups of stakeholders involved in the projects, including current and former participants, key partners, project leaders, IDRC staff, academic supervisors, UPEACE Director and selected staff. For the purpose of the interviews, an interview guide composed of close-ended and open-ended questions was developed. This guide was developed based on the evaluation objectives. The entire set of questions is provided in the Annex as well as information, such as list of informants and interview responses.

Responses from the different groups of interviewees were compared and analyzed and information obtained from different sources was synthesized to address the general as well as the specific objectives of the project evaluation. These were complemented by the information obtained from the document review.

The information gathered from different sources was utilized in an evaluation framework that is based on the following evaluation criteria.

- *Relevance* – The extent to which the objectives of the projects match the needs of the targeted groups and the development goals of the sector and/or the country.
- *Effectiveness* – The extent to which the intended direct results (objectives) of the projects are being achieved (comparison of actual situation with targets).
- *Impact* – The extent to which the projects are contributing to achieving the intended overarching results and producing other indirect results.
- *Efficiency* – The degree to which the resources invested in the projects are appropriate compared to the outputs and results achieved.

- *Sustainability* – Possibility that the positive results of the projects will continue beyond the end of the projects' life.

In order to operationalize the design, the evaluation applied a Logical Framework Approach which has the following components:

- *Inputs* - Human and financial resources used for the program intervention
- *Process* (activities and interventions): Actions taken or work performed through which inputs are mobilized to produce outputs
- *Outputs* - Direct and measurable results expected from program activities. They should be tangible, visible and measurable products of program work. If they are sustainable beyond the activity, they may turn into program outcomes.
- *Outcomes* - The short-term and medium-term effects of a program's outputs. Outcomes should reflect the results of program activities and their near-term effect on program goals.
- *Impact* - The long-term effects produced by a program intervention, linked closely to the overall program goal.

### 3. Evaluation Findings

The information gathered from different sources was utilized in an evaluation framework that is based on the following five evaluation criteria: relevance, effectiveness, impact, efficiency, and sustainability.

#### 3.1. Relevance of the project

Relevance refers to the extent to which the objectives of the projects match the needs of the targeted groups and the development goals of the sector and/or the country/region. To capture this, the participants were asked three questions (see tables below).

These questions focused on the conceptual framework and the conceptual focus of the projects. On the question as to whether the conceptual framework of the projects clearly identified the research and capacity deficits in peace and conflict studies in Africa, all the respondents found the framework to be relevant. On the question as to whether the conceptual focus of the projects sufficiently reflected current national, regional and continental initiatives on peace and security in Africa, all participants found the focus to be relevant.

The face to face interviews, essentially reinforced, and in many ways, amplified the responses contained in the questionnaire. As a consequence, it is indeed safe to state that the respondents were almost unanimously effusive in their evaluation of the relevance of the projects with regard to their aims and objectives, as well as meeting their own expectations. This applies to all the three categories of the participants (Peace Researchers funded by PCD, and Doctoral Research Awardees and PhD Fellows funded by F&A). All the three categories of participants were unanimously in agreement that the projects were “extremely useful and relevant”. The following excerpts from the face to face interviews are illustrative of the broad support for the program, especially on its relevance:

“The conceptual Framework were very relevant in addressing the pedagogical gaps in peace and conflict studies in Africa (Peace Researcher)”

“A highly relevant program, particularly in making it possible for researchers to keep abreast and current in peace research, as well as knowledge sharing on theoretical and conceptual issues”. (Doctoral Researcher)

“a very well conceptualized project, especially in identifying the theoretical and methodological gaps in peace and conflict Studies (PH.D Fellow)...”

There were caveats expressed by a few participants, reflected in the two excerpts below, from a Doctoral Researcher and a Peace Researcher respectively:

“Although a very relevant project, the African Cultural specificity and perspectives were not overarching... it focused more on the universal epistemology and framework ... , and

“although a very relevant and useful project, it should have brought in more regional and comparative focus”

The following tables and figure reflect the views of respondents regarding the relevance of the projects.

Table 1a

	<b>The conceptual Focus of the project were very well articulated</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	11	6			
Peace Researcher	4	2			
PhD Fellow	2	1			
Total	17	9			

Table 1b

	<b>The conceptual framework of the project clearly identified the research and capacity deficits in peace and conflict studies in Africa</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	9	8			
Peace Researcher	3	3			
PhD Fellow	2	1			
Total	14	12			

Figure 1: The conceptual framework of the projects clearly identified the research and capacity deficits in peace and conflict studies in Africa

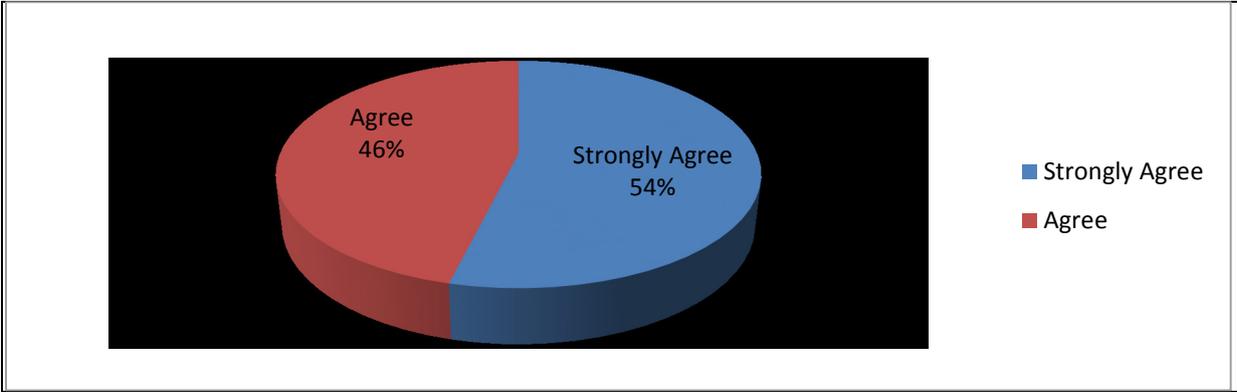


Table 1c

	<b>The conceptual Focus of the projects sufficiently reflected current national, regional and continental initiatives on peace and security in Africa.</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	7	11			
Peace Researcher	3	3			
PhD Fellow	2				
Total	12	14			

Tables 1a, 1b, 1c and Figure 1 in particular, clearly demonstrate the degree of affirmation by the participants on the relevance of the projects. The disaggregation of the findings by category of awardees, as shown in the tables above, i.e. PhD Fellows, Doctoral Researchers, and Peace Researchers does not reflect any significant differences in the views regarding the relevance of the projects. The three PhD Fellows that were interviewed either agreed or strongly agreed with the statements reflecting the relevance of the projects.

Another indicator of the relevance of these projects and the niche the program had carved out in African universities is the fact that the projects had generated a lot of interest by prospective participants as well as some members of the faculty who were interested in having their students participate in the projects (Awards and Fellowships). Upon learning of the evaluator’s presence, a number of them met with me to inquire when the next batch of participants would be selected. The same inquiries were made of the current participants in their various campuses.

The recruitment process was done in three rounds (two rounds in 2008 and one in 2009). This necessitated by the fact that there not enough applicants who met the requisite standards.

A total of two hundred and twenty six (226) applications were received for the F and A program from as many as thirty three countries. There were twenty two (22) applications from six countries for the PCD program.

The program is better known now within the community of peace and conflict studies and with a more targeted recruitment process, the expectation is that the number of applicants will increase exponentially in the subsequent phases of these projects.

**3.2. Effectiveness of the project**

Effectiveness refers to the extent to which the intended direct results or objectives of the projects are achieved. To tackle this aspect, the effectiveness of the projects was addressed through several open-ended and close-ended questions. The close-ended questions addressed the following aspects:

- Participants’ expectations in participating in the program were met
- Improvement of participants’ conceptual, theoretical and research capacity on peace and conflict studies as a result of their participation in the projects
- Participants’ ability to network with the Community of Practice in Peace and Conflict Studies in East Africa/Africa as a result of my participation in the projects

Interviewed participants were also directly asked if they believed that the overall projects’ objectives were met. The following tables and figure present their views on the effectiveness of the projects.

Table2a

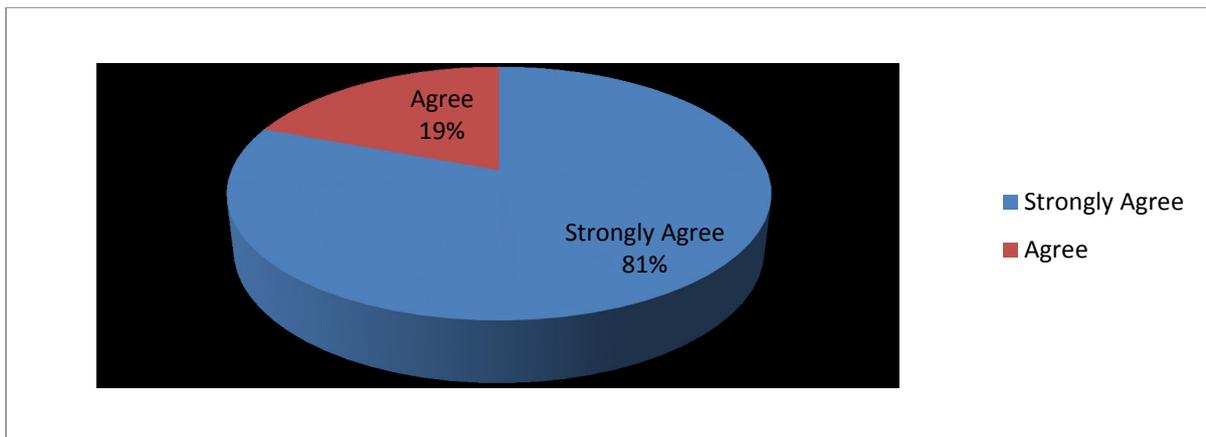
	<b>My expectations in participating in the program were met</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	9	7	1		

Peace Researcher	3	3			
PhD Fellow	2	1			
Total	14	11	1		

Table2b

	<b>My conceptual, theoretical and research capacity on peace and conflict studies have improved as a result of my participation in the project</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	14	3			
Peace Researcher	4	2			
PhD Fellow	3				
Total	21	5			

Figure 2: My conceptual, theoretical and research capacity on peace and conflict studies have improved as a result of my participation in the projects



The evaluation interviews showed that the expectations of PhD Fellows and Doctoral Researchers as well as Peace Researchers were met. In addition, both PCD and F&A projects were deemed to be highly effective in improving participants' conceptual, theoretical and research capacity on peace and conflict studies. (See Tables 2a, 2b and Figure 2).

However, there were some understandable qualifiers. The Ph.D. Fellows are still at the middle or penultimate stages of completing their programs as compared to the Doctoral Researchers. The two PhD Fellows from the second round of selection are yet to undertake their one Semester abroad at a Canadian University as envisaged in the project. Given the disparity in the level of preparation and knowledge base between the Fellows and the Doctoral Researchers prior to participation, there should have been a form of clustering and specific sessions devoted to addressing the imbalance mentioned above. This also applies to some of the Doctoral and Peace Researchers, who joined the project with limited exposure to research and methodological skills

(particularly, quantitative skills). This is generally explained by the fact that most universities, as a general practice, do not make “Research Methods” a mandatory part of their Post Graduate curricular. The issue of adequacy of the time devoted to quantitative methodological skills was a general concern, given the dearth of these skills at most African universities, it was particularly more of a concern for the Fellows and the Peace Researchers, even those among them who have already completed their Doctoral programs. In an interview with Dr. Butera, the Director of the UPEACE, Africa Program, he also acknowledged this challenge and the need to find a realistic way of addressing it.

In addition, the projects were highly effective in improving participants’ conceptual, theoretical and research capacity on peace and conflict studies. They would have liked to see more time devoted to quantitative methodology as well as some practicum on the utilization of the operationalization of the methodology- a sort of “hands on approach”. These were expressed by both the F & A and Peace Researchers. Dr. Butera essentially agreed with these observations and has suggested that more time will be devoted to the quantitative methodological component of the workshops, in response to the wishes of the participants. To a participant, the conceptual, theoretical and research skills acquired from this project cannot be overestimated. However this must be judged against what is feasible within the limited duration of the training provided at the workshops. The respective supervisors of the F&A participants attested to these improved skills, but they unanimously expressed the wish that the duration of the workshops, especially the component on quantitative methods should be increased, to allow for the internalization of these skills. Alternatively, they suggested the option of pre workshop training to minimize the skills gap and the disparity between the Fellows and the Doctoral Researchers. This, they suggest, will ensure that the participants will optimally benefit from the workshops. It is also important to remark that all the Supervisors interviewed believed that the projects were very relevant.

