

*Capacity Development for Research:  
Strategic Evaluation*

# **Sharing of Findings:** *Final Meeting Report*

*October 29<sup>th</sup> and 30<sup>th</sup>, 2008*

*International Development Research Centre*

*Ottawa*

*Prepared by Neale MacMillan  
(meeting rapporteur) for the IDRC Evaluation Unit*

***“For IDRC, Capacity Development is the process by which individuals, groups, organisations, institutions and societies increase their ability to identify and analyse development challenges, and to have the ability to, conceive, conduct, manage and communicate research that addresses these challenges over time and in a sustainable manner.”***

*Adapted from “IDRC-Supported Capacity Building: Developing a Framework for Capturing Capacity Changes” by Stephanie Neilson and Charles Lusthaus, February 2007.*

## Day 1: October 29<sup>th</sup>, 2008

### ***Introductory Session***

The meeting room at IDRC headquarters hosted about 70 participants, including IDRC staff, guest presenters from the Institute of Development Studies (UK), and consultants who carried out organizational case studies. Opening the Sharing of Findings meeting, IDRC President David Malone said he was pleased it had been organized and noted that given the Centre’s limited resources, managers look for the most productive types of evaluation.

Fred Carden, Director of the Evaluation Unit, informed participants that the strategic evaluation study had been launched in 2005 because capacity development (CD), as a key corporate objective, is so fundamental to IDRC. He said that CD is not simply the technical transfer of knowledge and models to the South, but a process that must be driven by people on the ground. He said there is little clarity around the concept of CD, and that building a common language is essential. Carden also noted that despite

information about past IDRC projects to build capacity, there is little systematic review about how they lead to results.

Colleen Duggan, Senior Program Specialist with the Evaluation Unit, said the purposes of the meeting were to share findings from the evaluations, provide new knowledge and insights, contribute to the Centre’s corporate thinking on CD, and allow program staff to show how CD helps achieve development results. Participants were invited to share experiences in CD initiatives undertaken by them and their partners.



*Colleen Duggan during the meeting*

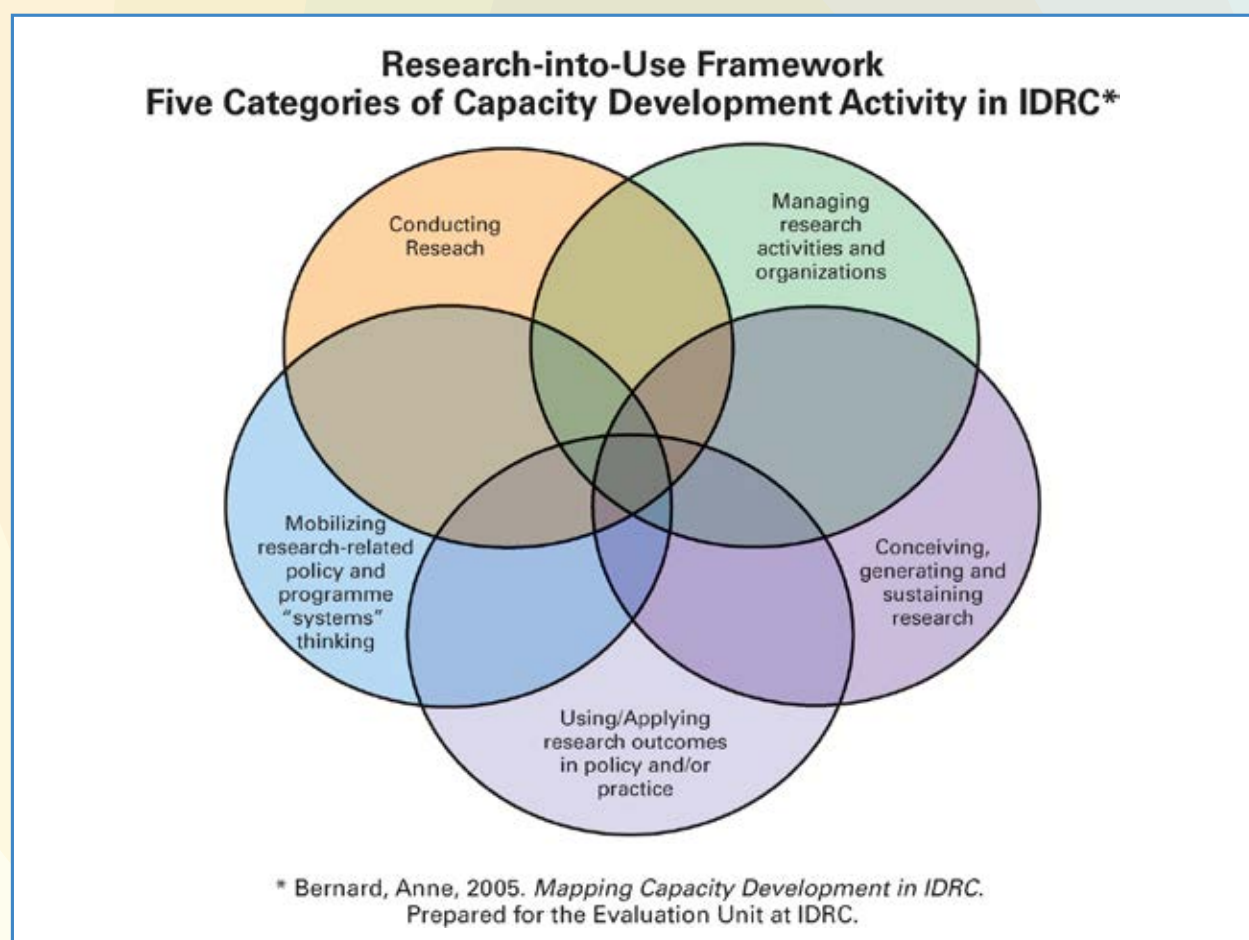
*Photo: frame capture from meeting video*

IDRC’s strategic evaluation of CD went through four phases, Duggan reminded the audience. The first phase defined what

IDRC means by 'developing' capacities and sharpened understanding of how the Centre supports CD. The second phase developed typologies for conceptualizing, planning, monitoring, and evaluating CD at the individual researcher, organizational, and network levels. The third phase elaborated 'good practices for capacity development' and provided a working definition of CD (see sidebar). It also produced frameworks such as the 'Research into Use,' framework

which tries to parse CD in five distinct categories (see Graphic 1). Phase 4 focused on six organizational case studies, a cross-case content analysis, and a paper on communicating aggregate results. Duggan said the strategic evaluation will wrap up in early 2009 and invited anyone interested in helping out to get in touch.

Graphic 1: Research-into-Use Framework



## ***Major Findings from the Strategic Evaluation***

Fred Carden and Colleen Duggan went on to present and comment upon some key findings from the strategic evaluation.

1. IDRC's approach to capacity development is often not made explicit to partners and this implies potential shortcomings and trade-offs in how the Centre programs.
2. Support for research and capacity development at different scales – individual, organization, network – reflects an understanding within the Centre that, to be effective, support for innovative and policy-relevant development research cannot occur at only one level in isolation from the others.
3. Current tools and methods for planning, monitoring and evaluating capacity development interventions, especially at the organizational and systems level, fall short of meeting IDRC's reporting needs.
4. While IDRC's support for capacity development targets the full spectrum of research capacity, it focuses more on "research supply" than "research demand."
5. IDRC program staff constitute the nerve centre of IDRC's unique approach to capacity development with partners; Inversely, the capacities of IDRC programs are also strengthened through the Centre's work with its partners.

## **Discussion with the Audience around the Findings**

One participant asked whether the amount of mentoring by IDRC had changed over the years. Fred Carden noted that an EU tracer study commissioned a number of years ago showed that IDRC was working with older researchers who in turn were doing their own direct CD with research teams. In response to another comment, Colleen Duggan said the EU has been looking at lessons learned around competitive grants and that these will be forthcoming in a consolidated report for Centre staff. She said competitive grant processes can have CD components, pointing to the work of CIES in Peru as one example.

The quandary of supporting research in countries that later fall apart, like Zimbabwe, arose. "How do we hedge our bets about focusing on individuals or on organizations?" asked one participant. Fred Carden recounted that when the Campfire work (Communal Areas Management Program for Indigenous Resources) was done in Zimbabwe, there was no way to foresee what lay ahead. "But the skills are still there when you go back to rebuild," he said. "If we tried to project all possible scenarios then we would be immobilized." Another participant remarked that CD is not talked about explicitly with partners as an initial entry point because it would seem condescending. Both Carden and Duggan commented that this approach is understandable, but argued that discussions around intent can be handled delicately. "How can you show results if it hasn't been documented?" they asked.

## ***Book Club Case Study Sessions***

The second half of the morning session was dedicated to the Book Club sessions, which consisted of an informal presentation by authors of the case study, an interview with the IDRC case study host, and open discussion. Six case studies were examined:

1. Association for Progressive Communications
2. Makerere University
3. Université Cheikh Anta Diop (UCAD)
4. Organizational Adaptiveness: CD Support in the MENA Region
5. Peru Consortium
6. Ministry of Environment, Government of Cambodia

Participants were able to engage in two Book Clubs each. The session on the Université Cheikh Anta Diop (UCAD) featured a videoconference between WARO and IDRC headquarters as well as a videotaped presentation from the study authors.