With the exception of three Doctoral researchers, the others are yet to complete their doctoral thesis due to a number of factors largely unrelated to the implementation of the projects by the UPEACE. Some of these factors include but not exclusive to the following:

The burden of combining the doctoral thesis and employment; the disruption of normal academic schedules (particularly in Nigeria); the failure of academic supervisors to respond in a timely manner to inquiries and amendments to doctoral thesis/dissertations from their supervisees, just to mention a few. The latter needs to be addressed in the next phase of the project design and implementation. Dr. Butera acknowledged this challenge and agrees that a new full time Research Coordinator will have to be engaged right from the beginning by UPEACE to facilitate a more effective interaction with the supervisors (and monitoring mechanism), devoting a workshop for supervisors to ensure that they are “fully on board” and giving a “token honorarium” to supervisors.

Some of the respondents also alluded to “delays in disbursement” of financial tranches, which they claim delayed their field research. This in my judgment was not pivotal and did not reflect the views of the majority of the participants. Regarding this aspect, UPEACE assured that as

long as participants submitted the right banking details and acceptable receipts, the disbursement was made promptly.

In spite of the aforementioned, the participants overwhelmingly affirmed that the overall objectives were met.

In terms of networking, this was deemed to be effective based on the responses to the question on participants’ assessment on networking with the community of Practice in Peace and Conflict Studies in East Africa/Africa. One Doctoral Researcher seemed to have been unsatisfied with the program both in terms of his expectations from the program and networking. However, all of them were of the opinion that the informal networking among the participants and other constituent stakeholders has been enhanced as a result of participating in the projects. But they all unanimously agreed that the formal institutional networks and networking will be needed to sustain the informal networking. UPEACE or IDRC could provide a temporary platform to facilitate this formal network for a year or two. Dr. Butera has suggested the possibility of linking this proposed network to another existing UPEACE initiative in the Great Lakes Initiative. This indeed will be cost effective and can be done with dispatch. The modalities will have to be worked out in cooperation with IDRC.

The first and major objective of these projects was to carry out research on issues and problems of peace and security in the sub region, involving indigenous strategic thinking. The respondents have confirmed that the projects have enabled them to conduct such studies effectively. All the supervisors interviewed attested to the fact the conceptual focus, research and analytical skills of their supervisees had improved as a consequence of their participation in the projects (and workshops). However, one of the supervisors expressed some reservations on the present impact of the projects on his supervisees on these issues. His evaluation was essentially based on the fact that the expectations were rather unrealistic, given the limited duration of the workshops. Yet, he agreed that there were some noticeable improvements in those skills among his supervisees, even if modest.

Table2c

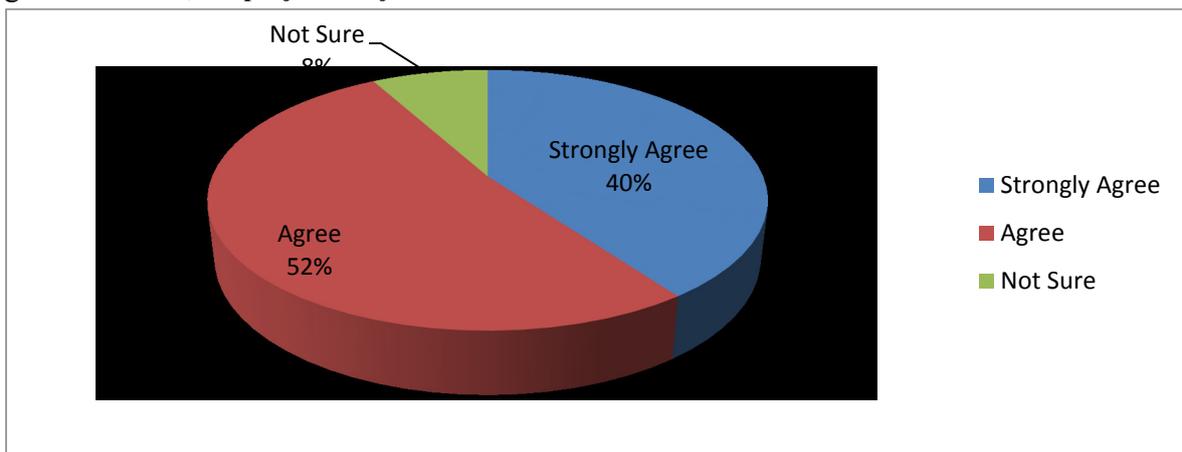
	<b>As a result of my participation in the project, I have been able to network with the Community of Practice in Peace and Conflict Studies in East Africa/Africa</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	12	4		1	
Peace Researcher	4	1	1		
PhD Fellow	1	2			
Total	17	7	1	1	

Table2d

	<b>Overall, the project’s objectives were met</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Doctoral Researcher	7	8	1		
Peace Researcher	1	4	1		
PhD Fellow	2	1			
Total	10	13	2		

Figure 3: Overall, the projects' objectives were met



The effectiveness of the projects is also measured by their ability to produce published and publishable research papers by each of the selected researchers. One of the specific objectives of the projects was to produce three special editions of the Africa Peace and Conflict Journal containing a total of 18 selected papers from the project. Some challenges have been encountered regarding this aspect of the projects as indicated in the Progress and Technical Reports prepared by UPEACE for both projects (see references). The production of the first issue of the African Peace and Conflict Journal was planned for the first year of the projects but was delayed until the first quarter of the second year. As per the 2008 Technical Report, the process of peer reviewing, editing, and proof reading along with the design of the journal took longer than expected. This was however corrected and the second and third issues were released as envisaged in the original work plan. One of the requirements of the Fellowship or Research Awards was the publication of at least one paper. Thus far not all participants have fulfilled this part of their contract as only 18 papers were submitted and only 12 have been published thus far- seven (7) by Peace Researchers and five (5) by Doctoral Researchers.

There were varied reasons given by the participants who were not able to meet the publication deadlines. They include the following: heavy workloads, lack of consistent follow up from UPEACE on publication deadlines, lack of support from mentors and UPEACE on how to produce publishable articles, tardy feedback from the UPEACE on submitted articles, etc. One Doctoral Researcher claimed that “it took eight months to respond and send comments back to me on the article I submitted”. Dr. Butera acknowledges the veracity of some of these observations, especially on the tardiness in giving feedback on submitted articles. UPEACE has

made an attempt to address some of these concerns. The final workshop, planned for May 2011, will have a major component on “Publishing Journal Articles “. A more systematic monitoring and evaluation mechanism needs to be in place, to monitor and report on progress on publications as well as on all other activities of the program and out puts. It is worth mentioning that the failure to meet deadlines is in some cases, by the admission of some participants, entirely due to reasons unrelated to UPEACE.

The other objective of the projects was to train, mentor and finance a group of 30 researchers. This target was exceeded by seven, since a total of thirty seven (37) were finally enrolled. The number of researchers targeted by the project proposal and the actual number of beneficiaries were not concordant until the end of the second year of the program implementation. As per the Technical and Progress Reports, this was due to the short announcement period of the first round of selection which did not enable the selection of the targeted number of researchers because of lack of adequate level proposals by candidates. The process was improved during the second and third selection processes. Yet at the end of the second round selection process, the total number of participants was still below the target reaching 22 participants. Having received a second contribution from F&A, UPEACE launched a third round of selection through which 15 additional candidates were integrated in the project bringing the total number of beneficiaries to 37. However, this targeted number was only reached thanks to the second F&A contribution. There needs to be some form of harmonization, since the PCD and F&A projects, although run in a complementary way, are distinct ones with their specific objectives and targets as well as funding and implementation timeline.

Creating links with similar institutions on the African continent was also set as an objective of the projects. This component is the least effective one. Indeed, as indicated in the Technical Progress Reports, the planned meetings with key partner universities aimed at exploring together ways of strengthening further peace research capacity building endeavor were still not held at the end of the second year of implementation. The meeting was postponed to the end of the third year of activities, i.e. at the end of the F&A project cycle as per the above mentioned reports.

The sustainability of the projects beyond the project cycle will depend a great deal on forging partnerships with other academic and non-academic institutions. As stated, these partnerships were envisaged as one of the goals of the PCD projects. The participants were of the opinion that this was a weak link in the projects implementation. A number of modalities were suggested and they include: internships and placements at these institutions, joint grant writing and co sponsorships of conferences, workshops and seminars.

UPEACE has indicated that it currently has a number of Memoranda of Understanding (MOU’s), with African Universities, but they are not yet operational. In addition, similar partnerships will have to be forged with multilateral institutions, such as the African Union, the United Nations Economic Commission for Africa (UNECA), African Development Bank (AfDB), etc.

Another key objective and key component to addressing the capacity and knowledge gap in peace and conflict in Africa is the provision of a link between research findings, analysis and policy through the research produced. This is a very crucial aspect of the projects as the research produced by the selected PhD candidates and Peace Researchers will have contributed to advancing knowledge on peace and security in Africa only if it is well disseminated but also if it is policy oriented and disseminated to policy decision making institutions and countries. However, this component is not prominently addressed in the Reports prepared by UPEACE.

Dissemination is a lot more than circulation of outputs, albeit a very important outcome. The challenge is how to ensure that there are effective mechanisms for linkages between knowledge generation and utilization by end users for optimal impact. Effective Networking modalities and partnerships are important vehicles that must be explored and consummated, especially for an avant- garde initiative such as these projects.

While building human capacities in African institutions for research is important and cannot be overstated, “generation of new/knowledge/research, particularly indigenous research are all important, creation of mechanisms and avenues for knowledge sharing and feedback systems for input into the policy arena, and effective mechanisms for end users of knowledge to access this knowledge for policy outputs are paramount. In other words, there must be linkages between knowledge generated and development agenda... for impact...” (Onyejekwe, 2002).

The project evaluation methodology further used open-ended questions to capture participants’ perceptions towards the effectiveness of the projects. These questions addressed the following aspects:

- The major achievements of the projects
- The major challenges to the realization of the project objectives
- The major challenges to the realization of the researchers’ objectives through their participation in the projects
- Recommendations on necessary actions to address the challenges mentioned

With regard to the major achievements of the projects, the key informants pointed out the following:

- Focus on methodological issues in social science research in general and in peace and conflict studies in particular as the latter is a key objective of the project
- Provided room and opportunity for publication
- Created more awareness on the real issues in the African continent
- Capacity building in different research areas
- Creation of a pool of African scholars on the areas of peace, security and conflict resolution
- The trained scholars will further build the capacities of others in their respective countries
- Technical and financial support provided by UPEACE and IDRC for the work including access to resource persons, books and other networks enabled some and will enable many students to earn their doctoral studies with minimum financial strains

- Facilitation of speedy completion of research and degrees
- Networking of the peace researchers creating consultation links beyond the projects lifetime

Regarding the major challenges to the realization of the projects' objectives, participants identified several issues including lack of time/ lack of commitment, follow-up of research, and busy schedule of both researchers and supervisors, and lack of a conducive environment, both at the university and the residential country levels, as reflected by the following:

- Peace research requires a multi-pronged approach. As such, many disciplines are involved. Therefore, many issues did not receive adequate attention
- Time was too short to cover all the necessary information
- Supervision of work by busy mentors who are already overloaded with their occupations and various commitments of the recipients may have delayed the realization of the project's objectives. These apply to both Peace Researchers and F&A participants
- Unstructured follow-up between UPEACE, mentors and researchers / poor co-ordination of the mentorship program. This concern is perhaps the most pervasive. The concerns expressed on the issue of mentorship can be characterized thus: weak or nonexistent mentorship, poor or lack of communications with mentors, post workshops and little or no responsiveness to inquiries from participants and no systematic support from UPEACE to ensure an effective mechanism for mentorship. Perhaps, there should be an incentive system that will formalize this relationship, so that it is not entirely pro bono. A full time research director at UPEACE devoted to, among other responsibilities, to Monitoring and Evaluation on publications, mentorship, supervision, coordination and facilitation between UPEACE and the respective universities of the participants will go a long way to addressing these challenges
- The academic tradition for awarding of PhD degree in African institutions, for example in Nigeria, is still very rigid and may not be conducive to meeting the deadlines expected from the UPEACE. This applies ,in varying degrees, to most of (F&A) participants
- Projects focused on English language and therefore was, somewhat, disadvantageous to French speaking researchers. It should be pointed out that this issue was addressed by IDRC as well as UPEACE in the recruitment process and implementation stages. The option of having separate workshops for French speaking participants discussed, but was deemed to be prohibitively costly. The option of simultaneous translation during the workshops would not indeed meet the pedagogical threshold for effective give and take required in these technical workshops. One way to address this issue is to recruit from Francophone countries candidates who are functionally bilingual. As was the case in the projects' cycle, out of the four French speaking participants, three are indeed bilingual
- The financial assistance is not sufficient to cover the costs of conducting research at this level resulting in delays. (Although the project provided financial support to the participants, it only covers some costs. The rest has to be covered by the researcher. This concern is addressed at three levels and varies in its intensity. First is the concern that cross country variations in the cost of living and expenses in general are not generally taken into account; second, there is the concern that adjustments are not made

during the project cycle for currency devaluations and inflation in many countries, and third; that there is usually no in built flexibility for adjustments to accommodate the scope of the field work. This flexibility is needed, they argue, for field work that they may require travels to many locations, long distances and large demographic samples, etc. The suggestion by some participants is to increase the threshold to accommodate for these factors mentioned above.

- These projects are important in supporting the researchers but undertaking a PhD program is much more costly than what is provided. The funding does not equate to a full scholarship that would enable a researcher to fully focus on it without having to engage in other income generating activities. It is to be noted here that the PhD Fellows get full scholarships to cover tuition and living expenses and one of the requirements for their selection is that they should be full time students. The Doctoral Researchers were presumably at the final stages of their writing their dissertations when engaging in the F&A projects. There is still the need to review funding thresholds.
- The Fellows were of the opinion that the expectation of completing their PhD program in three years was unrealistic, However, Dr. Butera has indicated that there is a possibility of a one year extension, if circumstances warranted such an extension. The need for an extension could be obviated if some the respective institutional challenges are addressed during the implementation of the projects

Interviewed participants were asked about the major challenges to the realization of their objectives that motivated them to participate to the projects. The time constraint relating to the wide range of areas to cover and to the obligations relating to other professional engagements was again mentioned. The lack of adequate follow-up by the mentors was one challenge whereby researchers had to pursue their research work alone. This applies specifically to the Peace Researchers, since there was no specific requirement by UPEACE to provide external mentors to the participants in the F&A program. Here, we are referring to external mentors and not the academic supervisors. Therefore the negative responses (expressed mainly during the face to face interviews) on Mentorship should be disaggregated into two categories: external and academic mentorship. The latter has its own challenges and can be mitigated through some targeted interventions by UPEACE as suggested by Dr. Butera, such as “token honorarium” for mentors.

The delay in disbursement of funding to researchers was cited by some as a reason for not meeting deadlines and some informants mentioned that the budget was limited to undertake substantial field work and the timeframe for the real field research was limited to cover a more broad based scope of study. In addition to the issue of timely disbursement raised by a few, there was the issue of “rigidity” of tranches, as well. The need for flexibility in the forty, thirty and thirty percentage allocation was mentioned by several participants, particularly the Awardees. There may be the need to allow for a higher percentage in the first tranche since more funds may be needed for the commencement of field work at the beginning. UPEACE has indicated that this request can be accommodated if a convincing case is made by each participant.

Researchers recommended the following as necessary actions to address the challenges mentioned above:

- Create more time and forums for knowledge sharing
- Assign a mentor to assist in writing publishable articles for the journal
- Increase funding threshold for researchers to complete project
- Formal agreement to be worked out between UPEACE and employers for time to be dedicated to the research process
- Flexibility in budget allocation for field work
- Effective communication between the awardees and the management/implementing institution would allow to overcome challenges such as the follow up of researchers by mentors or disbursement of funds
- Flexibility in deadlines
- Future trainings should have more sessions on qualitative data analysis

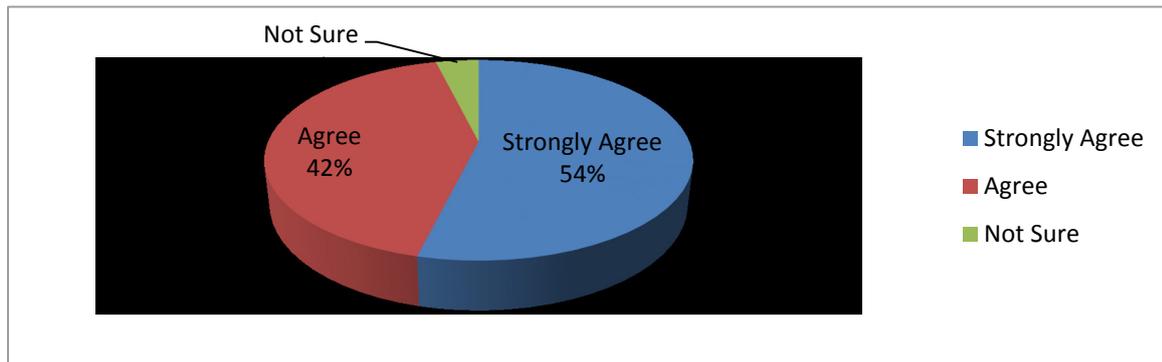
**3.3. Impact of the projects**

The impact addresses the extent to which the projects have/are contributing to achieving the intended overarching results and producing other indirect results. When asked about the projects’ contribution to tackling the dearth of research capacity in peace and conflict studies in Africa, most respondents were positive on the impact (see Table below). With the exception of one doctoral researcher, all peace researchers and PhD fellows were convinced by the impact of the projects on addressing the capacity gap in peace and conflict studies in Africa.

Table3a

	<b>In general the projects are relevant in meeting the dearth of research capacity in peace and conflict studies in Africa</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
<b>Doctoral Researcher</b>	10	6	1		
<b>Peace Researcher</b>	2	4			
<b>PhD Fellow</b>	2	1			
<b>Total</b>	14	11	1		

Figure 4: **In general the projects are relevant in meeting the dearth of research capacity in peace and Conflict studies in Africa**



In addition to the above close-ended question, the impact of the projects was evaluated using two open-ended questions addressed to selected key informants. The first one interrogated them on their assessment of the impact of the projects in strengthening synergies between local, national and international networks. The informants were divided regarding this aspect as some found the projects expanded their network while others replied that there was little impact due to a lack of meeting/networking opportunities and no deliberate action to have synergic linkages. However, one demonstrable impact is the opportunity created by the projects for one Nigerian researcher who has been able to establish an NGO linked to the Center for Promotion of Peace and Development (CCPD) in Nigeria- an NGO. Key informants also noted some level of inter-university interaction as both the professors and the students come from various universities. In some cases, strong networks among the projects' beneficiaries have been established especially at the individual level, which with time may roll out to institutional networks. An informant also noted that the collaboration between UPEACE and the institutions represented by the recipients in building capacity in peace and conflict studies is immeasurable, and this is in line with the mandate of UPEACE, working towards the establishment of a culture of peace.

To the question on the projects' contribution to strengthening the networks among the community of practice in the field of peace and conflict research on the East Africa region (applying mainly to Peace Researchers), the key informants gave contrasting responses. For instance, one researcher responded by saying: "Not yet. At the moment the participants of the training workshops have agreed on a network and they have created a Google group but are not sure how to institutionalize that network. IDRC and UPEACE should provide a little resource to facilitate institutionalization of this network". Another researcher responded: "The project is quite useful. It creates an opportunity for sustained interaction and collaboration between the awardees and their communities. This has been done through the use of internet and face-to-face contacts". Overall, although there have been networking activities initiated by the projects, there is still a need to turn these existing relationships into productive synergies which can advance peace research in Africa.

The key recommendation here is to facilitate the institutionalization of these informal networks for sustainability. This facilitation can be web based, linked to an existing cite. It should also take the form of a Knowledge Management Platform for communication and knowledge

sharing, principally among the alumni of these projects and other members of the Community of Practice in Peace and Conflict Studies.

UPEACE is considering linking this proposed network to one of its ongoing network in the Great Lakes region.

Some of the responses are presented below:

- It is useful except that most researchers have studied and are doing research for academic purposes
- Researchers were also full time lecturers with hardly any time for research
- Possibly create network through call for papers, conferences, seminars/workshops to discuss topical issues that are pressing our countries
- Not yet. At the moment the participants of the training workshops have agreed on a network and they have created a Google group but are not sure how to institutionalize that network. IDRC and UPEACE should devise a little resource to facilitate institutionalization of this network.
- Oh yes. I have created a strong network of scholars in this field.
- The projects need to be marketed further and include countries like Somalia, Eritrea, Tanzania, and south Sudan. The project can be very useful. It is important to remark that the call for applications was targeted to applicants from entire Sub Sahara Africa and there were disparate levels of qualified applicants from all the countries. This may in part explain why some countries were disproportionately represented. There may be the need to devise aggressive dissemination and recruitment strategies to target participants from, for instance, conflict prone, post conflict countries and the classical fragile countries, whose experiences will enrich the content of the workshops, knowledge sharing, as well as networking. These strategies could include: engaging the embassies located in Addis Ababa, Ethiopia, operationalizing existing memoranda of Understanding between UPEACE and African universities and institutions/organizations and engaging current participants in the recruitment exercise. This exercise should also apply to the issue of gender balance in the number of participants. The issue of gender balance was also of concern by UPEACE and IDRC during the recruitment process. However, the number of qualified female applicants was limited. Among the participants, there were eleven Peace Researchers (11) of who four (4) were women who met the criteria set for participation in the projects. There were twenty two (22) Doctoral Awardees and eight were women. There are four (4) Fellows and one (1) is a woman.
- The project is quite useful. It creates an opportunity for sustained interaction and collaboration between the awardees and their communities. This has been done through the use of internet and face-to-face contacts.
- Yes, the relationship with CCPD Nigeria resulted from this program is a good example.

#### **3.4. Efficiency of the project**

Efficiency refers to the degree to which the financial and human resources invested in the projects are appropriate compared to the outputs and results achieved. To capture the diverse elements that constitute a project’s efficiency, several questions were designed.

The aspects addressed through close-ended questions are the following:

- Project goal articulation
- Focus of project goal
- Attainability of project goal within the project cycle
- Adequacy of project objectives to meet the set goals
- Methodology employed in project implementation
- Quality of mentorship
- Support from the implementing institution
- Monitoring and evaluation mechanisms

The outcomes of the key informant interviews are presented in the tables below.

Table4a

	<b>The project goals were very well articulated</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	11	4			
Peace Researcher	4	2			
PhD Fellow	2	1			
Total	17	7			

Table4b

	<b>The project goals were focused</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	6	11			
Peace Researcher	2	4			
PhD Fellow	2	1			
Total	10	15			

Table4c

	<b>The project goals were attainable within the project cycle</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	4	6	7		
Peace Researcher	1	2	3		
PhD Fellow		2	1		
Total	5	10	11		

Table4d

	<b>The project objectives were adequate to meet the goals of the projects</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	3	12	1		
Peace Researcher	1	5			
PhD Fellow	1	2			
Total	5	19	1		

A large majority of key informants (see Table 4a) found the projects' goals to be well articulated and well-focused. However, some informants had reservations about the attainability of the projects' goals within the projects' time frame and cycle (see Table 4c). This is further explained by the responses given to the open-ended question. With regard to the adequacy of the projects' objective, a large proportion of key informants agreed with the statement that the projects' objectives were adequate to meet the projects' goals (see Table 4d).