### **Highlights from the Book Clubs**

Some discussion focused on factors explaining IDRC successes in organizational CD. A regional office staff member noted that although proximity of IDRC to its partners was important at UCAD in Senegal, CD should be feasible with more distant partners through project monitoring and focus on research management. Views were also exchanged on questions of governance

and the stability of IDRC's partner institutions. Faced with universities that are often based on archaic structures, participants wondered whether the Centre should induce such institutions to evolve, such as by encouraging cross-department endeavours. Models such as EEPSEA could provide useful ideas on the role of universities in capacity building sustainability for the long term. Some asked to what degree IDRC could be involved in solving transition and leadership problems within organizations. Should IDRC try to manage change before crises occur? How involved should IDRC be in maintaining relationships with key figures in organizations and even sitting on a partner's board? Since organizations can be destabilized or weakened when highly qualified staff depart, a participant suggested that organizations need systems in place to fill these gaps.

Another area of discussion was the sustainability and autonomy of partners and how to avoid over-reliance on IDRC. A question that arose several times was how IDRC could connect more strategically with other agencies implementing CD interventions. By being too generous to certain partners, IDRC could be undermining incentives to branch out to other donors, maintained one participant. In some cases, receiving too much financial support from IDRC carries the risk of risk being branded as a Canadian initiative and lacking a locally owned research agenda. Another person pointed out that partners sometimes overly rely on IDRC for support in areas where they have their own resources, such as training in research methodology.



The Book Clubs dove into debate about the merits of an informal approach to organizational CD versus intentionality. One view was that the growth of IDRC staff and researchers comes from reacting to context. Therefore, how specific about CD can IDRC be at the outset of a project? Another perspective held that a loose relationship with partners is important since it allows the research function to be targeted more effectively, as opposed to funds being absorbed by core costs. Another participant maintained that IDRC needs clarity on whether its relationships are with organizations or with individuals within organizations. Some participants wondered how to make capacity building opportunities more systematic. Was it by

*One participant was surprised that so many shared worries about the future of universities as research centres.*

using diagnostics, or by being more systematically reflective? One participant suggested that, at the organizational level, IDRC needs to promote a culture of learning and to help shift evaluation

toward learning. Strong learning and feedback mechanisms with incentives are required. But questions were raised about how well IDRC shares its own learning, for instance about interdisciplinary research and working in large, dispersed teams.

Related to the debates above was an examination of challenges for IDRC operations that come with a stronger focus on OCD. One participant pointed out that building individual research capacity

doesn't require the same level of coordination within IDRC as does organizational development support. Some people asked under what conditions a project approach helps and how to balance that approach with core support? A participant suggested that IDRC include an overview of its approach to capacity development in the orientation of new staff, although another view was that adding to PO expertise in this area could be difficult.

The Book Clubs also explored issues of research demand and supply. A participant said that researchers follow their interest and where funds are available. A somewhat different view was that the approach should be from target audience to researcher. One person cautioned against an over-emphasis on policy as the only area for outcomes from research.

Following the lunch break, reactions to the organizational case studies explored in the Clubs were captured on flip charts and discussed in plenary. One participant was struck by the poverty of data comparing intentional CD to trickle-up CD (CD at the organizational or systems level). Also noted was the lack of data that would allow testing of whether institutional or individual CD is better. Surprise was expressed about the lack of formalized relationships around capacity development objectives. Others were struck by how little was known about the other donors in the community, and the fact that some 40 donors are interested in funding CD for research. One participant was surprised that so many shared worries about the future of universities as research centres. Another person wondered why an

emphasis on using research results wasn't incorporated into the working definition for IDRC of CD. One participant said the sessions confirmed their opinion about how much the political environment affects IDRC's work and approach to CD.

## ***Theory of Change Session***

Participants listened with interest to the presentation by guest speakers Peter Taylor and Alfredo Ortiz, both from the Institute of Development Studies, University of Sussex. Their draft paper *Doing things better? How capacity development results bring about change* had been distributed along with other materials prior to the meeting. The paper's main purpose was to take stock of significant results emanating from IDRC-supported programs in recent years in organizational capacity development, and feed (informally) into the consultation process for IDRC's next Corporate Strategy for 2010-2015. The

paper also served to better inform IDRC program officers and senior management of some key results the Centre is achieving in OCD.

*The final question asked what challenges IDRC faces when classifying results at a corporate level.*

The paper viewed capacity building results through the lens of what they mean to IDRC. This was based on its current thinking on CD, with an eye toward the Centre's intentions for the future, as reflected in corporate documents. It analyzed both what the results reveal and what they do not about IDRC's emerging practice. The authors noted that they tried to make sense of the story of how IDRC has been doing CD based on the case studies undertaken as part of the strategic evaluation. They emphasized that the theory of change articulated in the paper was their own interpretation, based on their reading of IDRC corporate documents.

## **Making Sense of CD Results**

Taylor and Ortiz distributed examples of results they had extracted from the case studies to participants who were divided into three groups. Participants then organized the results according to three questions. The first was 'how do you decide what makes different CD results relevant, from wherever you sit?' One view was that it depended upon whether there was a shared intentionality between IDRC and its partners. Another view was that it depended upon the clarity of the program's prospectus objectives. One group maintained that relevance turned upon one's perspective – whether that of a program officer, a director of a program area, or a regional director.

The second question related to deciding which results are most strategically significant to IDRC. One group appeared

to suggest such categorization could be difficult, since one institution may decide to tackle gender equality, while another may make advances in other areas. For the Partnership and Business Development Division, the most important result was the capacity to make relationships with donors.

The final question asked what challenges IDRC faces when classifying results at a corporate level. One group said that although IDRC staff want 'granular' results, they are difficult to use. Another group noted there are deep divisions inside IDRC on how to classify results, what their relevance is, and how to understand social change.

The study authors admitted that they had made the exercise purposefully difficult by presenting a mix of results under the three questions. "These results do mean different things to different people," said Peter Taylor. Alfredo Ortiz added that their efforts to make sense of IDRC's results in OCD required them to look for the

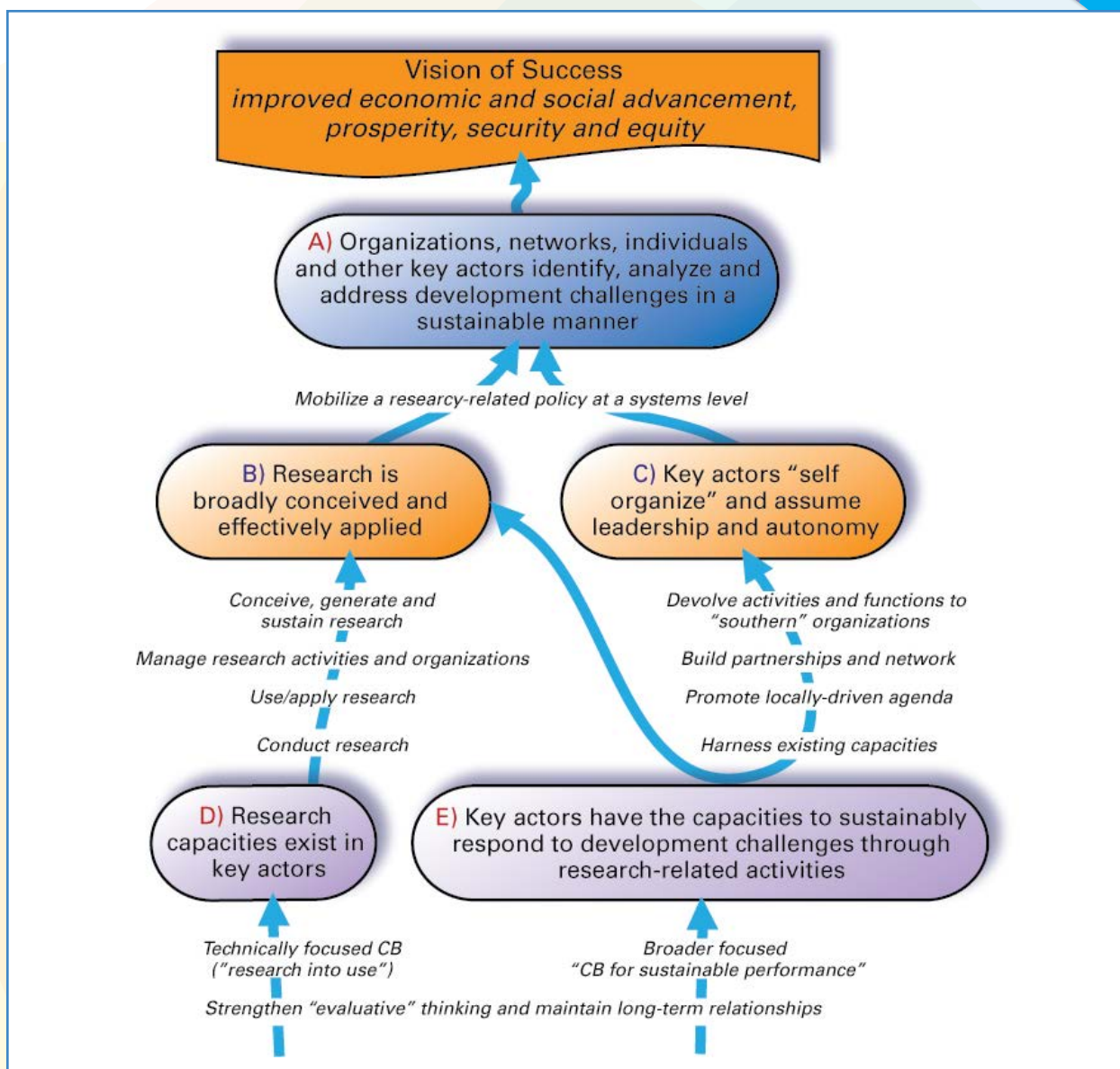
*Achieving the vision requires meeting a set of preconditions of success, each of which in turn require a series of interventions...*