Table5a

	<b>The methodology employed in project implementation were effective in achieving the objectives of the projects</b>				
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Doctoral Researcher	4	11	2		
Peace Researcher	1	5			
PhD Fellow	1	2			
Total	6	18	2		

Figure 5: The methodology employed in project implementation were effective in achieving the objectives of the projects

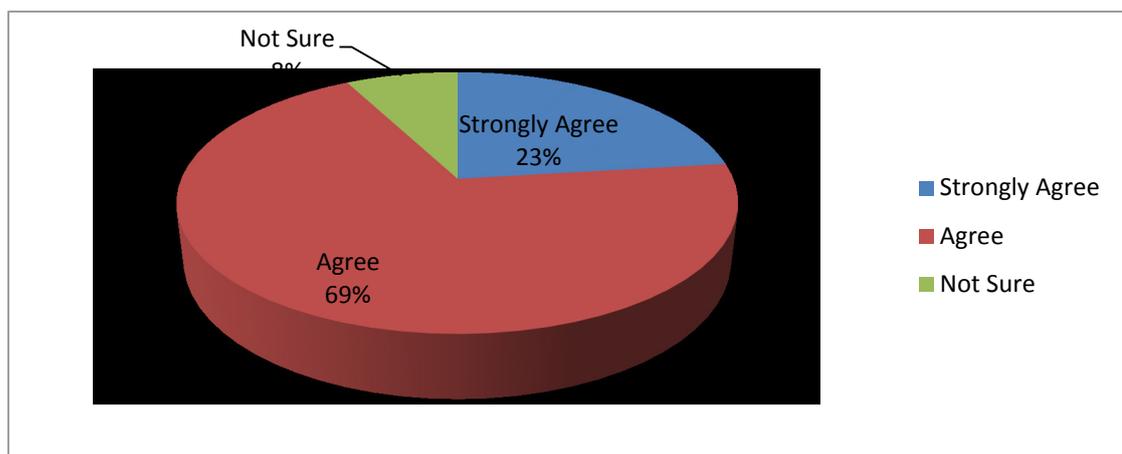
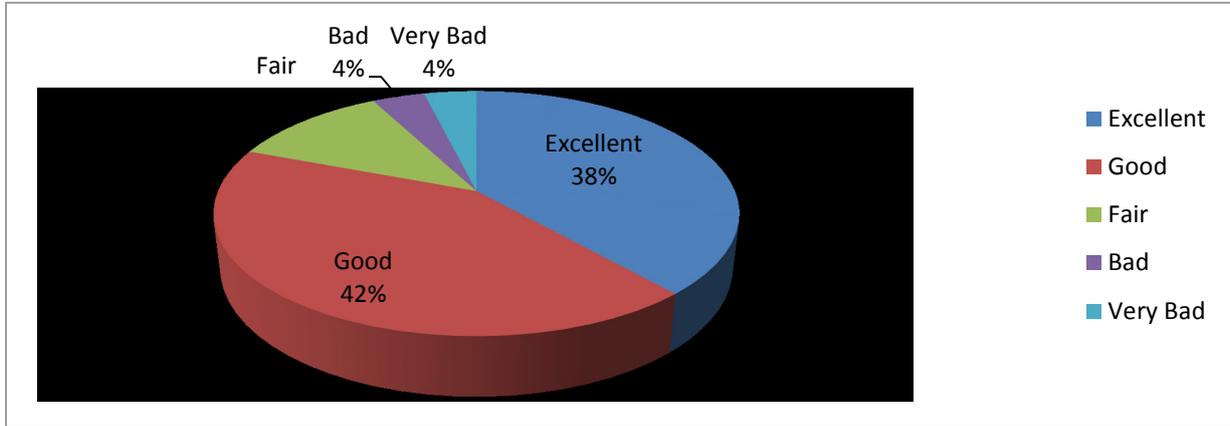


Table5b

	<b>One of the key components of the projects' is mentorship. How would you assess the quality of mentorship you received during the project cycle?</b>				
	Excellent	Good	Fair	Bad	Very Bad
Doctoral Researcher	8	7		1	

Peace Researcher	1	2	3		1
PhD Fellow	1	2			
Total	10	11	3	1	1

Figure 6: One of the key components of the projects' is mentorship. How would you assess the quality of mentorship you received during the project cycle?



The responses were mainly skewed in favor of the mentorship provided by participants' academic supervisors. The negative responses from the questionnaire and face to face interview were highly unfavorable with regard to external mentorship, which applied mainly to the Peace Researchers funded by PCD (see figure 6).

Table5c

	How would you assess the quality of support you received from the implementing institution during your participation in the project?				
	Excellent	Good	Fair	Bad	Very Bad
Doctoral Researcher	10	4			
Peace Researcher	3	1			1
PhD Fellow	3				
Total	20	5			1

Figure 7: How would you assess the quality of support you received from the implementing institution during your participation in the projects?

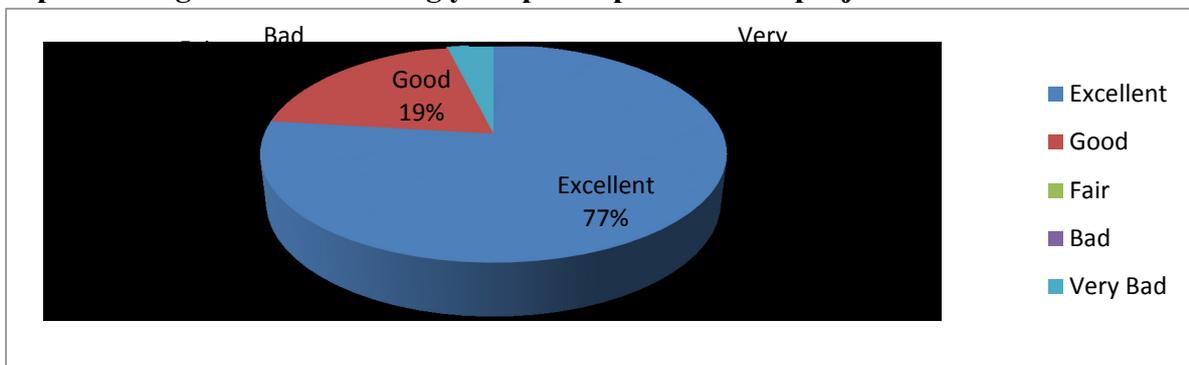
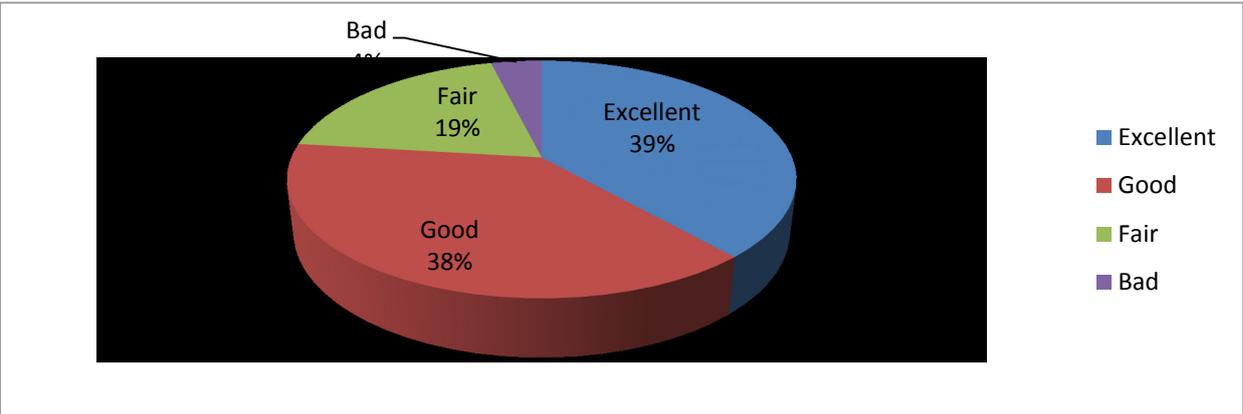


Table5d

	How would you assess the Monitoring and Evaluation mechanism put in place to ensure that capacities of African individual researchers, national, regional entities and networks are being enhanced?				
	Excellent	Good	Fair	Bad	Very Bad
Doctoral Researcher	8	5	2		
Peace Researcher		4	3	1	
PhD Fellow	2	1			
Total	10	10	5	1	

Figure 8: How would you assess the Monitoring and Evaluation mechanism put in place to ensure that capacities of African individual researchers, national, regional entities and networks are being enhanced?



Assessing the methodology employed in the projects was one constituent for determining its efficiency. As indicated in the first section of this report, the methodology utilized by the project is three-fold:

- Capacity building and training workshops
- Mentoring
- Publications

Each of these projects’ methodologies was evaluated using primary data from the interviews conducted with the participants and using secondary data from the Progress, Technical, and Workshop Evaluation Reports.

Findings from primary data based on close-ended questions indicate a rather positive view. When asked whether the methodology employed in project implementation was effective in achieving the objectives of the projects, most informants responded positively as reflected by

the table presented above. Overall, the majority of participants were satisfied with the methodology utilized during the implementation of these projects.

However, when asked about one of the components of the method utilized, which is mentorship, key informants gave varied responses with regard to the quality of the mentorship they received. This was also pin pointed in the Progress and Technical Reports prepared by UPEACE for the PCD project. Mobilizing mentors for the selected Peace Researchers and ensuring the close follow-up of PhD candidates has been difficult. The report indicated that although the Peace Research Advisory Board members accepted to mentor the researchers, the project had not been able to mobilize as many mentors (as well as committed ones) as desired. Also, the relationship between mentors and researchers has not been fully operational. An explanation to this challenge was the fact that it was difficult to motivate continued mentorship without incentives for the mentors.

Mentorship remained a challenge during the second and third years of the PCD project. The relationship between mentors and mentees has not been fully operational and functional for a significant number of researchers. Key informants have pointed out mentorship as one of the major weaknesses of the projects' methodology. In spite of this gap, most of the respondents - Peace Researchers and F&A participants - were favorable in their assessment of projects' methodology in general. Although the observations made by the respondents were fairly congruent with one another, there was one outlier, who spoke on condition of anonymity. For all it is worth, the respondent's characterization and views are worth presenting here. While agreeing that the projects were definitely designed to address a much needed gap in peace and conflict studies, the participant, (a peace researcher) was not very complementary about the implementation of the project on a number of scores: "there was absolute lack of communications with my mentor... Dr. Butera was good except that he was low keyed during the workshops... and the support staff was not sufficiently informed... There is need to have more UPEACE staff dedicated to the project... Although some of the facilitators were good, there was a definite disparity in the quality of the facilitators...the time devoted to the workshops was too short to allow for in depth and analytical discussions... there was not much on cross regional comparisons and experiences and there is need to strengthen the Monitoring and Evaluation component of this project...

During the face to face interview with this participant, it became obvious that the participant is very unlikely to complete this program, not very abreast with all the various components of the project. Perhaps, this may explain the participant's assessment of one of the projects. This is without prejudice to the merits of the participant's observations.

The others have recommended the following to strengthen the relationship between the mentor and the researcher:

- More time for interaction with the mentors. Time was too brief to be able to know them well and understand their approach to research
- Assign a mentor to a researcher with similar research focus and interests
- By facilitating long term engagement through research activities and possibly small but competitive research grants

- Create an enabling context for co-authoring a publication with mentors
- Invite the mentors in research methodology workshops at least once. This has been the case during the 2008 Peace Research Workshop where six mentors were invited with the objective of working with Peace Researchers on their articles. This should also apply to academic supervisors
- Constant contact/communication to strengthen their relationship
- Increasing the number and mix of mentors/instructors
- Follow-up of mentorship activities by UPEACE
- Through a set of incentives, it will be a lot easier to keep the mentors engaged throughout the duration of the program. Presently, the mentors are engaged in other activities, for which they may be receiving incentives. In addition, it will make it easier for the participants to feel more comfortable in requesting support from their mentors, once they are aware that their mentors are fully engaged in the program. The present pro bono engagement will not address the problem which was identified by the participants as well as UPEACE administrators

In contrast to their experiences with the mentors, key informants have found the quality of the support provided by the implementing institution, UPEACE, during their participation in the project to be good and excellent.

The second constituent of the projects' methodology is the organization of workshops aimed at capacity building, training, and creating networking opportunities and enabling researchers to present their research proposal and work in order to get feedback. Overall, the participants seem to have been satisfied with the workshops. Both primary as well as secondary data show that there is a general satisfaction with regard to the organization and content of the workshops. Interviews have shown that participants have been able to acquire substantial knowledge on peace and conflict studies and research techniques. The workshop evaluation reports also corroborate this. Findings from these reports are summarized below:

- Comments and feedback provided by mentors and other participants on the research proposals and the research papers presented during the workshop were helpful to focus the research and sharpen the research questions and methodology, however they need to be communicated formally to the Supervisors
- The quality of the training was found to be up to expectations and participants felt that knowledgeable and qualified scholars were recruited for providing training. The training material utilized was also found to be satisfactory. The training approach was also appreciated although it was suggested to adopt a more participatory/interactive method rather than the classroom type lecture mode.
- The atmosphere was found to be conducive for experience sharing and learning.
- Participants' expectations concerning the workshop objectives and outcomes were consistent with the objectives set and the outcomes anticipated by UPEACE.