Centre's implicit change theories and intentions, then make them explicit. "We used a simplified theory of change logic to do that—to approximate what IDRC set out to do," he said.

The authors' PowerPoint presentation took the audience through their theory of change (TOC) for IDRC. It began with the Centre's overall vision of success, expressed in short form as "improved economic and social advancement, prosperity, security and equity." The vision is based upon a core IDRC assumption extracted from key documents such as the Corporate Strategy and Program Framework 2005-2010, which was conveyed in part as: "Sustainable and equitable development, poverty reduction, and the realization of human rights all require improved access to knowledge and an increased local capability to generate, interpret, and apply knowledge." Achieving the vision requires meeting a set of preconditions of success, each of which in turn require a series of interventions (refer to full paper for details). The authors painted a picture of IDRC's TOC using a graphic (*see Graphic 2, following page*) that places the vision of success on top of the preconditions of success and interventions. They noted that the TOC is based upon the interpretations they made after reading IDRC documentation.



Graphic 2: Vision of Success



## A Lively Discussion of the Theory of Change

One participant acknowledged the need to get better at collecting the data to tell IDRC’s story, but asked how to do it without drowning in instruments. Taylor responded by saying that when you start to generate data, you have to know what you are looking for. An explicit TOC can help tell you what to track so that you find useful data, he

maintained. Another participant wondered whether an information-gathering system to facilitate learning across programs might stifle attempts to innovate in IDRC’s work. Taylor responded by admitting that having a theoretical understanding about how change happens is challenging in an organization. But he said it forces people to see whether they all share a view about how change happens.

A member of the Evaluation Unit remarked that data systems at IDRC are not set up to track the kinds of results unearthed in the case studies. During the interviews for the case studies there appeared to be resistance within IDRC to setting up a system for collecting this type of information across the agency, said this individual.

“How about thinking of research first, and capacity second as a different model?” inquired a participant. Alfredo Ortiz reacted by saying that in the proposed model, capacity is on every level of the preconditions leading to success. “The whole thing is a model of capacity,” he said.

*... a participant observed that unless IDRC and its partners understand the barriers in the policy environment then they will be unable to transform good research into good policy.*

of the TOC model was in the outcomes it attached to the various preconditions. The TOC seemed helpful to another participant since it allowed IDRC to have an intelligent discussion about where to focus its interventions.

The authors asked whether their way of visualizing change at IDRC – as seen in the paper’s graphic – seemed useful. One participant remarked that the TOC offered an understandable way to explain IDRC’s work if called upon by the media or parliamentarians. For another participant, the real value added

But caution about this logic model was expressed by a participant who heard people using the words ‘program’ and ‘organization’ interchangeably. He asked whether there might be different ways of thinking about this depending on whether you have an organizational logic perspective versus programmatic. “We found the factor that most influenced policy change was senior managers talking to senior policy people, and not the program’s work,” said this individual. In a related comment, a participant observed that unless IDRC and its partners understand the barriers in the policy environment then they will be unable to transform good research into good policy. Another participant asked how the model could accommodate a program for evidence-based policy change or decision making. Finally, a participant suggested the model could be paternalistic by saying, in effect, ‘if you do capacity this way, you will realize change.’ She recounted how IDRC staff wanted to invest in training in West Africa, while local partners – who already had financing for training from other sources – wanted the money to go to research. “How do we decide what to pursue, versus what our partners want us to do?” she asked.