Although workshop organizers seemed to have learned lessons from past events and taken into consideration comments and suggestions made by participants, two major gaps have been observed:

- Participants mentioned that the workshops didn't provide sufficient time for in-depth discussions on their individual research paper/work.
- Workshop reading materials were provided during the workshop and participants had asked to get these a few days in advance in order to have sufficient time to go through the material before the workshop but this was not taken into consideration. In addition, some of them recommended that notifications for the workshops should be sent, perhaps months in advance, since some of them do not have flexibility in their present employments or engagements to travel at relatively, short notices. UPEACE has done this for the upcoming workshop in May, 2011.
- In addition, they generally recommended that all participants should attend the three workshops as one group, rather than in phases which posed a problem of consistency in the level of the presentations, content and follow-up. UPEACE does not believe that this is feasible, since the participants were funded and recruited in phases.
- A few recommended that the workshops should be held (rotation) in different countries. They argued that this would provide more exposure and opportunities for interaction, networking and awareness of the existence of this program in other countries and regions. If the costs permit, this is indeed a worthwhile recommendation

The third methodology employed in the projects consisted in encouraging the researchers to publish their research outcome in the Africa Peace and Security Journal by assisting them in topic selection, research conduct, and drafting process. This has been pointed out as a major motivational factor for awardees. The projects have been efficient in this matter as twelve (12) participants have been able to publish their research findings, thus far out of total of 18 research papers which have been submitted for publication to the peer reviewed journal, the Africa Peace and Conflict Journal (APCJ). A few more are in the pipeline awaiting peer review and responses from UPEACE. Many of the participants availed themselves of the access to IDRC online library and they have found this an extremely invaluable resource. Surprisingly two of them were not even aware of this resource. It is not clear why this is the case.

Regarding the monitoring and evaluation mechanism put in place to ensure that capacities of African individual researchers, national and regional entities, and networks are being enhanced, the respondents assessed the mechanism to be efficient (see figure 8).

The coordination of the objectives and outputs/activities of the projects with other complementary projects reflect project -efficiency. It is indicated in the Progress Reports that the F&A PhD awards projects are coupled/coordinated with another IDRC-UPEACE PCD project entitled "Building Peace and Security Research Capacity in Eastern Africa". This is an element that contributes to the efficiency of the project as these two programs are complementary. This approach is both cost-effective and time-saving. The two projects have been carried out together which allowed the "Building Peace and Security Research Capacity in Eastern Africa" project to support the administrative costs of the PhD Fellows and Awardees

and to also cover some of the costs of the training workshops. The F&A funding (second grant) also supported the implementation of the PCD project. They were mutually beneficial.

Efficiency is also measured through the degree through which the methodology employed is the right one to realize the projects' objectives. Participants who have been interviewed identified the following as the main strengths of the projects' methodology:

- Using case studies as a basis for teaching on methodology of research
- Sharing with other laureates the approaches, challenges and opportunities experienced in their research project
- Opportunity for researchers to learn and put into practice what they have learned by providing room to publish
- Excellent resource persons, trainers especially lead facilitators on peace research
- The training materials, books, and websites were helpful to researchers' work for reference and the use of a participatory training method and access to IDRC database
- Providing both learning and financial resources to awardees/fellows
- Capacity building for researchers through Research Training Workshops
- Feedback mechanism and open communication between UPEACE and the recipients
- Use of key resource persons in Africa and beyond to mentor the peace researchers in their respective fields of study

Although the above findings show the strength of the projects' methodology (see figure 5), a number of weaknesses have been identified by the participants. These include:

- Short time, huge amount of work to be covered in light of varied research types
- Quantitative research methods not adequately covered
- No framework for the follow-up on what researchers will be doing after the end of the project
- Mentoring was not adequate throughout the project
- Gaps in follow-up and networking
- Delays in the transfer of grants to awardees affected the research progress
- Weak coordination and synchronization with participants' institutions
- Repetition when it came to the content of certain methodology workshops
- Doctoral students should be given an opportunity to visit some African Universities
- Transition issues from being a peace researcher to being a PhD research awardees
- Limitation in topic selection for the peace researchers. All topics are pertinent however some are more crucial than others. This could be determined through "needs assessment" prior to the workshops
- Limited funding in comparison to other programs where doctoral grants are offered
- Lack of clear coordination among the researchers, mentors and UPEACE

In parallel to the weakness of the project methodology in attaining the projects' objectives, participants were asked about their views on the implementation strategies adequacy and efficiency in realizing the objectives of the projects. Most key informants found the implementation strategies to be adequate and efficient. The implementation strategies helped in understanding the goals of the projects. They indicated that the training in research

methodology enhanced their skills and improved the participants' research capacity. However, they have identified areas that need further improvement in areas such as dissemination of research output, follow-up, networking, focusing on long-term goals, assistance by UPEACE on quality control to help with publications, and collaboration between organizations and short-term internship/fellowship opportunities for researchers. One respondent expressed his concern by saying that, "Given the nature of African conflicts and problems, the present implementation strategies are not adequate and effective, because of the small number of researchers being supported to investigate and give policy recommendations to Africa's complex situations. It is a case with producing a critical mass of these researches.

With regard to addressing Africa's development realities, the capacity building provided was found to be efficient in building the capacity of the researchers in peace and conflict studies but needed to be sustained, well financed, and enlarged to a wider number of researchers if the project is to tackle gaps at the continent level. To ensure that the resources expended thus far by IDRC will achieve optimal impact in the long run, more of these researchers need to be produced in the future, in keeping with the recommendation in the UPEACE proposal. One participant highlighted the fact that there is a need for more researchers, which may require UPEACE and IDRC to provide greater allocation to the projects so more people can benefit from the program. At the same time, it provided the opportunity for participants to learn from each other, share experiences with regard to diverse conflict situations/tendencies with a view to working towards sustainable solutions.

### **3.5. Sustainability of the project**

Sustainability refers to the possibility that the positive results of the projects will continue beyond the end of the projects' cycle. This aspect was addressed using open ended questions. During follow-up questions at the face to face interviews it was clear that there was a very major concern with the sustainability of these projects, particularly if these projects will continue beyond the present cycle. They were all, unanimously, in agreement that these projects have carved out a niche. They saw these projects as avant-garde in their functional specificity and differentiation. It is not sufficient to embed peace and conflict studies in other disciplines and sectors as was eloquently made in the project proposal and document. The centrality of conflict as an albatross in Africa's development agenda, as well as the need to develop a critical mass of researchers and scholars with the specific conceptual and research skills underlie the concerns of the participants and alumni of these projects. For these projects to achieve the desired goals and impact envisaged at the onset and with the enormous amount of resources expended in this cycle, it is imperative that more of these "trailblazers" be produced. It will be able to create a functional number of these scholars. They will therefore, be capable of cascading their ranks into functionaries that can make an impact on the ground. The testimony of the beneficiaries of these projects is quite incontrovertible on the niche that they have created in peace and conflict studies in Africa. Beyond the need to create a critical mass of these scholars and researchers is also the importance of extending the program for Peace Researchers beyond its current geographical confines (this presently applies to the Peace Research

component). There is currently no geographical limitation on participation in the Fellowship and Awardees component.

On the question regarding their suggestions for improving the projects' design towards ensuring its sustainability, participants gave the following responses:

- Enhance capacities for sharing research experiences/methodology from various researchers
- Peace and security are topical issues in Africa, and there is need for continued research/workshops on the theme
- Create an opportunity where all the beneficiaries can meet and are trained in some forum instead of mixing the groups. One group joined in 2008 and at another time they find themselves mixed while missing some of their colleagues. UPEACE is mindful of this suggestion/recommendation, but is not sure about its feasibility. A change in the recruitment and funding cycles could address this concern.
- Create more time for contact, other than one week per year. Have continuity and international conferences
- The projects should have long term or strategic plan. This would create more activities through the cycle and researchers could be engaged on more researches
- Increase the number of fellowships and awards
- Identify mentors who have enough time to dedicate to the process
- Support country/regional research networks in enabling researchers to meet, exchange ideas and continue to publish as a team. This needs to be done for at least two years after the training
- Apart from the publication of journal articles, awardees should publish monographs of their study as part of the project
- In the next phase of the program, opportunity should be provided for all the supervisors to also participate in the capacity building research workshops with their students so as to create a platform for more interaction and network among the students and supervisors
- Let the implementing institution be the center of the networking among the awardees with a coordinator (who may be a past awardee). It is important to harness the efforts of the awardees in various societies of Africa for knowledge sharing and practical import
- Encourage researchers to work on up to date/current conflicts, such as the ongoing the case of Ivory Coast. This will provide some currency in the case studies
- Consultation with peace researchers prior to scheduling workshops to identify research problem areas and research needs of participants
- Increase the level of overall grant amount as well as increase the mix of mentors/instructors
- Practical sessions in the case of data analysis should be incorporated in the training workshops
- Include both academic and practitioners with local expertise (research and implementation records within the region) right from identification and appraisal of sub-themes

The present conception/design/implementation of the projects was found to be sustainable by a number of participants. However, as reflected in their views in previous paragraphs, participants indicated that there is a need to be more focused on dissemination, and maintaining contact after the end of each project's cycle. They also mentioned time allocated for accomplishing projects may not be adequate and that everything depends on donor interest to continue the projects. Furthermore, one respondent said it is not sustainable because, "they rely on the ability or capacity of the peace researcher to sustain them beyond the timeframe of the project. This would only be possible in the case where prior linkages between the peace researcher's topic and current employment/academic engagement are emphasized for immediate knowledge transfer at place of work or academic enhancements".

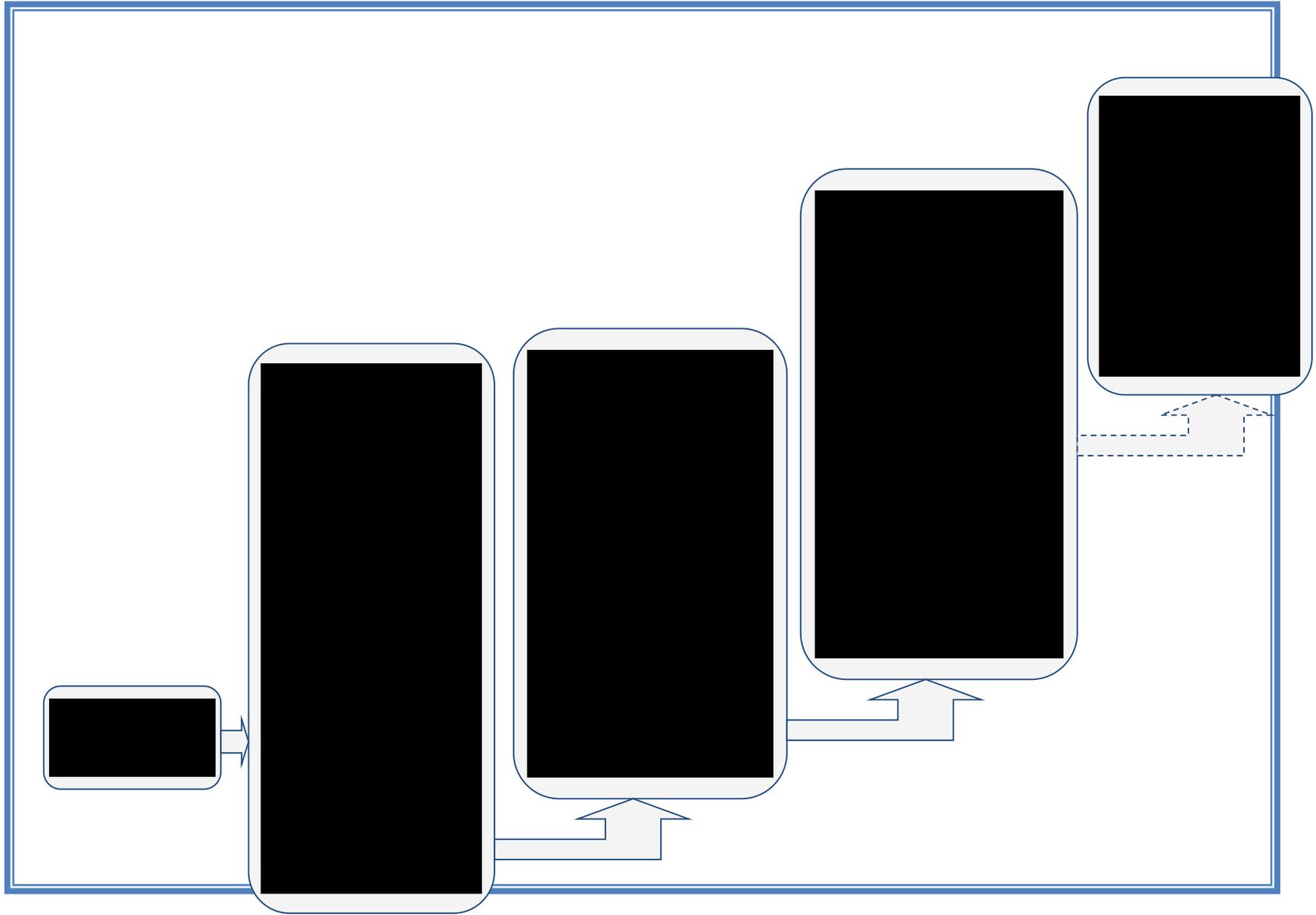
The goals and objectives of the projects were found to be realistic and attainable by most respondents- Peace researchers and F & A participants alike. The explanations given include the fact that the targeted group represents the young generation and knowledge acquired can be utilized for a long time, the project enhanced research by Africans on African issues of peace and security; the project brought together like-minded peace researchers; the project enabled publication and dissemination of research work; it built the capacity of individual researchers; and the projects are designed for individuals with the potential and capacity to apply the methodologies and action plans embedded in the project. At the same time, attainability depends on factors to which the projects may not have control over such as regular feedback from supervisors and diversities in universities on PhD requirements as well as administrative limitations. Moreover there is also the need to regularly communicate the goals and objectives to the project beneficiaries so as to keep them focused.

The sustainability of the projects also depends on its capacity to provide enough flexibility to accommodate changing realities at local, national, and regional levels. This aspect has been found to be much appreciated by the participants as UPEACE has tried to assist participants when they faced challenges during their research work. One respondent expressed his appreciation directly to Dr. Butera, Mrs. Tsion and the late Dr. Elias for being very supportive and in communicating the expectations of the project, reminding key timelines and deliverables, and at the same time accommodating to requests when flexibility was needed to meet the set time frames. (See figure 7) These sentiments were expressed by nearly all the participants.

### **3.6. A Logical Framework Approach to the project evaluation**

As indicated in the methodology section, the present evaluation was designed to fit into a Logical Framework Approach which contains five components: inputs, process, outputs, outcomes, and impact. Applied to the present project evaluation, key features of the logical framework can be illustrated by the following figure. This framework outlines the different elements of each step of the implementation of the projects.

This results chain reflects changes resulting from present interventions. The success of the projects is measured in terms of the completed activities and outputs but also in terms of changes resulting from these activities, i.e. outcomes and impacts. The arrow relating outcomes and impacts is in dashes because the outlined impacts may be highly influenced by other factors (attribution gap) and may mostly be potential impacts of the projects as the scale, coverage, and time-frame of the present projects are limited.



#### 4. Conclusion and Recommendations

This evaluation was conducted using two methodologies: desk review and key informant interviews. Information obtained from these distinct sources was utilized in an evaluation framework composed of five criteria: relevance, effectiveness, impact, efficiency, and sustainability. This was in turn utilized in a Logical Framework reflecting the inputs, process, outputs, outcomes, and impact of the project.

Evaluation findings show that the projects were found to be relevant by all participants in terms of their conceptual framework and focus and as well as in addressing the needs of the targeted groups and the specified goals at their inception. They were found to address some of the current research and capacity gaps in peace and conflict studies in Africa and integrated current national, regional and continental issues.

The projects were found to be effective because they achieved the intended results and objectives. The findings show that the expectations of participants were met and the projects contributed to improving their research skills in peace and conflict studies. They have also enabled participants to network and share experiences. The projects have moreover allowed the publication and dissemination of a number of research papers.

The third evaluation criteria of the projects focused on their impact. Overall, the projects have been found to contribute to achieving the intended overarching results and producing other indirect results regarding tackling the dearth of research capacity in peace and conflict studies in Africa. However, they do not seem to have strengthened significantly at the present, synergies between local, national, and international networks.

The projects are yet to achieve the overall level of impact envisioned in their objectives and goals. This is attributable to some of the following reasons: the projects are ongoing (a number of the Doctoral Researchers and Fellows are yet to finish their programs and engage fully in endeavors (research, policy making and advocacy) where their expertise will be put to good use; the projects' duration is short and recent, hence the total impact cannot be felt prematurely; there is still the need to create a critical mass of these researchers as envisioned in the projects; there is yet the need to support a formal network for knowledge sharing and building synergies within the community of practice on peace and conflict studies across Sub Saharan Africa, attribution gap, etc. In spite of these observations, it was in general, found to be efficient as the financial and human resources invested were deemed to be appropriate in view of the registered outputs and outcomes. Furthermore, the capacity building and publication components of methodology employed in project implementation were effective in achieving the objectives of the projects. Major challenges were related to the mentorship component which was found to be inadequate.

The present conception, design and implementation of the projects were found to be sustainable by a number of beneficiaries of these projects. However, participants indicated that there is a need to be more focused on dissemination, and maintaining contact after the end each project's cycle.

The five criteria based evaluation applied a logical framework consisting of inputs, processes, outputs, outcomes, and impact. This approach built a map of relationships for the various components and goals of the program as summarized below.

Using two types of inputs, human and financial resources, UPEACE undertook several activities. These range from the selection of researchers, disbursement of grants, and organization of workshops where training was provided on critical peace and security research issues and methodology, to the provision of mentorship and guidance for selected project participants, and technical support on conducting publishable research.

Resulting outputs include: improvement of participants' conceptual, theoretical and methodological research capacity on peace and conflict issues; research content of participants' work informed by up to date frameworks and techniques; participants benefited from senior researchers' mentoring; articles prepared by the projects' participants published in a peer-reviewed journal; and networking between workshop participants.

Changes resulting from these activities in terms of projects' outcomes include: Capacity built and Knowledge strengthened on Peace & Security issues in Africa; Research on issues and problems of peace and security involving indigenous strategic thinking conducted; Research outcomes disseminated; Network of peace and conflict researchers and policy makers developed; and PhD candidates finalized PhD studies.

These projects may have, to a certain extent, contributed to the following impacts: increased research capacity in Africa on Peace and Conflict Issues; the development of a critical mass of researchers with extensive research ability on peace and conflict; the establishment of a sustainable networking forum of professional peace and security research experts and policy makers; and the production of research findings able to inform policy making. These impacts may be more discernible after a few more cycles, given the unavoidable gestation periods inherent in projects and programs of this nature

Despite the many positive aspects of these projects, several challenges have been encountered and gaps have been identified. These can be summarized as follows:

- Although many participants published their research findings, the initial objective of the projects of having every participant publish at least one paper was not met.
- The targeted number of participants was met only during the last year of the project life
- Creating links with other African institutions focusing on peace and conflict studies was not effectively consummated.
- The production of policy oriented research was not well addressed.
- Lack of time considering the vast amount of work to be covered, inadequate follow-up of research especially inadequate mentoring, busy schedule of both researchers and supervisors, and insufficient and untimely financial support to cover costs of conducting high quality research were impediments to the effective realization of the project

objectives. These challenges did not apply to every participant. Three Doctoral Researchers have earned their PhDs and two are currently likely (subject to addressing institutional bottlenecks) to complete their programs in the very near future. Some of these challenges are extraneous to UPEACE

- Workshops didn't provide sufficient time for in-depth discussions on researchers' individual research paper/work.
- Workshop reading materials were distributed during the workshop leaving little time for participants to go through the material before the workshop.
- No framework was set for the follow-up on what researchers after the end of the projects.
- Weak coordination and synchronization with participants' institutions and gaps in networking among participants themselves and senior researchers.

These gaps and challenges can be relatively easily addressed. The following are recommendations for future programming.

- UPEACE to facilitate forums and mechanisms between mentors and mentees, between supervisors and supervisees, between researchers, and between senior experts in peace and conflict studies and researchers to share information.
- Make room for breakout sessions (where participants are clustered according to skill levels) during the workshops to address the disparities in the skill levels and preparations among the participants. This will be especially true for addressing the disparities in the skill levels between the more advanced Doctoral Awardees and the Ph.D. Fellows (as well as the Peace Researchers). This will make the plenary sessions more meaningful and rewarding for all the participants.
- Increased funding threshold for researchers to complete project effectively especially for field work, tuition, and other related expenses to enable high quality research outputs. Other programs of similar nature may serve as a guide to the level of increased funding required
- Flexibility in the time needed to complete research for candidates recently engaged in PhD studies. This however should be done on a case by case basis depending on demonstrable need
- Provide external mentors for the Doctoral Researchers and PH.D Fellows to complement the supervisors and at the same time fill the existing gaps between supervisors and supervisees
- Facilitate a more structured time for interaction between the researchers and the mentors so as to be able to establish a good and functional relationship. This may be complemented by some financial incentives for the mentors to ensure their full engagement. Create an enabling context for co-authoring a publication with mentors may also be an incentive for mentors. Assigning a mentor to a researcher with similar research focus and interests may create a more productive output. These incentives will formalize the relationship between the participants and their mentors rather than the prevailing pro bono and ad hoc relationship

- Dissemination of research outputs through publications but also through presentation of findings to national, regional, or international conferences where key stakeholders are involved especially policy makers and research institutions. IDRC may also assist on this score
- Facilitate networking and collaboration between organizations to create opportunities for successful researchers to do internships/fellowships in institutions focusing on their research areas.
- Design a long term strategic plan for the project to ensure its sustainability. This should include building operational relationships with academic and research institutions, governmental and nongovernmental organizations. UPEACE to seek placements and internships by participants, especially the Doctoral Researchers and PH D Fellows with research institutions, multilateral organizations, to enhance their chances of engagement after their respective programs. Thus far, two of the participants in the Doctoral Research Awards program are now engaged full time in their respective universities and one other Awardee has created his own functional Non-Governmental Organization. There are prospects that a number of the awardees and Fellows will be hired full time by their respective universities upon completion of their programs. Some of the peace researchers have also expressed the wish to have participated in the Doctoral research or Fellowship programs in order to enhance their employment prospects. One of the Doctoral Awardees who has earned her PhD and now employed fulltime in the university was once a Peace researcher who enrolled subsequently in the Doctoral Awardee program.
- Increase the number of Fellowships and Awards.
- Projects focused on English language speakers and hence, somewhat, disadvantaging French speaking researchers. One way to address this issue is to recruit from Francophone countries candidates who are functionally bilingual.
- Identify participants who have enough time to dedicate to the projects during the selection process to make sure that they will devote the required amount of time and resources to completing their programs
- Encourage researchers to work on up to date/current conflicts so that the projects will come with strong and applicable recommendations as well as have strong policy-relevance.
- Develop an aggressive recruitment strategy to diversify the pool of participants along gender and geographical lines (e.g. countries prone to conflict, post conflict countries)
- Sustain the projects over two more cycles to create the requisite critical mass needed for impact
- If financially feasible, hold the workshops in different geographical regions
- Design a long term strategic plan for the projects to ensure their sustainability. More importantly is the need to sustain the present projects to at least two more cycles, in order to create a critical mass of alumni, who can make the desired impact as originally envisaged in the project document.
- Although the management of the projects by the UPEACE was deemed to be highly successful, there is the need to hire a new full time Research Coordinator, from the onset who can strengthen the monitoring and evaluation component of the projects.

## **Annex 1. List of Acronyms**

PCD	Peace, Conflict and Development
UPEACE	University for Peace
IDRC	International Development Research Centre
CAD	Canadian dollars
F&A	Fellowship and Awards
CCPD	Center for Promotion of Peace and Development
AfDB	African Development Bank
UNECA	United Nations Economic Commission for Africa
AU	African Union
WB	World Bank

Annex 2. Questionnaire

Questionnaire

Evaluation of IDRC Projects:

Building Peace and Security Research Capacity in Eastern Africa and the Fellowships and Awards Projects

December 2010

Date:-----

Name:-----

Title:-----

Institutional Affiliation:-----

Program:-----

Nationality:-----

Address:-----

Telephone Number/s :-----

Fax:-----

Email Address:-----

Completion Stage:-----

1. The conceptual Focus of the project were very well articulated

- a. Strongly Agree
- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

2. The conceptual framework of the project clearly identified the research and capacity deficits in peace and conflict studies in Africa

- a. Strongly Agree
- b. Agree
- c. Not sure
- d. Disagree
- e. Strongly Disagree

3. The conceptual Focus of the projects sufficiently reflected current national, regional and continental initiatives on peace and security in Africa
  - a. Strongly Agree
  - b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree
4. The project goals were very well articulated
  - a. Strongly agree
  - b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree
5. The project goals were focused
  - a. Strongly Agree
  - b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree
6. The project goals were attainable within the project cycle
  - a. Strongly Agree
  - b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree

7. The project objectives were adequate to meet the goals of the projects
  - a. Strongly Agree
  - b. Agree
  - c. Not Sure
  - d. Disagree
  - e. Strongly Disagree
  
8. The methodology employed in project implementation were effective in achieving the objectives of the projects
  - a. Strongly Agree
  - b. Agree
  - c. Not Sure
  - d. Disagree
  - e. Strongly Disagree
  
9. What would you consider as two main strengths of the projects' methodology in terms of realizing the overall objectives?
  - 1.
  - 2.
  
10. What would you consider as two main weaknesses of the projects' methodology in terms of realizing the overall objectives?
  - 1.
  - 2.
  