Day 2: October 30th, 2008

### ***The IDRC Debaters***

The second day opened with laughter as the “IDRC debaters” entered the room. Christina Zarowsky had been transformed into Sarah Palin. The hair, the glasses, the skirt and jacket were perfect – courtesy of wardrobe specialist Sarah Earl. Brent Herbert-Copley made a respectable Joe Biden, with grey hair and a vice-presidential suit. Tim Dottridge, Director, Special Initiatives Division, acted as moderator for the debate, during which Christina (Sarah) and Brent (Joe) stayed in character, recalling the recent debate between the American vice-presidential candidates.

*“Be it resolved that IDRC should support research competencies through sector-specific projects instead of organisational development initiatives.”*

*Brent Herbert-Copley during the “IDRC Debate”*

*Photo: frame capture from meeting video*



### **For the resolution:**

Speaking throughout as a hockey mom, Christina paraphrased Margaret Thatcher, saying that when she looked out at the room, she saw people, not society or an organization. She argued that without researchers who are motivated, nothing will get done. “You can have all the structures and systems you want, but they are complicated. People are nimble and flexible.” She went on to remind her listeners that the IDRC Act says the Centre will build research capacity based on individual researchers. She maintained that IDRC is too small, and does not have enough money for OCD. She also suggested there was a moral hazard issue at stake. SSHRC does not cover core costs, so it is not our business to fund institutions, she said.

### **Against the resolution:**

Addressing his opponent in respectful tones, Brent said that although some may think OCD is a boring topic for accountants, it is, in fact, critical for IDRC. He insisted that a strong, vibrant institution lay behind each successful researcher. Moreover, support to individual researchers doesn’t scale up, he said. Brent noted that the framers of the *IDRC Act* did not anticipate the way funding would turn against organizations, so now they are not well enough funded and equipped. For instance, a health institution in Nairobi he cited was receiving only five percent core funding. He also questioned the assertion that IDRC is too small, saying this had never stopped the Centre from tackling big challenges. By way of example, he pointed to the Nigeria Evidence-based



Health Systems Initiative, DFID funding for East and South Africa, and funding from the William and Flora Hewlett and Bill and Melinda Gates Foundations.

### Questions from the floor:

One participant asked what would be the institutional support required for self-organizing teams and networks that can form ad hoc. Brent responded by saying that such teams don't happen by themselves, but have to be supported in an institutional context. Christina asked what IDRC had to show for investing in Zimbabwe. She maintained that the skills to survive in such countries depend on the strength of individuals. Still, she conceded that a Zimbabwean colleague said that to function well a network needs both strong individuals and organizations behind those individuals.

*... a Zimbabwean colleague said that to function well a network needs both strong individuals and organizations behind those individuals.*

researchers. Why would outside donors want to pursue the organizational CD path, asked this individual. Brent admitted it was something of a departure, but said that IDRC has a set of skills that go beyond the Programs Branch. While accepting that it was not a simple challenge, and that there

were evaluation problems, he said that all the barriers people talk about are more about IDRC's failings than about its partners' needs. Christina said the risk of supporting individuals is that they will go to another bigger institution like IDRC or the World Bank. "So we need to stop the fire burning," she said.

"How do we work with institutions like some universities in Africa that haven't paid our partners a salary in years?" asked a participant. Brent argued that supporting the individual researcher doesn't add up to creating a strong institution. "It is an act of hubris when we choose the best researchers," he said. Another participant wanted to know what was the right balance in the use of resources. Brent pointed out that currently the vast majority of IDRC support went to researchers. He contended that organizational CD should be half of IDRC's work rather than a small minority.



*Christina Zarowsky during the "IDRC Debate"*

*Photo: frame capture from meeting video*

Christina agreed that IDRC does need ways to support organizational skills in its work with other partners, but said the Centre cannot spread itself thin by trying to do everything.



Summing up: Brent held that being nimble is what IDRC needs, whether it's about individuals or organizations. Paraphrasing Ralph Waldo Emerson, he said that IDRC could not focus on individuals, but had to focus on institutions. Christina stated that as in raising kids, the recipe had to be tailored to the individuals or the organizations so the research could happen. In her view, the staff is the lifeblood of the organization, not the reverse. However, she did admit that a strict 'constructivist' interpretation of the IDRC Act does allow the Centre to move toward organizational CD.

### ***Thinking Strategically: Observations and Recommendations***

Attention shifted back to the *Doing Things Better* paper and Peter Taylor invited other comments on the theory of change that

*... issues of power and assumptions are important, raising questions about whether a certain intervention will lead to the outcome.*

had been presented the day before. One participant said other pertinent documents exist that would contribute to an IDRC theory of change. Taylor noted that this was true and reminded listeners that this was the version of the IDRC

story as he and his co-author had read it, and that drawing upon a broader set of documents and experiences would have given their model a slightly different look.