11. What do you consider as the major achievements of the project?
  
12. My expectations in participating in the program were met
  - a. Strongly Agree

- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

13. My conceptual, theoretical and research capacity on peace and conflict studies have improved as a result of my participation in the project

- a. Strongly Agree
- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

14. As a result of my participation in the project, I have been able to network with the Community of Practice in Peace and Conflict Studies in East Africa/Africa.

- a. Strongly Agree
- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

15. What is your assessment of the impact of the project in strengthening synergies between local, national and national networks?

16. In your own opinion, what were the two major challenges that may have adversely affected the realization of projects' objectives?

17. What were the challenges you faced in realizing your goals during your participation in the project?

18. What would you recommend as necessary actions to address the challenges you mentioned above?

19. One of the key components of the projects' is mentorship. How would you assess the quality of mentorship you received during the project cycle?

- a. Excellent
- b. Good
- c. Fair
- d. Bad
- e. Very bad

20. How would you assess the quality of support you received from the implementing institution during your participation in the project/

- a. Excellent
- b. Good
- c. Fair
- d. Bad
- e. Very bad

21. How would you assess the Monitoring and Evaluation mechanism put in place to ensure that capacities of African individual researchers, national, regional entities and networks are being enhanced?

- a. Excellent
- b. Good
- c. Fair
- d. Bad
- e. Very bad

General Evaluation: The Way Forward:

The objective of this section is to elicit your recommendations on the Way forward in order to ensure that “lessons learned” in this project will form a major part of the design and implementation of the next cycle of “Building Peace and Security Research Capacity in Eastern Africa and the Fellowships and Awards Projects”.

1. What are your suggestions for improvement the project design?
2. Are projects, the way presently conceived sustainable or not? Please explain?
3. Are the goals and objectives realistic and attainable? Please explain.
4. Are the present implementation strategies adequate and effective in realizing the objectives of the projects? Please explain.
5. Does the capacity building component of the projects sufficiently address Africa’s capacity development realities? Please explain.

Overall Assessment of the Projects:

1. In general the projects are relevant in meeting the dearth of research capacity in peace and conflict studies in Africa.
  - a. Strongly Agree
  - b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree
2. Overall, the projects’ objectives were met.
  - a. Strongly Agree

- b. Agree
  - c. Not sure
  - d. Disagree
  - e. Strongly Disagree
3. Is there enough flexibility in the project cycle to accommodate changing realities at the local, national and regional levels? Please explain.
  
  4. Mentors and Supervisors are integral to the success of these projects. Based on your participation in these projects, how can the relationship between the participants and the mentors/supervisors be strengthened?
  
  5. Are the projects useful in strengthening the networks among the community of practice in the field of peace and conflict research on the East Africa region? Please explain.

### Annex 3. List of people interviewed

Id. No.	Name.	Date of interview	Institutional Affiliation	Program	Nationality	Email Address
1.	Sadiki Maeresera	Jan.20.2011	University of KwaZulu-Natal	Doctoral Researcher	Zimbabwean	sadikimm@yahoo.com
2.	Rosemarie Aurore Umurerwa	Jan.25.2011	University of KwaZulu-Natal	Doctoral Researcher	Rwandese	umurerwarosemary@yahoo.com
3.	Ayo Whetho	Jan.24.2011	University of KwaZulu-Natal, Pietermaritzburg, South Africa	Doctoral Researcher	Nigerian	ayowhetho@yahoo.com
4.	Eddy Mazembo Mavungu	Jan.25.2011	University of the Witwatersrand	Doctoral Researcher	Congolese (DRC)	Mazemb_eddy@yahoo.com
5.	Fidelis Allen		University of KwaZulu-Natal, Pietermaritzburg, South Africa	Doctoral Researcher	Nigerian	allfidelis@yahoo.com
6.	Olajumoke Yacob-Haliso	Jan.12.2011	University of Babcock	Doctoral Researcher	Nigerian	jumoyin@yahoo.com
7.	Jonathan Chukwuemeka MADU	Nov.11.2011	University of KwaZulu-Natal	Doctoral Researcher	Nigerian	emekaresearch@yahoo.com
8.	Chris M.A.KWAJA	Jan.09.2011	University of JOS, JOS Nigeria	Doctoral Researcher	Nigerian	kwajaamc@yahoo.com kwajac@unijos.edu.ng
9.	Joseph Peter Ochogwu	Jan.11.2011	University of JOS, Nigeria	Doctoral Researcher	Nigerian	jpochohwu@yahoo.com
10.	Barasa Edwin Manjeni	Dec.17.2010	Africa Peace Forum	Peace Researcher	Kenyan	edmangeni@gmail.com
11.	Esther Chelule	Dec.16.2010	Egerton University	Peace Researcher	Kenyan	efchelule@yahoo.com
12.	Patrick L.K. Magero	Dec.16.2010	Life and Peace Institute	PhD Fellow	Kenyan	kamauleo@yahoo.com
13.	Alex Kamwaria	Dec.15.2010	Kenyatta University	Doctoral Researcher	Kenyan	akamwaria@yahoo.com
14.	*Susan Kilonzo	Feb.13.2011	Maseno University	Peace Researcher	Kenyan	mbusupa@yahoo.com
15.	Igeme Katagwa	Jan.2.2011	Makerere	Doctorial	Uganda	igemekatagwa@ss.mak.ac.u

			University	Researcher		g
16.	*Maxie J. Muwonge	Feb.2.2011	International Organization for Migration	Peace Researcher	Ugandan	maxiemjmp2005@yahoo.com
17.	Njageh Ann Rita Karimi	Feb.9.2011	The Catholic University of Eastern Africa	Doctoral Researcher	Kenyan	annritak@yahoo.com, ark@cuea.edu
18.	*Shimelis Tsegaye Tesemma	Feb.14.2011	Senior Policy Research Specialist, The African Child Policy Forum	Doctoral Researcher	Ethiopian	stsegaye@africanchildforum.org
19.	*Jephias Mapuva	Feb.11.2011	University of the Western Cape	Doctoral Researcher	Zimbabwean	mapuva@coolgoose.com
20.	*Ogwang Tom	Feb.11.2011	Makerere University	PhD Fellow	Ugandan	ogwangtom@gmail.com
21.	*Esibo Simon Omaada	Feb.21.2011	Uganda Martyrs University	Peace Researcher	Ugandan	oesibo@umu.ac.ug; oesibo@yahoo.fr
22.	Sidonia ANGOM	Jan.01.2010	Kampala International University	Doctoral Researcher	Ugandan	sidoniaa@yahoo.co.uk
23.	Daisy Owomugasho	March	Uganda Martyrs University	Doctoral Researcher	Ugandan	dmusinguzi@umu.ac.ug, denislucky@gmail.com
24.	*Weston Shilaho	Feb.02.2010		Doctoral Researcher		
25.	Kalyango Ronald Sebba	Feb.1.2010	Department of Women and Gender Studies, Makerere University	Doctoral Researcher	Ugandan	kalyango@ss.mak.ac.ug; kalyango_s@yahoo.com;
26.	Denis Musinguzi	Feb.02.2010	Uganda Martyrs Université	PhD Fellow	Uganda	dmusinguzi@umu.ac.ug, denislucky@gmail.com

\*The responses were from questionnaires and not from face to face Interviews

## Annex 5. List of supervisors interviewed

<b>Id. No.</b>	<b>Name</b>	<b>Country</b>	<b>Supervisee</b>	<b>Mode</b>
1.	Dr. Deborah Mulumba	Uganda	Ronald Kalyango	Face to face
2.	Dr. Habu Galadima	Nigeria	Chris Kwaja	Phone Interview
3.	Prof. Rupert Taylor	South Africa	Eddy Mazembo Mavungu	Face to Face
4.	Dr. Audu N. Gambo	Nigeria	Joseph Peter Ochogwu	Phone Interview
5.	Prof. Ufo Okeke Uzodike	South Africa	Fidelis Allen, Ayo Whetho, Rosemarie Aurore Umurerwa, Sadiki Maeresera	Face To face

## **Annex 6. Bibliography of all documents reviewed**

African Union, Constitutive Act, 2002

Collier, Paul (2007), “The Bottom Billion” Oxford University Press

- (2009) “Wars, Guns and Votes”, Harper. Perennial

Onyejekwe (2002), Networking as a Tool for African renaissance: Challenges and Prospects.” In Bridging the Knowledge Gap” Revitalizing Africa’s Universities”, A. Uzo Mokwunye, UNU/INRA, pp.63-70

University for Peace (2007), Project Proposal, “Building Peace and Security Research Capacity in Eastern Africa”,

F&A UPEACE project proposals (2007 and 2009)

University for Peace (2008), UPEACE-IDRC PhD Fellowship and Doctoral Research Awards, IDRC Project No. 103902-073, First Progress Report

University for Peace (2009), UPEACE-IDRC PhD Fellowship and Doctoral Research Awards, IDRC Project No. 103902-073, Second Progress Report

University for Peace (2008), UPEACE-IDRC PhD Fellowship and Doctoral Research Awards II, IDRC Project No. 105407-99906054-041, First Technical Progress Report

University for Peace (2009), UPEACE-IDRC PhD Fellowship and Doctoral Research Awards II, IDRC Project No. 105407-99906054-041, First Technical Progress Report

University for Peace (2010), UPEACE-IDRC PhD Fellowship and Doctoral Research Awards II, IDRC Project No. 105407-99906054-041, First Technical Progress Report

University for Peace (2008), Evaluation Report of Peace Research Training Workshop

University for Peace (2009), Evaluation Report of Peace Research Training Workshop

University for Peace (2009), Evaluation Report of Peace Research Capacity Building Workshop

University for Peace (2010), Evaluation Report of Peace Research Training Workshop  
World Bank, <http://go.worldbank.org/8RCAT8XK00>)

## **Annex 7. TORs for the evaluation and/or evaluator**

### **Terms of Reference: Evaluation Consultant**

### **Evaluation of IDRC Projects: Building Peace and Security Research Capacity in Eastern Africa, and the Fellowships and Awards Project (F&A), University for Peace (UPEACE)**

#### **Background**

The International Development Research Centre (IDRC) intends to evaluate the project entitled “Building Peace and Security Research in Eastern Africa”. This project which incorporates the Fellowships and Awards Projects is a three-year project that began in 2007. The purpose of the evaluation is to assess the design and impact of the project to inform future programming. The results of the evaluation will be shared with UPEACE.

Funded by IDRC’s Peace, Conflict and Development (PCD) program and Fellowship and Awards (F&A) program, the project is designed to build a network of researchers working on peace and security issues. The project, hosted by the University for Peace Africa Program in Addis Ababa, focuses on two main components aimed at students pursuing peace and conflict studies:

1. Building the research and writing skills of Master’s level students; and
2. A Fellowship and Awards program, designed for PhD students.

#### **Funding:**

Total: CAD \$1,788,510

Peace, Conflict and Development: CAD \$710,700

Fellowship and Awards: CAD

#1: \$297,525

#2: \$780,285

= 1,077,810

#### **Objectives:**

- Review the program’s goals, strategies, and achievements to date;

- Identify key strengths and weaknesses in achieving its objectives, and the program's particular niche;
- Assess the design and operation of the program;
- Examine the quality, relevance, and impact of the UPEACE program to building capacity of peace and conflict researchers in the region;
- Examine the utility of the UPEACE program for capacity building initiatives within PCD and F&A; and
- Identify opportunities for future funding and business strategies, both internal and external to IDRC.

### **Duties**

With support from the IDRC principal contact, the Consultant will be responsible for carrying out the evaluation and submitting the final report. Specifically, s/he will:

- Clarify the evaluation, ToR, methodology, and work plan with the principal contacts;
- Review all relevant documentation provided by the principal contacts;
- Identify key informants, and conduct face-to-face and phone interviews, including current and former students, key partners, project leaders, participants, IDRC staff, UPEACE mentors and supervisors;
- Develop an interview guide based on the evaluation objectives; and
- Compare and analyze responses from each group of interviewees;

### **Deliverable**

- Produce a 25-page final report, including background, methodology, findings, recommendations, and conclusions. Additional information, such as list of informants, interview responses, etc. will be provided in the annexes.
- Present a preliminary report to the principal contacts, and collect feedback to finalize the report.

### **Required Skills and Competencies**

- Minimum 5 years of experience leading evaluations;
- Experience in leading an organizational evaluation;
- Expertise in peace and conflict studies;
- Familiarity with peace and conflict research programs in the region;

- Excellent communication skills to facilitate interviews; and
- Demonstrated ability to produce high-quality reports in English, including in-depth analysis and strategic recommendations.