In response to a question about the possibility of developing a more complex theory that would build in opportunities for feedback from self-organizing groups, Taylor agreed there would be potential in using feedback and learning. Another participant asked how hierarchical the preconditions were in the model, i.e. could one address precondition B and C, without doing E? Taylor's response was that the interventions can happen at different points. "You need to debate whether you can strategically skip certain steps. The process needn't look hierarchical, but certain things can't be ignored," he said.

A participant suggested that the TOC was missing factors such as power, or natural or human disasters and asked how these could be incorporated. Taylor concurred that issues of power and assumptions are important, raising questions about whether a certain intervention will lead to the outcome. He said the model was not static, but acted as a mirror for how we understand change to be happening.

### **Final Discussions on a More Explicit Theory of Change**

The guest speakers presented recommendations about developing a more explicit TOC for IDRC, and defining and achieving CD goals. These acted as a point of departure for an exchange of views at the tables of participants, followed by a plenary discussion.

Many core assumptions about IDRC were identified for clarification. These included the notions that IDRC is too small and

poor in financial resources to do OCD and that research support trickles up to the organization, especially universities. Another assumption for clarification was that IDRC program staff are tooled with the ability to do OCD. Participants also questioned whether core funding rather than project funding is always something an organization wants. They said IDRC could not assume that all organizations were the same. Rather, a taxonomy of different organizations was required. Finally, participants said staff at IDRC need to accept the limitations of the research project and not assume it can achieve CD.

Another area of discussion was how IDRC's CD work could be made more intentional. Participants suggested that IDRC needed to draw boundaries and determine the specific sectors for OCD and what skills required building. It should be asked whether a given institutional context is capable of producing a result. Another idea expressed was to make it more common practice to assess organizational needs. One group asked whether the 'research into use' elements could be applied in each project context in order to help articulate why a particular focus had been chosen. Another proposed that the right balance in time, human and financial resources for OCD should be integrated into proposal development negotiations. One idea put forward would be to set money aside in each project for some aspect of CD, e.g. to strengthen financial reporting systems. Some participants asked how IDRC could systematically address CD to determine whether it is central to an intervention or only marginal.

The third area of discussion was about how the TOC approach could enhance organizational learning. One table asked whether the notion that IDRC has a comparative advantage in some contexts could be tested to enhance organizational learning. Other participants questioned whether the TOC – with its linearity – allows for the real feedbacks that happen. Alfredo Ortiz answered that the TOC model may look linear since the arrows point up, but the arrows are not logframe-type interventions. Essentially, he said, the preconditions defined in the TOC are needed for change to happen. Ortiz maintained that the model does account for iterative approaches, and said he and his colleague have other examples of how the model can work in a non-linear way. He said he regarded the Centre's TOC to be about creating standing capacity, an overall readiness and social fabric to respond to things over time, leading to improved quality of life.

Another table of participants agreed that a more explicit, articulated TOC could help in discussions with partners about meeting multiple interests. But they stressed that a TOC should be general, and flexible enough to adjust to change and feedback. In this view, it is valid for partners to have a different TOC, and IDRC can decide case by case which theories to support. Other participants thought a TOC can help Centre staff ask more learning-oriented evaluation questions in the M&E part of the project proposal. In closing the session, Peter Taylor acknowledged how much he and his colleague had learned from the exchange.

## Observations from Senior IDRC Managers

Colleen Duggan invited two senior IDRC colleagues to share their thoughts about the discussions and their insights into future events. First to speak was Stephen McGurk, Regional Director of IDRC's South Asia office. He agreed that a TOC is something IDRC needs to move toward. But he suggested that it is a tool for making strategic choices at the team level, rather than at the individual officer level or at the corporate level. "We operate as teams and we manage money, but at the level of the prospectus is a TOC feasible?" he asked. Other tools could also help, like mapping and visualization, all of which could aid IDRC in monitoring, said McGurk. "I've

*...IDRC will be needing more assessment tools as it provides more core support grants through such mechanisms as the Think Tank Initiative.*

long suggested we could make better use of learning tools to help with team strategic decision making in choices among individual capacity building and OCD. We don't have the tools, so we may need to be more explicit," he said.