### Proposed Schedule

October 2010		
	Duties	Estimated timeframe
Week 1	Review of key documents, planning travel	5 days
Week 2	Travel to Addis Ababa to meeting with UPEACE and partners based in Ethiopia	5 days
Week 3	Travel to Kenya and Uganda	5 days
Week 4	Travel to South Africa	4 days
November 2010		
Week 1	Travel to Nigeria	5 days
Week 2 and 3	Report Writing	10 days
Week 4	Submit draft report to IDRC for comments	
December 2010		
Week 2	Submit final report after comments from IDRC and UPEACE	1 day

Estimated workload: 35 days

Fees: Commensurate with experience

### Principal contacts:

Njeri Karuru: [nkaruru@idrc.ca](mailto:nkaruru@idrc.ca)

Senior Program Specialist, Peace, Conflict and Development

Rita Bowry: [rbowry@idrc.ca](mailto:rbowry@idrc.ca)

Senior Program Specialist, Fellowships and Awards Program

Travel arrangements including air travel and hotel will be arranged through IDRC's Regional Office in Nairobi.

**Application Procedure:** Qualified and interested candidates are requested to submit a CV and a short cover letter by September 15, 2010 to: [nkaruru@idrc.ca](mailto:nkaruru@idrc.ca).

## **Annex 8. Biography of the evaluator**

### **CURRICULUM VITAE**

**Name:** Okey Onyejekwe

**Address:** Center for Sustainable Governance  
Group Member  
Center for Development Consulting (CDC)  
P.O. Box 60062  
Addis Ababa, Ethiopia

**Tel:** 251 11 6187036 (office)

**www.cfsg2.com**

251 911 229869 (mob)

251 913 319297 (mob)

### **HIGHER EDUCATION:**

Ph.D Political Science, (Political Economy & Development), The  
State University, Columbus, Ohio.

MA Journalism, The Ohio State University, Columbus, Ohio  
Specialization: Regime Types & Communication.

MA Political Science, The Ohio State University, Columbus, Ohio  
Specialization: Political Development

BA Honors Journalism,  
University of Nigeria, Nsukka, Nigeria.

## **EMPLOYMENT HISTORY:**

Managing Director	Center for Sustainable Governance
Director	Governance & Public Administration Division, United Nations Economic Commission for Africa, 2007-2009
Director	Development Policy and Management Division, United Nations Economic Commission for Africa, 2005-2007.
Senior Governance Advisor:	United Nations Economic Commission for Africa 2002-2005
Director	Center for African Studies, The Ohio State University, Columbus, Ohio, USA 1997-2001
Tenured Professor	African Politics and Development, The Ohio State University And The School of Communications
Assistant Professor	African Politics and Development, The Ohio State University

## **Selected Governance Related Consulting Activities**

### **Major Initiatives Directed at the United Nations Economic Commission for Africa:**

1. Directed the APRM Support Unit. Unit tasked with providing Technical Support to the APRM Secretariat
2. Participate in Country Support and Country Review Missions
3. Provide sensitization workshops for National and regional organizations- parliaments and CSOs
4. Developed a Framework for the integration of the NPOA's with other Development Plans
5. Production of Data Base of Experts to Support the APRM Process

### **Anti Corruption Initiatives/Programs:**

1. International Conference on "Institutions, Culture and Corruption in Africa"
2. Study on "Assessing the Efficiency and Impact of National Anti Corruption Agencies in Africa"
3. Ad Hoc Expert meeting of Heads of National Anti Corruption Agencies and Institutions to validate the study as well as make recommendations for  
  
Addressing Challenges and Gaps of these Institutions
4. Support to the Anti Corruption Board of the AU Commission

### **Public Sector Reforms:**

1. Study of "Innovations and Best Practice in Public Sector Reforms".
2. Study Identifies Best Practices in Enhanced Service Delivery
3. Technical Advisory Services to National and Regional Institutions
4. Programs on Enhanced Public- Private Partnerships in Service Delivery

### **Private Sector Development:**

1. Directed Programs on Codes and Standards for Economic and Corporate Governance at the Sub Regional Levels
2. Establishment of SME Networks and PPP database

### **Civil Society Initiatives:**

1. Training Workshops for CSOs on Reporting and monitoring Corruption
2. Sensitization Workshops for CSOs on “Enhancing CSOs Participation in the APRM Process”

#### **Program on Post Conflict States:**

1. Main Objective is to strengthening the Institutional Capacities of Governance Institutions in Post Conflict and fragile States
2. Partnership with AU Commission, AfDB and the UNECA on Peace and State Building

#### **Selected Governance Related Consulting**

1. Non Governmental Resource person/consultant, US Department of State and Treasury, 1992-1996. Worked directly with Mr. Lionel Johnson, Deputy Assistant Secretary of the Treasury. Major Assignments: Write Position Papers on US- Africa Relations, The Political Economy of Africa and Sustainable Enabling Environment for Democratic Transitions in Africa.
2. Appointed and served as an International Elections Supervisor, September, 1997, for the Municipal Elections in Bosnia-Herzegovina, under the auspices of the United States State Department and The Organization For Security and Cooperation in Europe (OSCE)
3. Appointed and served as International Elections Supervisor, November, 1997 or the Republic of SRPSKA, Bosnia-Herzegovina, National Parliamentary Elections, under the auspices of the United States State Department and the OSCE.
4. Appointed and served as International Registration Supervisor, May, 1998- July, 1998, Bosnia-Herzegovina, under the auspices of the United States Department of State and the Organization of Security and Cooperation in Europe (OSCE)
5. Appointed and served as International Elections and Counting Supervisor, August - September, 1998, Bosnia-Herzegovina, by the OSCE, for the general elections in B&H.
6. Appointed and served as International Elections Supervisor, April 2000, Bosnia-Herzegovina Municipal Election, by the OSCE.

7. The World Bank: Visiting Scholar and Consultant, Africa Region. Worked mainly on Institutional Strategies for Community Ownership of World Bank Projects.
8. Produced a Concept Paper on “Decentralization and Governance: Motivational Index and Effectiveness in Africa”.
9. Consulted on “Measurement Indicators for the African Gender Report, UNECA, November 2000.

**Commissioned Work On Governance (Selected):**

1. Produced, “Governance and Democratization in Africa: Some Theoretical and Conceptual Issues”. Presented at the UNECA, Expert Group Meeting on “mainstreaming Gender in Governance and Decision making: A Challenge for Africa”, November 23-25, 2005.
2. “Challenges to Democratic Governance in Africa”, DPMF, Addis Ababa, 2004.
3. “Challenges to Sustaining Democratic transitions in Africa”, under the auspices of IDEA, 2005, Johannesburg, South Africa.
4. “The Role of Good Governance in the National Implementation of the Brussels Program of Action, Least Developed States, Workshop, New York, 2004”.

**Selected RESEARCH, PUBLICATIONS AND OTHER SCHOLARLY ACTIVITIES**

1. Bridging the Knowledge Gap, United Nations University, Accra, Ghana, Professor Uzo Mokwunye, (ed.), 2002
2. Chapter in “African Military History and Politics”, Engrave Publishers, A.B. Assensoh 2001, introduction.

1. The Role of the Military in Social and Economic Development: Comparative Regime Performance in Nigeria. 1960-1979 Published by the University Press of America, Washington, DC 1981.

Political Transition in Africa: Liberalization without Democracy (Forthcoming)

Grassroots Democracy in Nigeria: A Critical analysis of the Governance Approach.

First draft of book manuscript just completed, with co-author, Professor Kunle Awotokun.

“Development Strategy of Africa: Is Ujamaa Socialism a Viable Option?” Appeared in The Journal of Social and Behavioral Sciences, Vol.26 No.2, 1980 PP 29-38.

“Decolonization and Recolonization in Africa: The Trend for the 1980’s?” Journal of African Studies, Vol. II, No. 3, January 1984.

Liberal Democracy and the Politics of New Caribbean and African States: An Analysis of the Politics of Trinidad/Tobago and Nigeria”. ACS ABSTRACTS/1988, July 1988, Lexington, Kentucky.

“Beyond Perestroika: Super Power Politics in the Caribbean and Africa, in ACS ABSTRACTS/1990, July 1991.

“Regional Integration in Africa and the Caribbean”, ACS ABSTRACTS/94, July 1995.

Grassroots Democracy in Africa: Center for African Studies, The Ohio State University. Main objectives: to study citizen participation in the democratic transition in Africa, to understand the role of NGOs in political participation and empowerment in Africa, to understand the implications of corruption on grassroots empowerment, to study sustainable democracy from the grassroots perspective, etc.

“Liberal Democracy, National Security and Development in Africa”, Mershon Center for National Security and Policy, 1984.

“Political Change in Africa: Democratization without Democracy”, delivered on March 5, 1997, Center for African Studies University of Florida, Gainesville.

“Democratic transitions in Africa and Bosnia: Pitfalls and Possibilities”, delivered at the Interdisciplinary Lecture Series, Ohio State University, February 18, 1999.

“Capacity Development and Second Generation PRSPs”, co authored with Said Adejumbi, 2005, UNECA.

“Mutual Review of Development Effectiveness in the Context of NEP”AD: Good Governance and Capacity Building”, Conference of Ministers of Finance, Economic Development and National Planning, May 15, Abuja, 2005.

## **COURSES TAUGHT: (SELECTED)**

BSD 781: Graduate Seminar on African Political Thought

BSD 833: Graduate Seminar on United States – Africa Foreign Relations

BSD 725: Graduate Seminar on Political Economy of Sub-Saharan Africa

## **Major Governance Assessment, Measuring, Monitoring and Evaluation Initiatives:**

Coordinated and directed the production of the African Governance Reports (AGR), I and II, 2005 and 2009 respectively:

As Regional Advisor, was responsible for a the coordination and production of research instruments (surveys and desk research, for the production of 28 national country reports in 28, countries; supervised the production of National Country Profiles and the production of the synthesis, AGR provided technical advisory services to member states on Governance in Africa and presentation of the state of governance in African States. As the Director of the Governance division, was responsible for directing the production of 35 National Country Reports and the production of the AGR II.

APRM Activities: (Participated in the early stages of the development of the APRM modality)

1. Led the ECA delegation to the Country Support Mission to Kenya and Ghana Country Review missions.
2. Led the ECA delegation to the African Governance Forum (AGF), 2005, in Kigali on the Review of the “Challenges in the Implementation of the APRM”.
3. Led the ECA delegation to the technical review of the APRM, “Methodology, Questionnaire Reviews and Processes of the APRM, in Pretoria and Algiers.
4. Organized a workshop for National Focal Points at the ECA.
5. Directed the APRM Support Unit at the ECA responsible for providing technical assistance to as the APRM Secretariat as well as support to member states and Peer learning workshops.
6. Represented the ECA at the APR Forum in Cotonou

### **Other Governance Assessment, Measurement and Evaluation Activities:**

1. Directed the Production of the Mutual Review of Development Effectiveness Report (MRDE Report 2009) in conjunction with David Batt of the OECD. The report involved the development of indicators to measure mutual commitments made by African states and their OECD counterparts and measuring and evaluating the impact of these commitments. - An indispensable monitoring and evaluation mechanism for mutual accountability, as well as domestic accountability mechanisms and effectiveness.
2. Invited to present “Alignment, Harmonization and Ownership of Governance Assessments” at the Bergen, Norway Seminar Series on Challenges in Governance assessments, 23-25 November 2007.
3. Presented “What and why we measure: Challenges to measurement of governance in Africa”, at the workshop “on the launching of the UNDP Human Development Report, 2003, Dar-es-Salaam.
4. Technical Advisor, Nigeria APRM Technical Meeting, February 20-22, 2006.
5. Represented the ECA at various Fora- NEPAD Steering Committee of the HSGIC, The Africa Partnership Forum (APF), Global Forum, Africa forum, UN Conventional against Corruption: Conference of state Parties, etc.

### **AWARDS/RECOGNITION/Board memberships: (SELECTED)**

1. Member of the Mo Ibrahim Foundation, Advisory Board on Mo Ibrahim Index on Governance in Africa.
2. Board member, African Governance Institute (AGI), Dakar, Senegal  
2005- August, 2009
- 3 Served as an Independent Expert on the Drafting of the AU Charter on” Democracy, Elections and Governance.
4. Received The Mershon Center for National Security Award, May 1983 and appointed Senior Research Fellow in 1984 for research on “Liberal Democracy, National Security and Development in Africa”.
5. Received the First International Scholar Award from The Association of Caribbean Studies, Ocho Rios, Jamaica, July 31, 1992.
6. Member The Outreach Commission of The National Summit on Africa,  
April 1997.

## **EDITORIAL BOARD**

Member, Editorial Board, Journal of Sustainable Development in Africa, Kalamazoo College, Michigan.

**REFERENCES: (Available upon request)**