Rohinton Medhora, Vice-President, Programs, said the phrase 'capacity building' is not helpful and avoids clarity. "Teaching people to fish is not what IDRC is about. We are strengthening research to improve lives," he said. Medhora also noted that IDRC's governors explicitly raised the issue of whether IDRC has a TOC and expressed near certainty that

the Centre would need one in its next corporate program framework. But he cautioned that how IDRC communicates its TOC is at least as important as what it contains. "It is best expressed when the people it affects are part of that process of research and policy," he said. Medhora observed that CD and research excellence go hand in hand in the long run, but perhaps not in the short term. "Not all research we support is world class. The way we bring along research is important, as is the way we allow interaction through networks of weak and strong. We need to do both, but it's a problem if we don't demonstrate research excellence on its own," he noted. Medhora believes that IDRC will be needing more assessment tools as it provides more core support grants through such mechanisms as the Think Tank Initiative. Medhora wrapped up with several questions. Can IDRC demonstrate success in large diverse organizations like universities? Does the need for measurable outcomes push IDRC into small environments where cause and effect are identifiable? What is research support in post-conflict or in undemocratic environments? Does working in strong developing countries strengthen research globally or not?

## Going Forward

Fred Carden noted that measurement in CD is difficult, especially the contribution of relationship work. He said that IDRC now needed to move to the bigger story of telling how research contributes to change. The next stages for completing the strategic evaluation study by 2009 will focus on communication and dissemination, finalizing frameworks such as 'research into use,' and agreeing upon a working definition of CD. Carden expressed caution about needing more data, saying that a balance must be found so as not to drive out innovation, energy and new ideas. Fred thanked all those people who had helped make the meeting a success including his colleagues in the Evaluation Unit, the reference group of Centre peers who have helped steer the strategic evaluation, the case study authors and authors of the *Doing Things Better* paper, the IDRC Book Club hosts and the meeting planner, process facilitator and rapporteur.

*... that change is often forced by external factors, but it is important for IDRC to determine the type of change it wants to promote ...*

The meeting was closed with a few remarks by IDRC President David Malone. He commented that change is often forced by external factors, but it is important for IDRC to determine the type of change it wants to promote because at the margins, and at more than the margins, the Centre can profoundly affect the outcomes.

Reactions and perspectives on the meeting were gathered through a short evaluation form handed out to participants. A summary of those findings can be found at:

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[http://www.idrc.ca/en/ev-133674-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-133674-201-1-DO_TOPIC.html)



## Annex 1

### List of Participants

#### Case Study Authors

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Cheikh Anta Diop -UCAD*)

Charles Lusthaus and  
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Katrina Rojas (*Peru  
Consortium – CIES*)

Cor Veer (*Ministry of  
Environment, Government  
of Cambodia*)

Terri Willard (*Association  
for Progressive  
Communication – APC*)

Peter Taylor (*Organizational  
adaptiveness and research  
management in the MENA  
region*)

#### IDRC Case Study Hosts

Elias Ayuk and Kathryn  
Touré (*UCAD*)

Laurent Elder and Heloise  
Emdon (*APC*)

Rich Fuchs (*Ministry of  
Environment, Cambodia*)

Susan Joeques and Eglal  
Rached (*Organizational  
adaptiveness*)

Jean Michel Labatut  
(*Makerere University*)

Edgard Rodríguez (*Peru  
Consortium*)

### Other Presenters and Commentators

Colleen Duggan

Fred Carden

Tim Dottridge  
(*mediator, the IDRC  
debaters*)

Brent Herbert-Copley  
(*IDRC debater*)

Christina Zarowsky  
(*IDRC debater*)

David Malone

Stephen McGurk

Rohinton Medhora

Alfredo Ortiz

Peter Taylor

#### Participants

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Heidi Braun

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Lisa Burley

Simon Carter

Liliane Castets-Poupart

Dominique Charron

Gideon Christian

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Michelle Crawley

Bruce Currie-Alder

Ibrahim Daibes

Renaud DePlaen

Nafissatou Diop

Sarah Earl

Amy Etherington

Merle Faminow

Kathleen Flynn-Dapaah

Khaled Fourati

David Glover

Susan Godt

Maggie Gorman

Allison Hewlitt

Victoria Hopkins

Jean Lebel

Wardie Leppan

Neale MacMillan

Wendy Manchur

Elizabeth Marshall

Marie-Claude Martin

Véronique McKinnon

Sharon Messerschmidt

Linda Murphy

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## Annex 2

### ***Reference Group for the Strategic Evaluation on Capacity Development***

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Lisa Burley

Tim Dottridge

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Brent Herbert-Copley

Richard Isnor (former IDRC staff member)

Wardie Leppan

Mark Redwood

Rob Robertson

Steve Song (former IDRC staff member)

Ronnie Vernoooy

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